

Project Evaluation Series

**Mid-term evaluation of the project
“Forest and Farm Facility phase II –
Climate resilient landscapes
and improved livelihoods”**

Project code: GCP/GLO/931/MUL

Annex 1. Terms of reference

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1. Background and context of the Forest and Farm Facility – Phase II programme

1. The Forest and Farm Facility (FFF) is a multi-donor partnership programme between the Food and Agriculture Organization of the United Nations (FAO), the International Institute for Environment and Development (IIED), the International Union for Conservation of Nature (IUCN) and the global alliance of agro-agencies mandated by farmers' organisations (AgriCord)¹.
2. The FFF is a multi-donor trust fund (MUL) project,² hosted by FAO under an Umbrella programme (GCP/GLO/931/MUL). Resource partners pool their funds to contribute to a single budget (MUL) in order to achieve the agreed-upon outcomes. Additional support to the FFF comes from the EU-FAO-FLEGT programme³ and through the Flexible-Multi Partner Mechanism (FMM).⁴ The funding target of phase II is USD 96 million, out of which USD 20 million have been already obtained and current discussions are underway to reach the total with several additional resource partners. The FFF is currently in phase II, which was launched in July 2018 and will run until 2022. Phase I of the FFF started in 2012 and was completed in 2017. A mid-term evaluation of the FFF phase I⁵ was carried out by the FAO Office of Evaluation (OED) and completed in July 2016. This found that good progress was made by the FFF in filling gaps in rural development cooperation on regional, global and country levels, as well as in supporting value chains upgrading through activities aimed at value addition. The evaluation however found that the inability to advance forest and farm producer organisations to a higher status limited their capacity to engage, for example, with financial institutions for loans. It recommended that the programme improved its value chain development approach by adding elements that focus on value addition, processing and linkage to various actors in the same chains, and enable Forest and Farm Producer Organizations (FFPOs) to improve their engagement with national, regional and international markets. It also recommended an enhancement of support to the development of women's entrepreneurship in forest and farm-based value chains.
3. The FFF is overseen by a Steering Committee,⁶ which provides policy level guidance on approach and content, e.g. the Steering Committee approves overall selection of partner countries, work

¹ Forest and Farm Facility is also an integral component of three major external institutional partnerships between FAO and AgriCord, We Effect and the Self Employed Women's Association. Further partnerships include the Asia Farmers Association, the Mesoamerican Alliance for People and Forests, the International Family Forest Alliance, the Global Alliance for Community Forestry; the International Alliance for Indigenous and Tribal Peoples of the Tropical Forests; IKEA.

² The resource partners contributing to the 2nd Phase of FFF are the following: Sweden (USD 13 526 614), Finland (USD 2 339 509), The Netherlands (USD 270 000), Germany (USD 849 934), United States Department of States (USD 200 000) and IKEA (USD 128 475). Additional funding for the FFF has been received via the FAO-EU Forest Law Enforcement, Governance and Trade (FLEGT) Programme (USD 1 355 550) and the FMM (USD 500 000).

³ The FAO-EU Forest Law Enforcement, Governance and Trade (FLEGT) Programme works in support of the European Commission's Action Plan on FLEGT to promote the legal production and consumption of timber, by funding projects created by governments, civil society and private sector organizations in Latin America, Africa and Asia to improve forest governance.

⁴ The Flexible Multi-Partner Mechanism (FMM) is FAO's main pooled funding mechanism for resource partners willing to contribute flexible, voluntary and multi-year resources to the Organization for the achievement of results under FAO's Strategic Framework.

⁵ [A mid-term evaluation of Phase I](#) was undertaken by the OED, and completed in September 2016.

⁶ Members of the FFF Steering Committee are affiliated with community forestry, family forestry and farmer producer organizations, Indigenous People's organizations, non-governmental organizations (NGO), government, finance, research and international development organizations. A large proportion of its members is affiliated directly to forest and farm producer organizations (FFPOs) and has members with relevant backgrounds in gender equality, climate resilience, entrepreneurship and social services.

plans and receives periodic updates and annual reports for comments and guidance. The Steering Committee works closely with the FFF management team, which includes staff from FAO, the International Union for the Conservation of Nature (IUCN), the International Institute for Environment and Development (IIED) and AgriCord.

