

**Project Evaluation Series  
16/2023**

**Terminal evaluation of the project  
“Strengthening capacities of agricultural  
producers to cope with climate change for  
increased food security through the Farmers  
Field School approach in Mozambique”**

**Project code: GCP/MOZ/112/LDF  
GEF ID: 5433**

**Annex 1. Terms of reference**

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## Abbreviations and acronyms

BH	Budget Holder
CCA	climate change adaptation
FAO	Food and Agriculture Organization of the United Nations
FFS	Farmer Field Schools
FLO	Funding Liaison Officer
GCU	GEF Coordination Unit
LTO	Lead Technical Officer
M&E	monitoring and evaluation
PTF	Project Task Force
TOC	theory of change
TOR	terms of reference

# 1. Background and context of the project

1. These terms of reference (TORs) frame the terminal evaluation of the project “Strengthening capacities of agricultural producers to cope with climate change for increased food security through the Farmer Field School approach in Mozambique” (GCP/MOZ/112/LDF). In addition to briefly describing the Project and its key areas of work, these TORs set out the purpose and scope of the evaluation, outline the methodological approach, and propose a work plan.
2. This document was developed by the Office of Evaluation of the Food and Agriculture Organization of the United Nations (FAO) in consultation with the Project Task Force, the GEF Coordination Unit at FAO, the project’s Lead Technical Officer (LTO) and the National Project Coordinator (NPC) at the Ministry of Agriculture and Food Security of the Government of Mozambique.

## Box 1. Basic project information

- GEF project ID number: 5433
- Recipient country: Mozambique
- Implementing agency: FAO
- Executing agency: Ministry of Agriculture and Rural Development (former Ministry of Agriculture and Food Security) and Ministry of Land and Environment – Ministry of Land and Environment (former Ministry of Land, Environment and Rural Development)
- GEF focal area: climate change adaptation (CCA)
- GEF strategy/operational programme: SO-2- Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner. SO-5- Increase the resilience of livelihoods to threats and crises
- GEF Strategic Objectives: CC-A – 1: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level. CC-A – 2: Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level. CC-A – 3: Promote transfer and adoption of adaptation technology
- PIF approved: September 25, 2013
- Date of CEO endorsement: May 15, 2015
- Date of PPRC endorsement: July 3, 2015
- Date of project start: October 2, 2016
- Execution agreement signed: September 9, 2015
- Execution agreement amended:
- Initial date of project completion (original NTE): June 2019
- Revised project implementation end date: July 30, 2021
- Date of mid-term evaluation: (16 August to 5th September 2018) report approved by December 2018

## 1.1 General Context

3. Mozambique is located on the east coast of Southern Africa, covering a geographic area of 801 590 km<sup>2</sup>. The country is divided into two major topographical regions, the coastal lowlands with uplands in the centre, and high plateaus in the northwest and mountains to the west. Maputo is the capital and largest and most populated city in the country. The northwest and southwest are the least populated areas in the country, which is divided in 11 provinces.
4. As a Low Income Country,<sup>1</sup> Mozambique has 68.31 percent of the population living in rural areas, and almost 80 percent of the labour force works in the agricultural sector. This prevalence of the

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<sup>1</sup>Mozambique’s GNI per capita income was of USD 1 250 in 2019 and ranked in 181th place among 189 countries in the Human Development Index (Index: 0.456), which places the country in the category of Low-Income Countries. Source: Human Development Reports: <http://hdr.undp.org/en/data>

primary sector in the economy makes the country extremely dependent on natural resources and vulnerable to the adverse effects of climate change.

5. Agriculture remains the main economic activity, and 3.2 million smallholder farmers account for 95 percent of the country's agricultural production. Agriculture is practiced on less than 10 percent of the arable land and mostly in flood- and drought-prone areas. Difficult access to credit and markets, low use of improved inputs and the dominance of rain-fed agriculture make the sector vulnerable to shocks.<sup>2</sup> The socio-economic infrastructure for agriculture is yet low developed.
6. Natural resources: Mozambique is gifted with rich and extensive natural resources with a variety of landscapes and biomes including dense forests in the north-central and savanna grassland in the southwest.<sup>3</sup> Extensive benefits and ecosystem services arise from the rich biodiversity in Mozambique. These include the provision of timber for firewood, furniture, sculpture, etc., water supply/purification, soil fertility and flood protection.<sup>3</sup>
7. Climate change: Mozambique is considered the first most vulnerable country in the world according to the Climate Change Vulnerability Index in 2019.<sup>4</sup> The country is actively exposed to tropical cyclones such as cyclones Idai and Kenneth in 2019 and more recently Eloise and Guambe in January and February 2021, respectively. The territory is downstream of nine international shared river basins that cause floods when high levels of precipitation occur. According to the National Action Plan for Adaptation (NAPA)<sup>5</sup> in Mozambique and the National Strategy for Adaptation and Mitigation of Climate Change (ENMMAC)<sup>6</sup>. Mozambique faces a growing risk of extreme weather events such as floods, cyclones and prolonged dry periods and more frequent as well as changes in rainfall patterns.
8. The change in precipitation as well as increasing temperatures have generated new vulnerability issues affecting the planning of agricultural activities, such as, decreasing water quality for various uses due to lower rainfall, increased evaporation and the salt water intrusion. There is also a greater risk of soil erosion and damage to agricultural infrastructure due to floods and flooding by sea level rise, extreme precipitation events and high winds. There are also high risks of impaired fertility of soil erosion, deforestation and over-burned.<sup>7</sup>
9. Mozambique has a comprehensive framework of laws, policies, strategies, programs and action plans that address rural development, adaptation to climate change and the agricultural sector as a whole. Despite progressive investments, smallholder farmers still face various challenges that are not widely addressed by the baseline programmes and projects in the context of climate change, in regards of the integration of climate change adaptation (CCA) practices in the agricultural sector, including: i) awareness and the development of internal capacities of key stakeholders, including extension services to promote technologies and CCA practices, and ii) the coordination of the various actors in the agricultural sector.
10. The project was designed to support the Government of Mozambique in their implementation to "increase the capacity of the agricultural and pastoral to deal with climate change, increasing the

