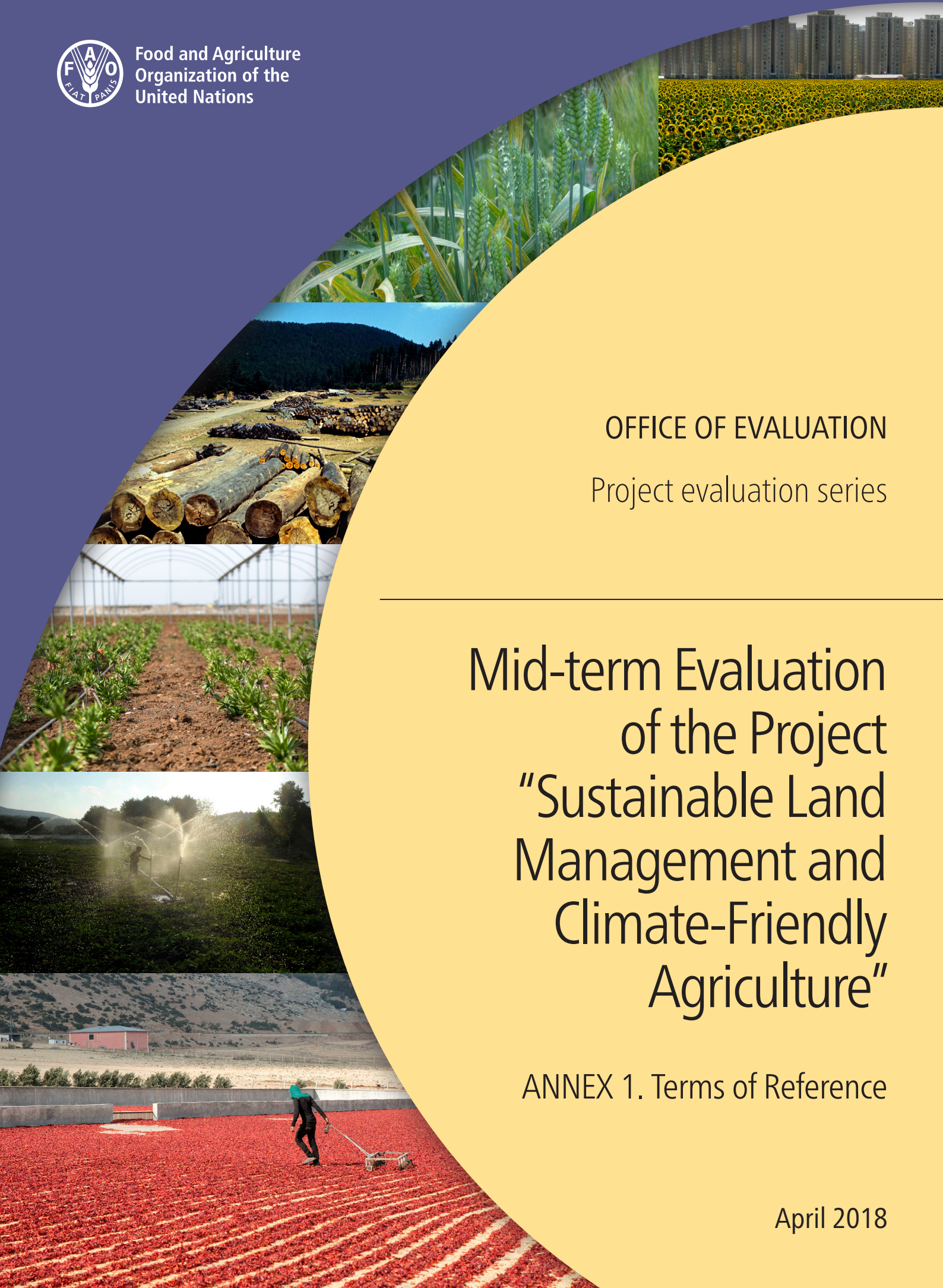




Food and Agriculture  
Organization of the  
United Nations



OFFICE OF EVALUATION

Project evaluation series

# Mid-term Evaluation of the Project "Sustainable Land Management and Climate-Friendly Agriculture"

ANNEX 1. Terms of Reference

April 2018



**PROJECT EVALUATION SERIES**

**Mid-term Evaluation of the Project  
“Sustainable Land Management and  
Climate-Friendly Agriculture”**

**GCP/TUR/055/GFF**

**ANNEX 1. Terms of Reference**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS  
OFFICE OF EVALUATION**

**April 2018**

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of the Food and Agriculture Organization of the United Nations (FAO) concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned. The views expressed in this information product are those of the author(s) and do not necessarily reflect the views or policies of FAO.

© FAO 2018

FAO encourages the use, reproduction and dissemination of material in this information product. Except where otherwise indicated, material may be copied, downloaded and printed for private study, research and teaching purposes, or for use in non-commercial products or services, provided that appropriate acknowledgement of FAO as the source and copyright holder is given and that FAO's endorsement of users' views, products or services is not implied in any way.

All requests for translation and adaptation rights, and for resale and other commercial use rights should be made via [www.fao.org/contact-us/licence-request](http://www.fao.org/contact-us/licence-request) or addressed to [copyright@fao.org](mailto:copyright@fao.org).

For further information on this report, please contact:

Director, Office of Evaluation (OED)  
Food and Agriculture Organization  
Viale delle Terme di Caracalla 1, 00153 Rome  
Italy  
Email: [evaluation@fao.org](mailto:evaluation@fao.org)

Cover photo credits (top to bottom): ©FAO/Riccardo Venturi (1<sup>st</sup> picture), ©FAO/Fazil Dusunceli (2<sup>nd</sup> picture), ©FAO/F. Iovino (3<sup>rd</sup> picture), ©FAO/Carly Learson (4<sup>th</sup> picture), ©FAO/Riccardo Venturi (5<sup>th</sup> picture), ©FAO/Carly Learson (6<sup>th</sup> picture)

## **Annex 1. Terms of Reference**

### **Background and context of the Project**

1. The "Sustainable Land Management and Climate-Friendly Agriculture" Project (GCP/TUR/055/GFF) is a four-year intervention of the Food and Agriculture Organization of the United Nations (FAO) and the Global Environment Facility (GEF) in the Konya Closed Basin of Turkey. It aims to improve the sustainability of agriculture and forest land use management in the area by rehabilitating degraded forests and rangelands, promoting climate-smart agriculture and establishing a favourable enabling environment.