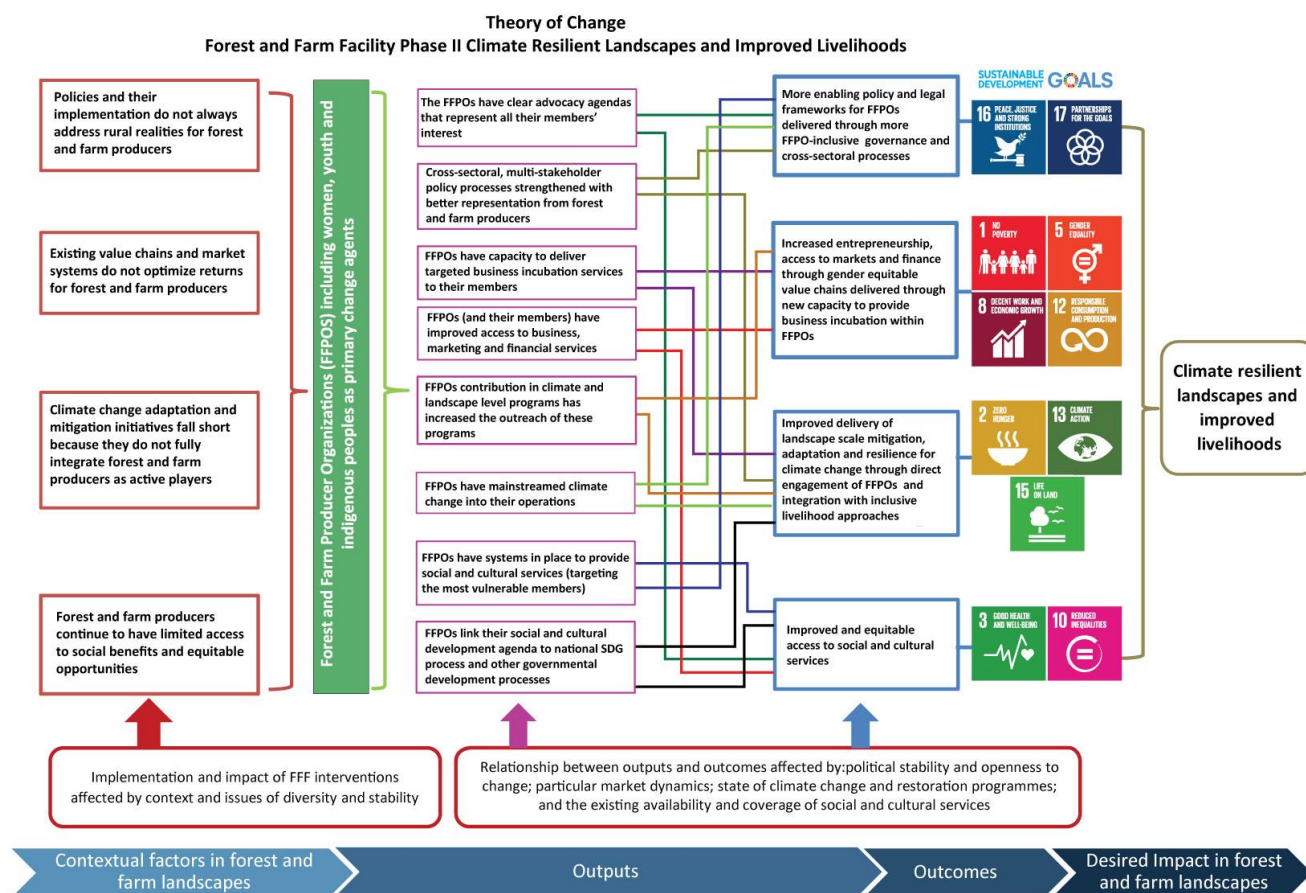
4. Building on phase I of the programme, FFF provides resources directly to FFPOs and offers a range of capacity-development services, including advocacy, information sharing, business incubation, access to financing and links to social services. Phase II of the FFF aims to scale up previous work with ten partner countries and their FFPOs to 25 countries.
5. The goal of phase II is to support forest and farm producers and their organizations⁷ to enable “climate resilient landscapes and improved livelihoods”. The FFF supports FFPOs in improving livelihoods, while safeguarding the environment, promoting sustainable development and the achievement of the Sustainable Development Goals (SDGs) including responding to climate change.
6. FFF phase II is structured around the following outcomes also contributing to several SDGs:
 - i. **Outcome 1.** More enabling policy and legal frameworks for FFPOs delivered through more FFPO-inclusive governance and cross-sectoral processes (SDG 16 & 17).
 - ii. **Outcome 2.** Increased entrepreneurship, access to markets and finance through gender equitable value chains delivered through new capacity to provide business incubation within FFPOs (SDG 1, 5, 8 & 12).
 - iii. **Outcome 3.** Improved delivery of landscape scale mitigation, adaptation and climate resilience for climate change through direct engagement of FFPOs and integration with inclusive livelihood approaches (SDG 2, 13 & 15).
 - iv. **Outcome 4.** Improved and equitable access to social and cultural services (SDG 3 & 10).
7. The programme is being implemented primarily in ten⁸ core countries of Bolivia (Plurinational State of), Ecuador, Ghana, Kenya, Madagascar, Nepal, Viet Nam, Togo, Zambia, and recently the United Republic of Tanzania. Additional support for networking and information sharing is provided to six network countries of the Gambia, Guatemala, Indonesia, Liberia, Myanmar and Nicaragua. FFF also provides support to regional and global apex FFPOs to improve service delivery to their members. The Network of Farmers Organizations and Agricultural Producers of West Africa (ROPPA); the Asian Farmers Association for Sustainable Rural Development (AFA) and the Mesoamerican Alliance of Peoples and Forests (AMPB) were chosen for collaboration and awarded FFF grants by demonstrating that they:
 - i. enhance gender equality;
 - ii. support youth engagement;
 - iii. promote or influence more inclusive governance and cross-sectorial processes;
 - iv. improve capacity for increased entrepreneurship, access to markets and finance, and business development services;
 - v. improve delivery of landscape scale mitigation, adaptation and resilience for climate change; and/or
 - vi. enhance capacity for improved and equitable access to social and cultural services.