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<sup>2</sup> FAO in Mozambique: <http://www.fao.org/mozambique/fao-in-mozambique/mozambique-at-a-glance/en/>

<sup>3</sup> Convention on Biological Diversity: <https://www.cbd.int/countries/profile/?country=mz>

<sup>4</sup> Global climate risk index (2021):

[https://reliefweb.int/sites/reliefweb.int/files/resources/Global%20Climate%20Risk%20Index%202021\\_1\\_0.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/Global%20Climate%20Risk%20Index%202021_1_0.pdf)

<sup>5</sup> National Action Plan for Adaptation (NAPA): <https://unfccc.int/resource/docs/napa/moz01.pdf>

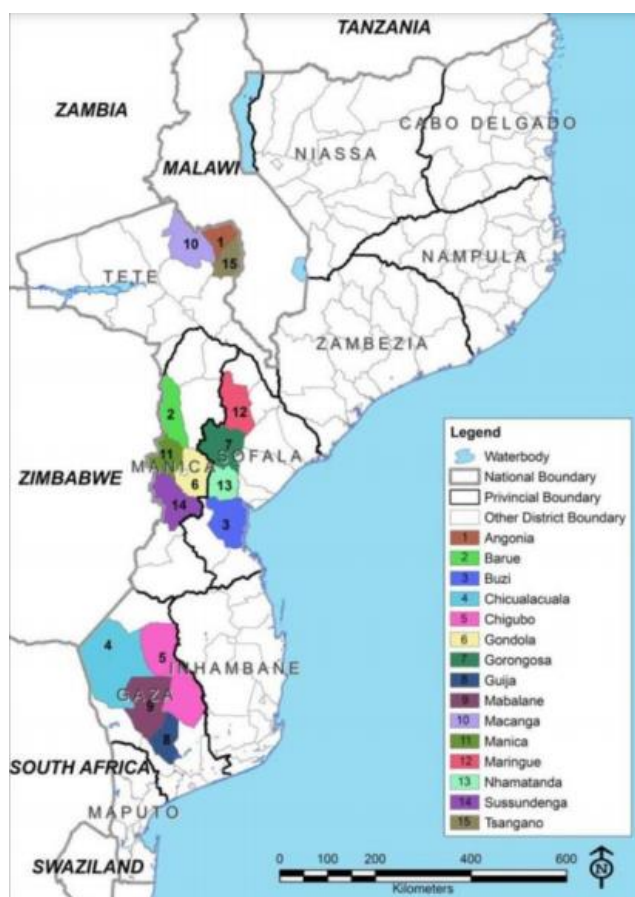
<sup>6</sup> National Strategy for Adaptation and Mitigation of Climate Change (ENMMAC): [https://www.ctc-n.org/sites/www.ctc-n.org/files/resources/mozambique\\_national\\_climate\\_change\\_strategy.pdf](https://www.ctc-n.org/sites/www.ctc-n.org/files/resources/mozambique_national_climate_change_strategy.pdf)

<sup>7</sup> FAO (2016). Estudo SHARP, Auto-avaliação e Análise Holística da Resiliência Climática de Agricultores e Pastores.

level of technology adoption and CCA practices by farmers through Farm Field Schools (FFS) network and integration of the concerns and strategies of CCA in the initiatives, policies and programming of agricultural development in progress”.

11. The target areas of intervention are comprised by 18 districts (initially 15 districts, Figure 1). In 2016, three new districts were created by the Government of Mozambique in the areas of project intervention). Activities were carried out in six districts of Manica Province (Sussudenga, Manica, Barué, Gondola, Macate District and Vanduzi), five districts of Gaza Province (Mabalane, Mapai, Chigubo, Chicualacuala and Guijá) four districts of Sofala Province (Buzi, Maringue, Gorongosa and Nhamantanda) and three districts of Tete Province (Macanga, Angonia and Tsangano).

**Figure 1. Map of target areas of intervention in Mozambique**



Source: Project document. Map conforms with UN Geospatial. 2016. *Map of Mozambique*. New York, United States of America. <https://www.un.org/geospatial/content/mozambique>

## 1.2 Description of project, project objectives and components

12. The project “Strengthening capacities of agricultural producers to cope with climate change for increased food security through the Farmers Field School approach in Mozambique” (GCP/MOZ/112/LDF) was designed to tackle the above-mentioned challenges by targeting key areas located across 18 selected Districts, namely Sussudenga, Manica, Barué, Gondola, Macate and Vanduzi, Mabalane, Mapai, Chigubo, Chicualacuala and Guijá, Buzi, Maringue, Gorongosa, Nhamantanda, Macanga, Angonia and Tsangano with the objective to increase the capacity of the agricultural and pastoral to adapt to climate change.
13. The initiative was conceptualized under GEF-5 under the land degradation focal area. The GEF along with the Least Developed Countries Fund (LDCF) and the Special Climate Change Fund

(SCCF) granted USD 9 000 000 in co-financing (in kind) with the Government of Mozambique under the Ministry of Agriculture and Rural Development (USD 770 000) and PRONEA Support Project (PSP) (USD 1 274 657), Ministry of Land and Environment (USD 400 000), and FAO through the projects “Accelerate Progress towards Millennium Development Goal 1c (MDG1c) in Mozambique – FAO/EU/MDG (USD 22 400 000)” and “Food Security and Nutrition for Gaza project – GCP/MOZ/116/BEL (USD 22 500 000)” making a total budget of more than USD 36.3 million.