2. The Project started on January 2015 and is expected to run until December 2018. It is being implemented by FAO in Turkey in partnership with the Ministry of Forestry and Water Affairs and the Ministry of Food, Agriculture and Livestock. The estimated total project cost over the four-year period is USD 28.05 million, which consists of co-funding from the Ministry of Forestry and Water Affairs, Ministry of Food, Agriculture and Livestock, FAO and other stakeholders, and a GEF contribution of USD 5.75 million. The Project is being governed by a Project Steering Committee comprised by stakeholders as led by the Ministry of Forestry and Water Affairs and Ministry of Food, Agriculture and Livestock, and the operationalization of activities is being supervised by a National Project Implementation Unit comprised by project staff and consultants.
3. The Project is designed to develop the necessary strategies, plans, tools and mechanisms that will aid stakeholders in sustainably managing their forest and land resources. These main outputs are integrated within the three project components: i) Rehabilitation of Degraded Forest and Rangeland; ii) Climate-Smart Agriculture; and iii) Enhanced Enabling Environment for Sustainable Land Management. Three expected outcomes are also associated with each of these components: Outcome 1: Degraded forest and rangelands rehabilitated and management practices improved; Outcome 2: Climate-smart agriculture techniques applied across productive landscapes; and Outcome 3: Enhanced enabling environment for sustainable land management.
4. While a formal theory of change was not elaborated in the Project Document,<sup>1</sup> it is assumed that the target outcomes will be achieved by addressing the following key issues that were stated therein: insufficient/limited experience among key government and civil society stakeholders in developing and implementing sustainable and integrative land management and forest management practices; farmers under-exposed to innovative low carbon technologies for farming and farm waste management; and inadequate enabling environment (legal, regulatory and institutional framework) and capacity for sustainable land management.