⁷ Forest and farm producers are women and men, smallholder families, indigenous people and local communities who have strong relationships with forests and farms in forested landscapes.

⁸ The difference between the core and network countries depend on the different scoring obtained in the call for proposal launched in the FFF Phase II. More details will be available in the upcoming FFF Network Countries Strategy.

1.1 Theory of change

Figure 1. Theory of change developed and provided by the FFF management team



1.2 Results achieved⁹

8. This section summarizes the most significant results reported by the FFF Management Team towards the four outcomes of the programme since the beginning of phase II in 2018.
9. In the course of 2019-20, the FFF team reported to have provided support through key apex FFPOs to smaller FFPOs in nine countries:
 - i. Four hundred forest and farm producer organizations provided direct support to over 350 000 members (30 percent women and 30 000 youth, in Ghana) and indirect support to an aggregate of 25 million members.
 - ii. Three regional and one global FFPO (with over 25 million members in total) have been supported to strengthen the role of women, youth and agroforestry systems in almost 30 additional countries.
 - iii. FFPO partners are collectively managing more than 12.3 million hectares of natural forests and farm forestry plantations.
10. Towards Outcome 1, progress reported in terms of policy impact:

⁹ Data provided by the FFF Management Team.

- i. In Ecuador, the FFF supported the Minister of Environment's Ministerial Agreement to promote bio-enterprise policies, creating enabling conditions for sustainable production at landscape scale.
 - ii. In Nepal, the FFF, through advocacy activities, contributed towards the creation of the Forest Act 2019.
 - iii. In Zambia, the programme provides inputs to the country's new Charcoal Regulations.
 - iv. In Bolivia (Plurinational State of), the FFF supported the Government of the Plurinational State of Bolivia to formulate a new "National Programme of Support to Cacao Production and Harvesting" which will benefit over 7 500 families located in five departments of the country.
11. Towards Outcome 2, progress reported in supporting enterprises, linking them to markets and finance and establishing business incubation capacity:
 - i. A national team in Ghana, consisting of FFPOs representatives from three ecological zones, is currently working on developing a business portfolio around baskets of products.
12. Towards Outcome 3, progress reported in increasing the role of FFPOs towards climate resilience:
 - i. As a result of a new initiative implemented around farmer-led tree and product inventory, more accurate assessments for potential carbon sequestration have been reported. Some organizations also reported the total numbers of trees.
13. Towards Outcome 4: progress reported towards increasing access to social and cultural services:
 - i. In 2019, four FFPOs developed outreach and communication plans on relevant issues to their members; for example, the Federation of Community Producers Organization of Nepal organized a national 16-day campaign against gender-based violence.