14. The project is overseen by a Project Coordination Committee (PCC), FAO Country Office and the Ministry of Agriculture and Rural Development and Ministry of Land and Environment. It was initially set-up as a four-year programme to run from July 2015 to June 2019. The inception workshop launched the project in July 2016, one year later than the planned start date; implementation activities finally began in October 2016. After the mid-term evaluation recommendation, a no-cost extension was granted to complete project activities until July 2021.
15. The objective of the project is “to enhance the capacity of Mozambique’s agricultural and pastoral sectors to cope with climate change, by upscaling farmers’ adoption of CCA technologies and practices through a network of already established FFS, and by mainstreaming CCA concerns and strategies into on-going agricultural development initiatives, policies and programming”.
16. The project was designed to build on the existing institutional and regulatory frameworks in Mozambique, as well as on a series of field programmes and activities currently under way. The project consists of four main components and respective outcomes and outputs:

**Component 1.** Raise awareness and knowledge of farmers and managers at national, provincial and district levels to include good practices and CCA measures in rural development programs in progress.

*Outcome 1:* Awareness and knowledge of national, provincial and district-level managers and farmers increased to include CCA best practices and measures into on-going rural development programmes.

17. Outputs include training of managers of agricultural and pastoral programs in strategies and processes for mainstreaming CCA in rural development; and piloting of improved soil, water and crop management practices in selected areas of the targeted districts.

**Component 2.** To promote the adaptation of improved CCA practices and a wider range of genetic material covering at least three production systems (staple foods, vegetables and mixed systems of production trees, animals and food) by FFSs network supported by reference projects.

*Outcome 2:* Adoption of improved CCA strategies, practices and a broader choice of adapted genetic material, in up to 15 districts covering at least three production systems (staple crops, vegetables, mixed tree/crop/animal production systems) through the FFS network that are assisted by FAO MDG1c and Food Security and Nutrition for Gaza projects and other partner programs.

18. Outputs include development of training material on CCA best practices and integration into extension curricula, including FFS curricula; training of facilitators and extensionists in CCA and ecosystem resilience strategies and practices in FFS, including agrometeorological tools for farmers; training of non-FFS extensionists in CCA and ecosystem resilience strategies and practices to support 10 000 farmers (30 percent women) and development and testing of agrometeorological decision support tools for farmers.

**Component 3.** Increasing institutional capacity and intersectoral coordination to design and implement approaches, strategies and effective extension mechanisms and assistance in support of the integration of the CCA in the agricultural and livestock sectors.

*Outcome 3:* Increased institutional capacity and cross-sector coordination for designing and implementing efficient extension/outreach approaches, strategies and mechanisms in support of mainstreaming CCA in the agricultural and animal production sector.

19. Outputs include updating the Manual of Environmental Educator (PECODA) and training of Ministry of Agriculture and Rural Development (former Ministry of Agriculture and Food Security) staff, strengthening of joint Ministry of Agriculture and Rural Development (former Ministry of Agriculture and Food Security)/Ministry of Land, Environment and Rural Development coordination mechanisms to support implementation and monitoring of extension/outreach strategies for CCA; assessment of policies and capacities to support mainstreaming of CCA aspects into the rural development sector and land planning policies and formulation of draft investment proposals for up-scaling CCA in the agricultural and pastoral sectors.

**Component 4.** Aimed at ensuring the implementation of the project management based on results and facilitate the application of lessons learned from the project in future interventions.

*Outcome 4:* Project implementation based on results-based management and application of project lessons learned in future operation facilitated.

20. Outputs include project monitoring system for the progress on outcomes and targets, biannual Project Progress Report (PPR) to inform adaptive and results-based management, and conduction of mid-term and final evaluations.
21. A mid-term review was carried out by FAO-GEF Coordination Unit from August to September 2018 to assess the project's results, their value to target beneficiaries, national needs and priorities, as well as documenting important lessons for potential scaling up/out, replication or follow-on projects in Mozambique. The mid-term review found that the project design is relevant, comprehensive, that it meets the priority needs of national partners and producers in the field of CCA and is consistent with the policies of the Government of Mozambique in the field of CCA. The project rating was considered moderately satisfactory.

**Table 1. Evaluation of the project based on the classification criteria**

Rating criteria	Punctuation
Achievement of objectives	S / MS
Achievement of results and activities	S
Progress in achieving the priority areas/object of FMMA	AT
Cost-effectiveness	MS
Risks and risk management	S
Sustainability	S / MS
Stakeholder participation	S / MS
Country ownership	S
Implementation approach	AT
Budget planning	I
Reproducibility	S
Monitoring and evaluation	S / MS

Source: FAO. n.d. Mid-term review of GCP/MOZ/112/LDF. Rome.

22. The MTR offered 3 recommendations which are summarized below:

**Recommendation 1.** due to implementation delays and the challenges remaining to meet the objectives of the project, the mid-term review recommended a no-cost extension of two years, corresponding to three growing seasons (two grain and vegetable). Working on target of 500 FFSs identifies. Creation of new FFSs in the Províncias where Project intervenes. Promote CCA practices through the farmer facilitators



(multiplier effect) and explore the possibility of attracting more young people. Increase support to facilitators.

**Recommendation 2.** given that the dynamics and capabilities still very unequal between the facilitators, farmers and the technical staff, it was recommended to step up efforts to support consolidation and monitoring of CCA practices. Suggested actions included additional training, establishment of multi-stakeholder collaboration platforms in each province; produce and provide access to guidance materials in CCA measures; diagnose and pilot CCA practices for the project FFSs, engaging community members to promote future replication.

**Recommendation 3.** Given the few achievements of the project in the research component, the mid-term review recommended a high-level working meeting with the representative of FAO Mozambique and directors of the National Directorate for Agricultural Extension (DNEA); and to the Mozambique Agriculture Research Institute (IIAM) finalize the signing of the agreements and organize an information field visit in the project FFS.