---

<sup>1</sup> An analysis of the project's Theory of Change is included in the GEF Guidelines. The concept of Theory of Change will be explained further in the meeting/s with stakeholders.

5. As of December 2016, the project progress reports showed that workshops on Conservation Agriculture and Climate-Smart Agriculture have been delivered under the auspices of the Project. Training events on the use of Ex-Ante Carbon Balance Tool (EX-ACT) and best practices on agroforestry, afforestation/reforestation and forest rehabilitation were also completed. Contracts/agreements for the development of key project outputs (i.e. forest management plan, biodiversity management plan, soil carbon mapping, field demonstration plots) by service providers were also either finalized or underway. Six Farmer Field Schools (FFS) were also established in three pilot sites.
6. The overall delivery rate of the project is around 30 percent as of June 2017. Considering that 30 months have already passed (with reference to the original project duration of 48 months), this indicates a delay in the implementation of the Project. The Project was late in achieving its basic milestones (i.e. inception and signing of letters of agreement) and there were also turnovers among the focal points from the government counterparts as well as from the project implementation unit. Nonetheless, several key activities have already been accomplished and most of the critical posts have been filled.

### **Purpose of the evaluation**

7. A mid-term evaluation is to be carried out since the Project has reached past the halfway point of its implementation period. GEF guidelines also require the conduct of a mid-term review for this project given its budget size.<sup>2</sup> Evaluations done at this point of the project life-cycle basically aim to identify the status of the Project in terms of its achievements and challenges, while developing corrective actions to ensure that the Project will be on track in achieving its desired results within the remaining period. As such, the mid-term evaluation process will involve the main project decision makers and implementers, specifically Ministry of Forestry and Water Affairs, Ministry of Food, Agriculture and Livestock, FAO and other members of the Project Steering Committee, the National Project Implementation Unit and other co-implementing partners. They will also be the main users of the mid-term evaluation report and will specifically benefit from the evaluation findings and recommendations on how to further improve the project design and the implementation of activities. Aside from contributing to organizational learning and informed planning, the mid-term evaluation will also serve a purpose of establishing accountability of the project custodians (FAO, Ministry of Forestry and Water Affairs, Ministry of Food, Agriculture and Livestock) to the donors and the host country.

### **Evaluation Framework**

#### **Scope of the evaluation**

8. In consideration of the delayed delivery of the Project, the mid-term evaluation will focus on the achievements of the Project given the constraints that were faced. It will look at the achieved results, in terms of outputs and outcomes, and analyse the potentials for attaining the target outcomes within the remaining time frame. To support the analysis of results'

---

<sup>2</sup> The GEF Monitoring and Evaluation Policy requires mid-term reviews for projects with GEF contributions of USD 2 million and above.

achievement, the processes included and followed by the Project and the procedures that have been established will also be explored. The time frame to be evaluated will cover 30 months, from January 2015 (project start) until June 2017. All the three project components will be included in the analysis.

9. The mid-term evaluation will examine the achievements of the Project both at the community level and at the institutional level. The evaluation will look into the results that have so far been achieved at the four project sites at the Konya Closed Basin, and also at the level of the institutional partners (Ministry of Forestry and Water Affairs, Ministry of Food, Agriculture and Livestock and other implementing agencies). This means that during the data collection phase of the evaluation, field visits to the four project sites should be done, together with the conduct of interviews with key informants from the two Ministries and other partner-institutions. Institutional analysis will be done both at the national and subnational levels.