2. Evaluation purpose and intended users

14. The mid-term evaluation (MTE) is included in the FFF phase II programme document and financing agreements as follows: "An independent mid-term evaluation will be led by FAO Office of Evaluation when delivery will reach 50 percent of the initial total budget and/or at mid-point of scheduled project duration, to review efficiency and effectiveness of implementation in terms of achieving project objective, outcomes and delivering outputs. The MTE will be instrumental for contributing through operational and strategic recommendations to improved implementation for the remaining period of the project's life." (from ProDoc).
15. This MTE serves the dual and mutually reinforcing purposes of accountability and learning by assessing and identifying key achievements and challenges faced during the first term of implementation of the programme and draw lessons and best practices. Specifically, it aims to inform the FFF Steering Committee, the Programme Management Team, resource partners and other stakeholders about the programme's progress and performance towards attaining the expected outputs and outcomes.
16. The MTE will draw specific conclusions and formulate recommendations for any necessary further action by the implementers and other stakeholders. Furthermore, it may also contribute to identify corrective actions, including possible scenarios against changing contexts (e.g. caused by COVID-19), as well as provide learning to be incorporated in future programming and work.
17. The primary evaluation stakeholders and intended users of the Mid-Term Evaluation are summarized in the table below:

Table 1: Main stakeholders

Stakeholder	Interest and role in the evaluation
Donors (Donors Support Group)	Multi donor fund donors have an interest in learning about the programme's second phase progress and results achieved, through an independent process. The evaluation team will seek to engage with representatives of the multi-donors fund throughout the process.
FFF Management Team (including FAO based secretariat and Implementing Partners: IIED, IUCN and AgriCord)	The interest of this evaluation is to obtain an independent assessment of the programme's results and dynamics to implement corrective measures, if necessary, during the second term of the FFF programme's second phase. They will engage throughout the evaluation process by sharing their experiences, information and knowledge.
Steering Committee	The Steering Committee will benefit from more strategic findings and recommendations resulting from the evaluation, to direct its guidance to the FFF team. Representatives from the Steering Committee will be consulted throughout the process.
FFPOs at national, regional, global level and relevant networks	As main partners and beneficiaries of the programme, FFPOs at all levels will be consulted throughout the evaluation process to understand their involvement and the contributions generated by these partnerships.
Local FFPOs at village level especially groups of women, youth, indigenous peoples and marginalized communities	As direct beneficiaries of the programme, the evaluation team will seek the views of a representative sample of local FFPOs, with a particular interest in assessing how the programme is impacting on women, indigenous peoples and marginalized groups.
Focal points in Government Ministries and cross-sectoral platforms	As partners of the programme, the evaluation team will seek their perspective and share the evaluation results.

18. The evaluation will seek the perspective of all the above mentioned stakeholders as sources of information, will actively involve FFF partners, and will share the evaluation results with relevant stakeholders.

3. Evaluation scope

19. This Mid-Term Evaluation will evaluate the results achieved from the inception of the programme in July 2018, up to July 2020, bearing in mind the possible delays that may have affected the beginning of the implementation and the onset of the COVID-19 pandemic. The Mid-Term Evaluation will assess all key elements of the programme to date, across its four areas of focus, with a representative set of producer organizations, government and other partners in selected countries and at the regional and global level. Additionally, the management and governance structure of the programme will be assessed along with the linkages between the programme and other major in country and global initiatives in the context of FAO's Strategic Objectives¹⁰ and the United Nations Agenda 2030.

¹⁰ As part of the assessment, the mid-term evaluation will also take into account the current changes and revision regarding FAO Strategic Framework and management structures and the effects these may have on the future of FFF, if any.