### ***Main project achievements to date<sup>8</sup>***

23. Some of the main project achievements to date are highlighted as reported in the latest project implementation report and project progress report.<sup>9</sup>
24. *Outcome 1:* The project has achieved or closely achieved the targets regarding coverage of FFSs (515) and training of managers and technicians (628). Approximately 12 100 farmers, of which 60 percent female are benefiting directly from the interventions. All FFS have developed a local adaptation plan based on the identified challenges and local solutions, at the same time CCA are being included into ongoing rural development programmes, i.e NDC plan, National Agriculture Investment Plan (PNISA) and FAO programme in Mozambique. Pilots supporting resilient soil and water management practices are being implemented in 500 FFS and diversified climate stress tolerant varieties seeds are being piloted in different ecosystems and production systems in the targeted districts.
25. *Outcome 2:* Training materials on best practices of CCA developed and integrated in to extension curricula, including in the curricula of FFS. Targets have been achieved regarding training of Masters FFS (38) and FFS facilitators (1 197). In project provinces. Agrometeorological decisions support tools for farmers, developed in coordination with the National Institute of Meteorology, the PPCR and other partners, are tested with 20 percent of FFS participants and other target groups in four provinces and eighteen districts.
26. *Component 3:* Establishment of and training of staff of a Climate Change Unit in the Ministry of Agriculture and Rural Development with members from the Ministry of Agriculture and Rural Development (former Ministry of Agriculture and Food Security) and Ministry of Environment (former Ministry of Land, Environment and Rural Development). This also collaborated with the increased capacity by the Ministry of Agriculture and Rural Development to report to Malabo declaration using the FAO tools (TAAS, GKP-TAPE and RIMA) introduced in the country by the project. The coordination between the agricultural and the environmental sector has improved, enabling both the agricultural sector and environment sector to take into account climate change and environmental issues. The Ministry of Agriculture and Rural Development also has improved its capacity to report on national, regional and international climate related policies, such as Malabo declaration (which tracks the country adaptation performance); Maputo declaration and targets for CCAM. A major achievement was the incorporation of CCA in the NDC plan, FAO and

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<sup>8</sup> Source: 4th PIR - 1 July 2019 to 30 June 2020 and PPR updated until Dec 31st 2020.

<sup>9</sup> These are the achievements are presented here as reported in monitoring reports by the PTF, thus have not been yet assessed by the evaluation team.

Government of Mozambique also incorporated the project CCA approach into newly developed projects. Financial investment proposals have been developed and reported in previous project implementation reviews (PIRs)/PPG.

27. *Component 4:* In view of COVID 19 Pandemic travel limitations, the monitoring and evaluation (M&E) scheduled missions were not fully achieved. However, the PIR and PPR reports for the reporting period were prepared and submitted and the implementation is being done in order to accomplish the mid-term review recommendations and supervision visits.

### **1.3 Project stakeholders and their role**

28. FAO is the GEF agency responsible for supervision and provision of technical guidance during the project implementation. In addition, FAO acts as executing agency and delivers procurement and contracting services to the project, as well as financial services to manage GEF-LDCF resources. The technical execution of the project is supported by the Government of Mozambique represented by the Ministry of Agriculture and Rural Development (former Ministry of Agriculture and Food Security). Along with the Ministry of Agriculture and Rural Development, the Project considers a wide range of stakeholders, including across the departments of the Executing Agencies in other key government partners, such as the National Directorate for Environmental Management (DNGA) within the Ministry of Land, Environment and Rural Development, and the National Institute of Meteorology (INAM), within the Ministry for Transport and Communication.
29. The project counts with a Project Steering Committee (PSC) to advise implementation, a National Coordination Unit established within the Ministry of Agriculture and Rural Development, and a National Project Coordinator (NPC) and four provincial project facilitators. Decentralized government services such as Provincial Services for Agrarian Extension (SPER) are also key-stakeholders, as well as non-governmental organizations (NGOs) and community-based organizations such as the National Farmers Union - UNAC; *Organização das Mulheres Rurais*; and *Associação para o Desenvolvimento das Comunidades Rurais* (ADCR); and smallholder farmers and pastoralists from a total of 18 districts from the provinces of Tete, Sofala, Manica, and Gaza. Academic and research institutions such as High Polytechnique Institute of Manica (ISPM); and *Instituto Superior Politécnico de Gaza* are also involved, as well as the private sector (e.g. VETAGRO, veterinary private company; and small seed producers).

### **1.4 Theory of change**

30. A theory of change (TOC) was not developed in the framework of the project document (ProDoc) or during the design phase of the project. The mid-term review team reconstructed the project's TOC based on ProDoc and other relevant documents.
31. The terminal evaluation team will review the TOC, reconstruct it if necessary, and assess the validity of its assumptions and logic.

## 2. Terminal evaluation purpose

32. This terminal evaluation is a requisite of both the GEF and FAO. It serves the project monitoring and reporting, accountability and learning purposes for GEF, FAO and other participating institutions.
33. The terminal evaluation will record supportive examples to guide future actions for potential scaling-up/out, replication or follow-on projects that may use similar approaches and / or have similar target beneficiaries, tools and project design elements. Likewise, it will present strategic recommendations in order to make the most of the institutionalization and appropriation of the project's results by stakeholders and disseminate information to authorities that could benefit from it.
34. The primary intended users of the evaluation are:
  - i. the FAO-GEF unit, the National Coordination Unit, FAO Country Office, the Project Steering Committee, members of Project Task Force in Country Office, at FAO headquarters and Regional Offices, and other stakeholders directly involved in implementation, 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 GEF, the Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF), the Government of Mozambique, and FAO, as co-financing partners of the project, who will use the findings to inform strategic investment decisions in the future; and
  - iii. government institutions from Mozambique at various levels (including relevant ministries and departments), farmers and other partners, who can use the evaluation findings and conclusions for planning of future initiatives to sustain the project's achievements.
35. The envisioned audience of the evaluation includes FAO as a whole, other stakeholders in Mozambique, other United Nations (UN) agencies and donors, organizations, and institutions interested in supporting and/or implementing similar projects could equally benefit from the evaluation report.