### **Evaluation criteria and elements to be explored**

10. The Project will be assessed on the basis of the standard GEF mid-term review criteria – Relevance, Effectiveness, Efficiency and Potential for Sustainability. Within each of these criteria, there are key elements that will be explored through the evaluation process:
  - **Relevance of the intervention:** The extent to which the intervention is coherently responding to national/subnational environmental needs and priorities, and to global sustainable development.
  - **Effectiveness of the Project:** The extent to which the Project is on track in achieving its target results.
  - **Efficiency of the Project:** The extent to which the Project is making best use of available human, technical, technological, financial and knowledge inputs to achieve its desired results).
  - **Potential for sustainability:** The probability of continued implementation of project activities and use of the delivered project technologies and outputs even after the end of the project.

### **Evaluation questions**

11. Based on the above-mentioned criteria and elements, the Mid-Term Evaluation Report that will be produced through this exercise should, at the minimum, address the questions in Box 1 of this ToR. In addition to these questions, the prefatory descriptions underlying causes and related external factors should likewise be elaborated in the report.

**Box 1:** Main evaluation questions

**1. Relevance of the intervention**

To what extent is the intervention coherently responding to actual national/subnational environmental needs and priorities, as well as to the current global agenda for sustainable development?

**2. Effectiveness of the Project**

To what extent is the Project on track in achieving its target results?

**3. Efficiency of the Project**

To what extent is the Project making best use of available human, technical, technological, financial and knowledge inputs to achieve its desired results?

**4. Potential for sustainability**

How likely is it for the project activities and use of the delivered project technologies and outputs to continue even after the end of the Project?

## **Methodology**

### **Overall Framework**

12. The mid-term evaluation should adhere to the United Nations Evaluation Group (UNEG) Norms and Standards (June 2016), as well as the principles and requirements set out in the GEF Monitoring and Evaluation Policy. It should adopt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process. Triangulation of evidence and information gathered should underpin its validation, and analyses should support conclusions and recommendations.

### **Mixed-methods approach**

13. The Evaluation Matrix to be developed for this task should be anchored on a Mixed-Methods Approach (i.e. using a balance of qualitative and quantitative methods for the inquiry). Evaluation research has shown the potential of this approach in further enhancing the credibility of evaluation findings.<sup>3</sup> It also provides a fuller picture of the project status that would not otherwise be visible from a single-method approach. For this mid-term evaluation, information from the qualitative methods (for example, interviews) should feed into the overall quantitative ratings that are central to the GEF assessment system. Qualitative information may also be used to elaborate the quantitative assessment (for example, case boxes may be added

---

<sup>3</sup> Mertens, D.M. & S. Hesse-Biber. "Mixed Methods and Credibility of Evidence in Evaluation" in *New Directions for Evaluation*. 2013.



into the report to illustrate the ratings). In this way, the readers of the evaluation report will be able to better understand the bases of the final ratings that will be assigned to the project by the evaluators.

## **Roles and responsibilities**

### **FAO Representation in Central Asia**

14. Being the budget holder for the Project, the FAO Representative in Central Asia shall initiate the evaluation and facilitate the link between FAO headquarters and the subregional office and project team. The FAO Representative may assign a focal point from the FAO Subregional Office for Central Asia (SEC) to be in charge of the operational support expected from the subregional office, especially in terms of linking the evaluation to the monitoring function being done at the subregional level, and in following up the preparation and adoption of a Management Response to the mid-term evaluation report. The Subregional Office for Central Asia (SEC) is expected to provide key inputs to the evaluation, particularly on the context of the intervention, its background and significance to regional and global situations and plans.