4. Evaluation objective

20. The evaluation will seek to identify preliminary results of the FFF activities implemented at country, regional and global levels, including the synergies among the three levels of activities considering the programmatic approach adopted. The MTE will also seek to assess the coherence and complementarity of FFF activities with those of other partners and global alliances in the target regions and countries, as well as with other FAO activities.
21. The objective of the evaluation will be therefore to provide valuable recommendations based on evidence and findings under the topics of: relevance; effectiveness; partnerships and coordination; coherence and synergies; efficiency; normative values; and sustainability. In this regard, the evaluation will be guided by the following preliminary evaluation questions under each of these topics – further questions will be developed by the evaluation team during the inception phase and elaborated in the evaluation.

5. Approach and methodology of the evaluation

22. The MTE takes place between July 2020 and January 2021. The evaluation will be managed by OED, and may engage with the evaluation function of other FFF partners as appropriate.
23. The MTE scoping phase began in July 2020. OED conducted a preliminary analysis of the activities carried out by FAO and its partners at national, regional and global level, including the review of all documents and publications produced by the FFF phase II. The MTE and the final report of the FFF programme phase I will also constitute an important background and baseline for the assessment of the first part of phase II.
24. An inception report will complement these terms of reference (TORs) and contribute to guide the evaluation: it will encompass a more detailed stakeholder analysis, further information on the evaluation approach and methodology, the evaluation matrix, and the country case studies selection.
25. Given the nature of the programme, the MTE will adopt a very participatory process to engage actively with FFF key partners during the whole exercise.

5.1 Evaluation questions

26. The following key evaluation questions will guide the overall assessment. Sub-questions and specific methodological approaches are being further developed:

Relevance:

- i. How timely, appropriate and relevant is the primary focus and programme logic of the second phase of the Forest and Farm Facility in terms of its stated mission, the respective country contexts and in relation to priorities of the FFPOs as well as broader sustainable development initiatives, i.e. Agenda 2030?
 - To what extent was the FFF programme able to adapt to the changing context (including COVID-19)?
- ii. To what extent is the FFF programme relevant vis-à-vis FAO's Strategic Objectives and Programmes?
- iii. To what extent are the programme Theory of Change and logical framework appropriate towards the achievement of the expected outcomes?

Achievements and challenges in moving towards outcomes

- i. To what extent has the programme progressed in achieving the expected outcomes at country, regional and global level, namely:
 - More enabling policy and legal frameworks for FFPOs delivered through more FFPO-inclusive governance and cross-sectoral processes (SDG 16 & 17).
 - Increased entrepreneurship, access to markets and finance gender equitable value chains delivered through new capacity to provide business incubation within FFPOs
 - Improved delivery of landscape scale mitigation, adaptation and climate resilience for climate change through direct engagement of FFPOs and integration with inclusive livelihood approaches (SDG 2, 13 & 15).
 - Improved and equitable access to social and cultural services (SDG 3 & 10).
- ii. What are the enabling/constraining factors influencing the achievement and non achievements of the outcomes?

- How the programme implementation was affected and adapted to the COVID-19 crisis and context at country level?
- iii. To what extent does the programme contribute to the targeted SDGs?

Partnerships

- i. Has the programme sustained and expanded useful linkages and partnerships with civil society, private sector, academia, government, development partners and other stakeholders at country, regional and global level?¹¹
- ii. Has the programme improved partnerships among the FFPOs across supported countries?

Internal and external coherence

- i. How coherent and complementary are the programme activities vis-à-vis other initiatives implemented by FAO (Strategic Programmes, Country Programme Frameworks, Regional Initiatives, Social Forestry team, Voluntary Guidelines on Tenure, VGGTs, etc.)?
- ii. To what extent is the programme coherent with other initiatives and policies undertaken by Governments¹² and FFF partners¹³ in the FFF countries?
- iii. Is the programme coherent with the strategies and priorities of the FFPOs and the associations/federations that represent them?

Efficiency

- i. How efficient is the current programme governance structure in providing overall policy guidance and direction to the management team?
- ii. How efficient is the current operational modality in contributing to the overall achievement of the programme objectives?
- iii. How efficient is the programme in ensuring inputs (money, human resources, activities) are converted into the desired outputs?
- iv. How efficient is the collaboration among the programme management team partners in implementing the programme?