### **3. Terminal evaluation scope**

36. The terminal evaluation is aimed to assess the relevance, effectiveness, efficiency, project performance, project execution, operation and formulate recommendations to improve design, delivery, impact and likelihood of sustainability of project results, based on clear evidence and findings developed from the assortment of information and subsequent analysis. This evaluation will cover the period from 2 October 2016 (project implementation start date) to the 30 July 2021 (Revised project implementation end date), with particular focus on the period from the mid-term review (16 August to 5 September 2018) onwards.
37. The terminal evaluation will give particular importance to the findings and recommendations provided in the mid-term review as a relevant starting point for weighing the achievements of the project. The terminal evaluation will cover the selected areas of intervention in the 18 districts Sussudenga, Manica, Barué, Gondola, Macate, Vanduzi, Mabalane, Mapai, Chigubo, Chicualacuala, Guijá, Buzi, Maringue, Gorongosa, Nhamantanda, Macanga, Angonia and Tsangano where the project has been implemented.
38. The evaluation should identify lessons and recommendations to inform FAO's work to support Mozambique in the design of the new national agricultural plan.
39. Focus should also be put on investigating the added value of the approach adopted by the project, in particular on the integration of FFS with climate change adaptation and agroecology. In this sense, the evaluation should look at the added value of FAO's technical expertise, as well as the sustainability of the project's benefits. Such findings and derived lessons and recommendations will be useful to inform future work of FAO in Mozambique, as well a series of projects being implemented in Africa adopting the same approach, as well as the Inclusive Agrifood Value-Chain Development Programme (PROCAVA) initiative, to be submitted for GCF by the International Fund for Agricultural Development (IFAD), with FAO and the World Food Programme (WFP) as executing entities.

## 4. Evaluation objectives and questions

40. The objectives of the terminal evaluation are:
- i. to examine the extent and magnitude of project outcomes to date and determine the likelihood of future impacts;
  - ii. to provide an assessment of the project performance and the implementation of planned activities and outputs against actual results; and
  - iii. to synthesize lessons learned that may help in the design and implementation of future FAO and FAO-GEF related initiatives, indicating future actions needed to i) expand on the existing project in subsequent phases, ii) mainstream and up-scale its products and practices, and iii) to disseminate information to management authorities responsible for related issues to ensure replication and continuity of the processes initiated by the project.
41. The terminal evaluation will collect knowledge products and, whenever possible, assess their relevance, quality and outreach in advancing the project objectives.
42. The GEF terminal evaluation guidelines<sup>10</sup> indicate that the terminal evaluation should assess at a minimum, and provide a rating, for the following areas:<sup>11</sup> i) relevance; ii) effectiveness; iii) efficiency; iv) sustainability; and v) factors affecting performance (M&E and stakeholder engagement).
43. Additionally, the terminal evaluation should assess (no rating required): vi) environmental and social safeguards (ESS) risk classification and risk-mitigation provisions; vii) gender; viii) co-financing; ix) progress to impact; x) knowledge management; and xi) capacity development.<sup>12</sup> In particular, the capacity development assessment should refer to the FAO OED Capacity Development Evaluation Framework.
44. The terminal evaluation will answer the following key evaluation questions (Box 2) which were structured under the specific context, results and objectives of the project.

### Box 2. Evaluation questions

<p><b>1) Relevance (general results)</b> (rating required)</p>	<p>1. Was the project design appropriate for delivering the expected outcomes?</p> <p>2. Was the project design congruent with the GEF focal areas/operational program strategies, country priorities and Mozambique's Country Programming Framework?</p> <p>3. Was the project design coherent with SDG13 and SDG2 goals and targets, as well as with relevant international conventions and agreements (e.g., UNFCCC)?</p> <p>4. Was the project design relevant for the final beneficiaries? To what extent has the participation of beneficiaries influenced in its design?</p> <p>5. Is the project (still) relevant? Were there any contextual changes which may have affected its relevance? (e.g. new national policies, plans or programmes, disasters or emergencies, Covid-19?)</p>
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<sup>10</sup> <https://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-guidelines-te-fsp-2017.pdf>

<sup>11</sup> Definitions are taken from the GEF Evaluation Policy (2019)

<sup>12</sup> GEF Rating Scheme.