### **FAO headquarters-based units**

15. The mid-term evaluation shall be an independent evaluation that shall be led and managed by the FAO Office of Evaluation (OED). As Evaluation Manager, the Office of Evaluation (OED) shall prepare the Evaluation Work Plan and Terms of Reference, recruit and supervise the evaluators who will compose the evaluation team, liaise with the subregional office and the project implementation team, quality review and clear the Evaluation Tools and the Evaluation Report, follow-up the Management Response to the evaluation report and link with the GEF Coordination Unit at the Investment Centre Division (TCI) for information and harmonization of evaluation guidelines and activities.
16. The GEF Coordination Unit will represent the donor's perspective and interest on the evaluation. They shall ensure that the GEF policies and guidelines are integrated in the evaluation design and process, and facilitate the timely launching and conduct of the evaluation, as well as the preparation of the Management Response.
17. Headquarters-based and/or Subregional Office for Central Asia (SEC)-based Technical Units that are involved in the Project to be evaluated are also expected to support the process through their Lead Technical Officer who is actually working on the project. The Lead Technical Officer shall provide the information that may be required to properly plan the evaluation activities in accordance with the methodology and rigor described in the previous section.

### **Project Steering Committee and National Project Implementation Unit**

18. The Project Steering Committee will be the stakeholder representative body for the evaluation. Comprised by the national counterpart agencies of FAO for the project, the member-agencies of the steering committee shall provide overall guidance to the evaluation by commenting on the Evaluation Terms of Reference and the in-country programme to be followed by the

evaluation team. The committee will also make arrangements for the successful conduct of the country mission by the evaluators, by making the key informants from within their agencies available during the scheduled interviews and/or workshops, endorsing survey/s that may be launched, and providing the necessary information requested by the evaluation team. The committee shall also provide feedback on the findings and the evaluation report, by participating in the debriefing and presentation sessions that may be organized for such purposes and by commenting on the draft report that will be submitted by the evaluation team.

19. The National Project Implementation Unit shall support the evaluation process by providing the necessary information and groundwork for the sound planning of the evaluation. Current and former members of the unit are also expected to provide critical information to the evaluation team regarding the Project processes and context, in addition to personal knowledge about the Project facts. Together with the Subregional Office for central Asia (SEC), the Unit shall also be responsible for the timely formulation and adoption of a Management Response to the evaluation report.

#### **Evaluation team**

20. The evaluation team will itself be responsible for conducting the evaluation as planned and approved by the Office of Evaluation (OED), and for drafting and revising the evaluation report. The team will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs for the draft and final report.
21. The Team Leader will guide and coordinate with the team member in his/her specific work, discussing their findings, conclusions and recommendations and preparing the final draft and the final report, consolidating the inputs from the team member with his/her own work.
22. Under the guidance of the Office of Evaluation (OED), the evaluation team will develop the evaluation tools and techniques within the allowed time and resources and within the methodological framework set out in this ToR.
23. Being an independent undertaking, the team will draft and revise the mid-term evaluation report, which will state that these needs do not necessarily reflect the views of the Government or of FAO. Quality Assurance of the evaluation report will be done by the Office of Evaluation (OED).

#### **Composition of the evaluation team**

24. The team to be tasked with the mid-term evaluation of the Project as described in the earlier sections of this ToR shall be composed by one International/Regional Evaluation Specialist and one National Natural Resources Management Expert. The International/Regional Evaluation Specialist shall act as the Team Leader. The team should have overall expertise and experience on:
  - evaluation of large and complex projects, preferably including GEF Projects, and in Turkey or the region

- sustainable land management including dry land forestry and agriculture, natural resource management including biodiversity, and related strategies;
- legal, policy and institutional arrangements relevant to sustainable land management including dry land forestry and climate-friendly agriculture;
- capacity development for sustainable land management including dry land forestry and climate-friendly agriculture;
- quantitative and qualitative data analysis, preferably including the use of Ex-Act Tool and similar analytical tools;
- gender and social inclusion issues and approaches.