Monitoring and learning (M&L)

- i. Is the monitoring and learning system of the programme adequate and effective in achieving its main objectives?
- ii. How effective is the logical framework in measuring the progress in achieving programme objectives?
- iii. How well have the recommendations from phase I MTE been implemented?

Communications outreach and knowledge products

- i. How have communication and knowledge management ensured the sharing and communication of FFF results to internal and external partners?
- ii. To what extent has the FFF – IIED approach identified country level knowledge demand and responded to this demand at country level? Did the programme contribute to capitalize and share knowledge at global level?

¹¹ FFF-We Effect, FFF-World Rural Forum, FFF-SEWA, EU-FLEGT, UN Decade of Family Farming, South-South and Triangular Cooperation, etc.

¹² Including FLEGT, SDGs with regards to reducing rural poverty landscape approach, climate change, gender, youth, etc.

¹³ Including IIED, IUCN, AgriCord and other implementing partners at country and regional level.

Sustainability

- i. What efforts are being made to ensure sustainability of the programme results in the long term?
 - To what extent is FFF increasing the capacity of small-scale enterprises, cooperatives and FFPOs at different levels?
 - Has self-management of resources contributed to greater sustainability of FFPOs?
 - Is the program supporting coordination between the government at different levels, key partners and the FFPOs, and other mechanisms to ensure the continuity of its actions and results?
 - How is the programme addressing the risks concerning climate change and environmental sustainability, including promoting climate change adaptation and mitigation?
 - What are the enabling and constraining factors influencing the possible sustainability of the programme's results?

Equity

- i. What efforts have been made towards improving gender equality and equity as a key objective of the programme, and with what results?
- ii. To what extent has the programme improved the inclusion of indigenous peoples and youth in its the design and implementation?

5.2 Methodology

27. The evaluation will rely on evidence collected through a variety of methods and tools, including:¹⁴
- i. A thorough review of secondary information from the programme documentation, relevant evaluations and assessments, progress reports, etc., much of which will be provided by the FFF team. This will constitute the basis from which the evaluation will build its inquiry, to verify actual achievements and perceptions against planned and reported ones.
 - ii. Gathering of perceptions, experience and data through semi-structured individual interviews or group discussions with key stakeholders. This will serve to understand the experiences of the programme's contributors, partners and beneficiaries, thereby providing a measure of the programme results, and measure the extent to which these addressed their needs.
 - iii. A selection of country case studies will provide an opportunity to meet directly with national stakeholders in the field, discuss and assess the dynamics of the results and their sustainability. Countries concentrating the highest number and variety of activities and deliverables will be purposely selected as case studies, to maximize the learning potential. The final selection of focus countries for the evaluation will be decided during the inception phase, also considering the feasibility of travel. Each country case study will meet with a representative set of producer organizations, government and other partners.
 - iv. An online survey will be considered as a complementary tool to the above-mentioned data collection methods to gather the views of the FFF partners or beneficiaries of specific aspects of the programme.

¹⁴ A comprehensive methodological note will be developed by the evaluation team as part of the inception report.

28. The evaluation will ensure that the sample of programme stakeholders consulted equitably represent the various possible perspectives, including an adequate variety of country contexts.
29. The evaluation will engage the FFF management team, including FFF Partners, throughout the process: a first round of consultation took place during the preparation of the evaluation with the aim of building consensus on the evaluation objectives, scope and approach, and to ascertain the team's appropriate understanding of the programme's intent. Key stakeholders from and outside of FAO will also contribute to building the information base of the evaluation, whether in Rome, in the field or through virtual exchanges. Main programme stakeholders will be consulted to validate the evaluation preliminary results.
30. As the core of the evaluation design, the evaluation matrix will serve to show how each evaluation question will be answered through proposed methods, and using given sources of data and data collection procedures. Specific tools, such as Focus Group Discussions protocols or Interview Guides, will be developed to ensure a systematic collection of information across countries and institutions.