<p><b>2) Effectiveness (General Results)</b> (rating required)</p>	<p>12. Did the project develop or adopt innovative solutions to achieve its results?</p>
<p><b>Effectiveness: Outcome 1</b> (rating required)</p>	<p>13. To what extent has the project increased awareness and acknowledgement among farmers, national, provincial and district-level managers to include CCA practices and measures into rural development programmes?</p>
<p><b>Effectiveness: Outcome 2</b> (rating required)</p>	<p>14. To what extent has the project contributed to the adoption of improved CCA strategies, practices and a broader choice of adapted genetic material in the selected districts (covering staple crops, vegetables and mixed tree/crop/animal production systems)? 14.1. To what extent were the FFS network, trainings, curricula, tools and other mechanisms developed by the project adequate to achieve the aimed results? 13.2 To what extent have the FFS network, trainings, curricula, tools and other mechanisms been used/ appropriated by the targeted audiences?</p>
<p><b>Effectiveness: Outcome 3</b> (rating required)</p>	<p>15. To what extent has the Project effectively increased institutional capacities and cross-sector coordination for designing and implementing efficient extension/outreach approaches, strategies and mechanisms in support of mainstreaming CCA in the agricultural and animal production sector? 15.1 Have the capacity and policies assessments influenced effective changes in structures, practices, plans or policies in order to achieve the planned outcome? 15.2. Have investment proposals been drafted and used to attract and secure funds to up-scale CCA in the agricultural and pastoral sectors?</p>
<p><b>Effectiveness: Outcome 4 and Knowledge management</b> (rating required)</p>	<p>16. To what extent has the Project effectively enhanced results-based management and application of lessons learned and good practices for future replication?</p>
<p><b>Efficiency</b> (rating required)</p>	<p>17. To what extent did FAO deliver on project identification, concept preparation, appraisal, preparation, approval and start-up, oversight and supervision? How well risks were identified and managed? 18. To what extent did the Ministry of Agriculture and Rural Development (former Ministry of Agriculture and Food Security) effectively discharge its role and responsibilities related to the management and administration of the project? 19. To what extent has the project been implemented efficiently and cost-effectively? 20. To what extent has the management been able to adapt to changing conditions to enhance the efficiency of project implementation?</p>
<p><b>Sustainability</b> (rating required) Sustainability must cover all components of the project (4 outcomes and key outputs)</p>	<p>21. What is the likelihood that the project results will continue to be useful or will remain even after the termination of the Project? 21.1 Will the farmers and village communities be able to carry out implementation of CCA practices, including ecosystem resilience ones, without project support? Which resources and conditions are necessary to guarantee sustainability? 21.2. Will the Government of Mozambique, including service providers at provincial and local level (extensionists, managers of agricultural and pastoral programs, agro-weather forecasts providers), be able to provide adequate support to farmers and communities, including the continuation of FFSs?</p>

	<p>21.3. Will the Government of Mozambique be able to implement agriculture integrated CCA policies and plans developed or informed by the project (including, e.g. NAPs, NAPAs and NDCs) and further obtain funding for the continuation of the project's benefits?</p> <p>22. What are the key risks which may affect the sustainability of the project benefits?</p>
<p><b>5) Factors affecting performance</b> (rating required)</p>	<p><b>Monitoring and Evaluation</b></p> <p>23. Was the M&amp;E plan practical and sufficient?</p> <p>23.1. Did the M&amp;E system operate as per the M&amp;E plan? Was the information systematically gathered and used to make timely decisions and foster learning during project implementation?</p> <p>24. Were the recommendations provided by the MTR implemented and which were the repercussions of the implementation (or lack of it) in the project implementation?</p> <p><b>Stakeholder engagement</b></p> <p>25. Which stakeholders were involved in project design and/or implementation? What was the effect of this involvement on the project results?</p> <p>25.1 To what extent are the project's results owned by the stakeholders involved?</p>
<p><b>Environmental and social safeguards</b></p>	<p>26. To what extent were environmental and social concerns and risks taken into consideration in the design and implementation of the project?</p>
<p><b>Gender</b></p>	<p>27. To what extent were gender considerations taken into account in designing and implementing the project?</p> <p>27.1 To what extent did manuals, guides, trainings, tools, and other knowledge products in general, as well as policies and plans included gender considerations?</p> <p>28. Was the project implemented in a manner that ensures gender equitable participation and benefits?</p>
<p><b>Co-financing</b></p>	<p>29. To what extent did the expected co-financing materialize, and how short fall in co-financing, or materialization of greater than expected co-financing affected project results?</p>
<p><b>Progress to Impact</b></p>	<p>30. To what extent is the project likely to contribute to CCA in the agricultural and animal production sector in Mozambique?</p> <p>31. Are there any barriers or other risks that may prevent future progress towards long-term impact?</p>
<p><b>Lessons to inform future policies and plans (cross-cutting)</b></p>	<p>32. Which lessons from the design and implementation of the project could be useful to inform improvement of implementation and/or design of agricultural policies and plans in Mozambique or other countries with similar context and facing similar challenges? (applicable to, in particular, effectiveness dimension)</p>

## 5. Methodology

45. The evaluation will adhere to the UNEG Norms & Standards, including the revised 2020 UNEG Ethical Guidelines for Evaluation<sup>13</sup> 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.
46. These TORs suggest an overall methodological approach that could be adopted to address the main evaluation questions. The evaluation matrix, which will be developed by the evaluation team in consultation with the Evaluation Manager (EM), will present the sub-questions to be addressed by the evaluation and refine the methodology as well as the methods and tools selected to collect data/evidence to answer them.<sup>14</sup> Triangulation of evidence and information gathered will underpin its validation and analysis and will support conclusions and recommendations.
47. The main evaluation tools and methods may include the following:
- i. A desk-review of existing project documents and reports (e.g. annual work plans, PIRs, mid-term evaluation report, progress reports, backstopping missions, etc.). An extensive review of documents produced by - or related to - the project will be key to answer to all the evaluation questions. The desk-review will also be a key source of information to the inception phase.
  - ii. Questionnaires or surveys to be applied face-to-face or online, according to the profile of respondents and the topics to be assessed. This could be used, in particular, to assess relevance and effectiveness among farmers, community members, college students, government staff, and other stakeholders in the field, including the general public.
  - iii. Participatory workshops with farmers and community members to assess, in particular, relevance, effectiveness, stakeholder engagement and sustainability.
  - iv. Semi-structured interviews (SSI) 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 develop the inception report and to answer to all the evaluation questions. Interviews will be supported by checklists and/or interview protocols to be developed by the evaluation team in the inception phase.
  - v. Field visits to technically assess and analyze project implementation and results in the field, the views and opinions as well as capacities of the local stakeholders on the project, using data-collection techniques such as focus group discussions (FGDs) and SSI, provided that contextual conditions allow it (see risks and limitations below).
48. Purposeful sampling strategies will be applied to identify and select project locations to be visited among the targeted locations in four provinces (Tete, Manica, Gaza and Sofala) involved, to answer the evaluation questions related to relevance, effectiveness, efficiency, impact, sustainability, gender and capacity development.
- i. Whenever possible, men, women and young people should be interviewed or engaged in separate data-collection opportunities (FGDs, workshops etc) to ensure equal opportunity to speak.

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<sup>13</sup> <http://www.uneval.org/document/detail/21> and <http://www.unevaluation.org/document/detail/2866>

<sup>14</sup> The inception report, which will include the evaluation matrix, will be the first product to be delivered by the evaluation team.



- ii. Technical analysis should be done to assess whether the approaches for CCA practice, are appropriate for the country (and local) conditions, including the adoption of the FFS approach.
- iii. Use of participatory evaluation approaches for, in particular, data-collection and analysis, such as rubrics, outcome mapping/harvesting, appreciative inquiry, most important change and others is encouraged.
- iv. The evaluation should also investigate the achievement of unplanned/unexpected outcomes influenced by the initiative in direct or indirect beneficiaries and partners, by including open questions in the interviews and FGDs. It should look into the development of observable, sustainable changes in practices, plans, regulations and policies. Negative outcomes which may have been influenced by the project should also be included in the assessment, for learning purposes.
- v. The technical quality of guides, manuals, tools, training designs and other products should also be assessed. The assessment should include the accuracy of transference of concepts to accessible language according to the target public.
- vi. As part of assessing the effectiveness of the project, the evaluation team should compare and analyse the GEF tracking tool at the baseline and mid-term review stage, with the one completed by the project management unit just before the evaluation.
- vii. During the inception phase, the evaluation team will review the TOC developed in the mid-term review and validate it with informants. The TOC will outline the multiple linkages between the project objectives, outputs and outcomes to the national goals, and will support the evaluation process. The final report will include an assessment of validity of the TOC's assumptions and logic.
- viii. The inception phase and report will include the exploration of data-collection alternatives and mitigation strategies in case field visits are not possible (see risks and limitations section). This may include use of telephone for interviews, use of videos, audios, photos and other forms of data-collection that can be provided by FAO, implementing partners, and other stakeholders in the field, among other options.
- ix. A debrief session will be held at the end of the field mission to share preliminary findings and conclusions with the Project Coordination Unit (remotely, if necessary).

## **5.1 Risks and limitations**

49. This evaluation will be entirely conducted amidst the COVID-19 pandemic. In addition, current armed conflicts happening in central and northern Mozambique may present security threats. Therefore, the evaluation management will adopt an adaptive approach. This will include exploring different scenarios for data-collection, including the use of information technology whenever possible to minimize risks. The FAO Office of Evaluation will consult regularly with the Project Task Force (PTF) to check for potential limitations, FAO and country regulations, and will advise the evaluation team accordingly. This includes consideration of risks to all involved in the evaluation, and utmost respect for individual decisions regarding, e.g., participation in face-to-face interactions such as interviews and field visits.

## 6. Roles and responsibilities

50. This section describes the different roles that key stakeholders play in the design and implementation of the evaluation.
51. The FAO Office of Evaluation, in particular the EM develops the first draft of the TORs with inputs from the PTF (including the Budget Holder [BH] and LTO), the Funding Liaison Officer (FLO) and the GEF Coordination Unit (GCU)<sup>15</sup> and using the guidance of this document. The EM is responsible for the finalization of the TORs and for the selection of the evaluation team members.<sup>16</sup> The FAO Office of Evaluation has the responsibility of following up with the BH for the timely preparation of the management response and the follow-up report to the management response.
52. The BH is responsible for initiating the evaluation process. Together with the project LTO, they assist the EM in drafting the TORs, in the identification of potential consultants and in the organization of the missions. The BH will provide the evaluation team with all project documents needed for the terminal evaluation. The BH is also responsible for sharing the terminal evaluation 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 in this task by the LTO and others members of the PTF. The FAO Office of Evaluation guidelines for the management response and the follow-up report provide necessary details on this process. Involvement of different members of the PTF will depend on respective roles and participation in the project.
53. The GEF Coordination Unit (in particular the FLO) is responsible for initiating the evaluation process, providing inputs to the first version of the TORs, 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.
54. The country level GEF Operational Focal Point (OPF). According to the GEF Evaluation Policy (2019), Minimum Requirement 4 (Engagement of Operational Focal Points), “the OPF will be informed of midterm reviews and terminal evaluations and will, where applicable and feasible, be briefed and debriefed at the start and at the end of evaluation missions. They will receive a draft report for comment, will be invited to contribute to the management response (where applicable), and will receive the final evaluation report within 12 months of project or programme completion”. “The GEF OFPs play a key role in facilitating access to staff members of government institutions involved in GEF projects during evaluations. They may promote the use of, follow-up to, and action on evaluation recommendations related to GEF matters and directed at the regional, national, and project levels. They also play an important role in keeping national stakeholders (including the civil society organizations involved in GEF activities) fully consulted with, informed on, and involved in the plans, conduct, and results of country-related GEF evaluation activities”.
55. The EM 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

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<sup>15</sup> And the OPIM team in HQ if the project is executed under the OPIM modality (OPIM-MS701@fao.org)

<sup>16</sup> The responsibility for the administrative procedures for recruitment of the team, will be decided on a case-by-case basis.

TORs and timely delivery, quality, clarity and soundness of evidence provided and of the analysis supporting conclusions and recommendations in the evaluation report.

56. The evaluation team is responsible for further developing and applying the evaluation methodology, for conducting the evaluation, and for producing the evaluation report. All team members, including the evaluation team leader, will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs for the final draft and final report. The evaluation team will agree on the outline of the report early in the evaluation process. The evaluation team will also 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 evaluation team is fully responsible for its report which may not reflect the views of the Government or of FAO. An evaluation report is not subject to technical clearance by FAO although the Office of Evaluation is responsible for quality assurance of all evaluation reports.
57. The evaluation team leader guides and coordinates the evaluation team 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.
58. For further details related to the tasks of the evaluation team leader and evaluation team members, please refer to their specific job descriptions prepared at the time of their recruitment.