5.3 Adjustments following the COVID-19 emergency

31. The current COVID-19 emergency requires some adaptation to the approach and methodology this mid-term evaluation can use.¹⁵ Based on the analysis of possible COVID-19-related restrictions, the evaluation methodology will be adapted. For instance, in order to address the challenges deriving from travel restrictions, national and local consultants will support the data collection at country level.¹⁶

5.4 Roles and responsibilities

32. The evaluation will be conducted by a team of independent experts. The core independent evaluation team will be composed of a Team Leader and two additional team members, and will collectively combine experience and expertise relevant to the FFF programme. This team will be complemented by three to four national evaluators, each conducting a country case study. The team leader will be responsible for further developing the evaluation methodology based on the draft TORs, coordinating the team effort to conduct the evaluation, and producing the evaluation report. All team members will participate in briefing and debriefing meetings, consultations, field visits, and will contribute to the evaluation with written inputs for the final draft and final report. The evaluation team will be fully responsible for its report, which may not reflect the views of FAO. An evaluation report is not subject to technical clearance by FAO although OED is responsible for Quality Assurance of all evaluation reports.
33. OED management team, composed of an evaluation manager and an associate manager, will guide the evaluation process and support the independent team's work. The OED evaluation manager will monitor the quality of the process and deliverables and provide an on-going organizational support and guidance of the team. OED will also follow-up with the programme team on the timely preparation of the Management Response (MR).

¹⁵ See OED note on "Risk analysis and guidance for the management and conduct of evaluations during international and national level COVID-19 crisis and restrictions" available here: <http://www.fao.org/3/ca8796en/ca8796en.pdf>.

¹⁶ Further details on the adjustments will be provided in the methodological note included in the inception report (see footnote 11).

34. The FFF Programme team will provide inputs into the TORs, share data and information on the programme as appropriate with the evaluation team, and comment on the draft report. The programme team, under the lead and coordination of the Budget Holder (BH), will also be responsible for preparing a Management Response to the evaluation recommendations.

6. Evaluation team composition and profile

35. The evaluation team will be composed by a core team of three independent consultants and additional national consultants, and will work under the guidance and with participation of the OED Evaluation Management team.
36. The external consultants have combined experience and expertise in the following areas: Community forestry, rural development, natural resource governance, forest and farm smallholder producers organisations and enterprise development, policy dialogue, indigenous peoples, gender, climate change mitigation and adaptation and governance issues in the context of rural development.
37. All consultants will have experience in evaluation, and in depth knowledge of at least one of the three regions of focus for the programme (i.e. Sub-Saharan Africa, Latin America and Eastern Asia). An effort will be made to achieve gender and regional balance in the team makeup.
38. The evaluation team members should be independent from any organizations that have been involved in designing, executing or advising any aspect of the FFF programme.

7. Evaluation deliverables

39. The evaluation team will be accountable for producing the following evaluation products:
 - i. inception report;
 - ii. power point presentation of preliminary findings;
 - iii. draft evaluation report; and
 - iv. final evaluation report.
40. The evaluation team leader will present final evaluation results and recommendations to key stakeholders during a workshop, as appropriate.

8. Evaluation timeframe¹⁷

Task	Dates	Responsibility
Launch of the evaluation	June 2020	Budget Holder and Evaluation Manager
TORs finalization	October 2020	Evaluation Manager with inputs from FFF Management Team
Team identification and recruitment	July-September 2020	OED
Reading background documentation provided by PTF	June-September 2020	Evaluation Team
Inception phase	October 2020	Evaluation Manager and Evaluation Team Leader
Organization of the Evaluation Mission (travel arrangements, meetings arrangements with programme stakeholders and partners, field visits, etc.)	October 2020	OED
Evaluation mission	November-December 2020	Evaluation Team
Mid-Term Evaluation Report first draft for circulation	January 2021	Evaluation Team and Evaluation Manager for comments and quality control
Evaluation Report final draft for circulation	February 2021	Evaluation Team and Evaluation Manager for comments and quality control
Validation of the recommendations through stakeholder workshop	February/March 2021	Evaluation Team to the FFF Management Team through the Evaluation Manager
Final Report, including graphic design, publishing and its distribution	April 2021	OED
Management Response	One month after the Final report is issued	Budget Holder
Follow-up report	One year after the MR is issued	Budget Holder

¹⁷ This tentative timeframe will be adapted according to the evolution of the current COVID-19 situation, which may restricts travels in countries concerned by this mid-term evaluation.

9. Annexes TBC

- i. Programme Results Framework with results achieved until June 2020.
- ii. Documents to be consulted: A list of important documents and webpages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and the inception report.
- iii. Project evaluation report outline – OED template.

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