## 7. Evaluation team composition and profile

59. The evaluation will be carried out by a team composed of three consultants who jointly will have an appropriate balance of relevant technical expertise and evaluation skills. Furthermore, the evaluation team members must be independent: they should not have been involved in the design and execution of the project or in advisory activities related to any aspect of the project.
60. Combined, the evaluation team members must have:
- i. advanced university degree in agriculture, environmental studies, forestry, public policies or similar;
  - ii. relevant professional experience in agro-economics, sustainable land management, policy analysis, development studies, climate change, biodiversity conservation, and/or related fields;
  - iii. proven experience in evaluating projects' performances and management processes;
  - iv. proven experience with quanti-qualitative data-collection methods and data analysis and with use of participatory approaches;
  - v. proven work experience in Lusophone African countries and in particular Mozambique's agricultural environment; and
  - vi. institutional knowledge of Mozambique's political structure and processes which impact on agriculture governance and management.
61. Combined, the evaluation team must have proven experience and/or knowledge of the following topics:
- i. Farmer Field Schools
  - ii. CCA in Agriculture
  - iii. agricultural policies and plans
  - iv. sustainable land management
  - v. gender and social inclusion in agriculture
  - vi. capacity assessment and development
62. All the team members should be highly aware of gender equality considerations in the agricultural/social forestry context and they should be familiar with FAO's Gender Policy.
63. The team leader must have a minimum of ten years of professional experience and other team members at least five years, or equivalent level of competence, in their respective areas of specialization. The evaluation team leader will possess working knowledge of English and will be fluent in Portuguese (knowledge of local languages is a plus); the evaluation team leader must also have excellent communication skills, oral and written in both English and Portuguese.
64. Furthermore, to the extent possible, the evaluation team will be balanced in terms of geographical and gender representation to ensure diversity and complementarity of perspectives.

## 8. Evaluation products (deliverables)

65. This section describes the key evaluation products the evaluation team will be accountable for producing. At the minimum, these products will include:
- i. Inception report: the inception report should be prepared right before going into the fully-fledged data collection exercise. It should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: 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.
  - ii. Draft evaluation report: the report will be submitted by the evaluation team to the Office of Evaluation for comments, peer review and clearance. It will be prepared in English with numbered paragraphs, following the GEF OED reporting outline and corresponding template.<sup>17</sup> The evaluation report will provide clear evidence<sup>18</sup> to back up the findings and responses to the evaluation issues, questions and criteria listed in the TORs. After review by the Office of Evaluation, the EM will circulate it for comments to internal and external stakeholders (BH, FLO, LTO, GCU, project team, executing partner, PSC members, key project partners). The evaluation team is responsible for consolidating and reporting the received comments in a matrix and responding to all comments received from project's stakeholders to the draft evaluation report. The Office of Evaluation will support the evaluation team in collecting and collating the received feedback.
  - iii. Final evaluation report:<sup>19</sup> in addition to the above specified, the final report will include an executive summary and incorporate comments received in the draft. The executive summary should include<sup>20</sup> paragraphs on: i) information on progress, challenges and outcomes on stakeholder engagement; ii) information on progress on gender-responsive measures; iii) information on knowledge activities/products. The evaluation report should include the GEF rating table. The recommendations will be addressed to the different stakeholders and prioritized. They will be evidence-based, relevant, focused, clearly formulated, and actionable (SMART recommendations), and with realistic and feasible proposals explained in detail for each suggested point. 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. As the main author of the report, the Office of Evaluation will have the final decision as to how the report should be composed. The final report will be submitted by the Office of Evaluation to all the stakeholders, and will be revised by an editor and graphic designer, before publication on the Office of Evaluation website.
  - iv. Annexes to the evaluation report: supporting data and analysis should be annexed to the report, including the final TORs, the evaluation matrix, the list of the main documents reviewed, the list of organizations and people met, a list of knowledge products produced by the project, the itinerary of the missions, and the evaluation instruments (e.g. copies of questionnaires and surveys).

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<sup>17</sup> This document will be shared by the Office of Evaluation with the evaluation team.

<sup>18</sup> Supporting data and analysis should be annexed to the report when considered important to complement the main report. Supporting Evidence includes 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.

<sup>19</sup> See Annex 6 of the Project Evaluation Manual for the outline evaluation report.

<sup>20</sup> In order to update the GEF Portal.

## 9. Evaluation timeframe

66. This section lists and describes all tasks and deliverables for which evaluators or the evaluation team will be responsible and accountable, as well as those involving the evaluation manager, indicating for each the due date or time-frame, as well as who is responsible for its completion.

**Table 2. Evaluation timeframe**

<b>Task</b>	<b>Period</b>	<b>Responsibility</b>
Team identification and recruitment	March/April 2021	EM
TOR preparation	March/April 2021	EM, LTO, FLO and GCU
TOR finalization	May 2021	EM
Travel arrangements and organization of the agenda/travel itinerary in the country for the field mission	May/June 2021	EM, project team/Country Office and Evaluation tea,
Reading background documentation	May 2021	Evaluation team
Briefing of evaluation team	May 2021	EM, GCU, LTO, FLO
Inception report	June 2021	Evaluation team
Data collection	June 2021	Evaluation team with support of EM and the Project Management Unit (PMU)/Country Office
Production of first draft for OED review	July 2021	Evaluation team
Circulation of first draft for comments (BH, LTO, FLO, project team, GCU, key national partners, PSC members, EP)	July 2021	EM
Integration of comments and production of the final report	Mid/Late -July 2021	Evaluation team
Circulation of final report and publication	Late July 2021	EM
Management response	1 month after the Final report is issued	BH
Follow-up report to the terminal evaluation	6 months after the MR is issued	BH

Source: Elaborated by the evaluation team.

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