Independent Review of EvalForward Community of Practice

Annex 2.
Inception note

Contents

Figures and tables

1. Introduction

1. This document sets out the design for the Independent Review of the EvalForward Community of Practice (CoP). The purpose of the Review is to draw lessons after over three years of its operation (2018-2022) based on assessment of its achievements to date. The intended uses of the Review are to evaluate the appropriateness and usefulness of this CoP for its members and identify areas where it needs to adapt to improve results in the future. The Review will draw lessons, as appropriate, and provide recommendations on future direction, investments and partnerships, to improve the effectiveness and sustainability of the CoP. The immediate intended users of the Review are the evaluation offices of the founding agencies (FAO, IFAD, WFP and CGIAR) who are jointly supporting and funding the initiative. This includes the Directors of Evaluation at the three UN agencies and the CGIAR's Independent Advisory and Evaluation Service (IAES) Secretariat (where the intendent evaluation function resides) who constitute the Executive Group for EvalForward. The Review will also serve as a learning exercise for other CoPs facilitated by these agencies or others. Results will be shared and presented to EvalForward members and any institutions, including potential future partners or donors showing interest in collaborating with the CoP. The scope of the Review covers all activities implemented since the establishment of the CoP in 2018, with an evidence cut-off point at the end of May 2022.

2. The Review has been commissioned by the inter-agency EvalForward Steering Committee and as set in the Review Terms of Reference (Annex 1). The Review is being conducted independently by Carl Jackson who is responsible for delivery against the Evaluation Team Lead (ETL) Terms of Reference (Annex 1).

3. The rest of the document is structured as follows: engagement during inception (meetings, initial document and platform review); the evaluation matrix (review objectives, Evaluation Questions); review approach (options, recommendations, implications); review methods (evidence collection, aggregation, validation and analysis); EvalForward stakeholders (analysis and sample for evidence collection); document review (document types, sample and gaps for evidence collection); review report outline structure (scope and extent of the deliverable); management and quality assurance (governance, project management, quality, inclusion, communication); resource plan and timeline (review tasks with input days, calendar days, deliverables and availability).

2.   Engagement during inception

4.   As part of the inception process, the steering committee held a meeting on 24 May 2022 with the ETL to enable introductions, to share background information on EvalForward and to explore issues in the design and delivery of the Review. One meeting was held between the EvalForward facilitator and the ETL to discuss the availability of evidence (internal documents, online metrics, comparator reviews and evaluations, member demographics, etc.) and the population of stakeholders to be sampled.

5.   An initial review of internal documents suggests that a good range and quality of activity reports, online metrics, member demographics, workplans, strategic plans, budgets, needs assessments and feedback surveys have been produced since before the launch of EvalForward and subsequently. These will provide a good evidential pillar for the Review that will be expanded (e.g. comparator reviews and evaluations, agency external capacity-building and knowledge-sharing policies[1]) and complemented by other sources of evidence (e.g. interviews and surveys).

6.   An initial review of the EvalForward Platform (www.evalforward.org) suggests that it has a contemporary look and feel, simple navigation, up-to-date editorial content, a body of technical resources, calls to action, a blended learning approach, three languages and active members. Explicit requests for feedback on the service, advice on how to get more involved, and a sense of who the people are behind EvalForward are limited (either by design or omission). The extent to which the Platform meets the needs and aspirations of members and intended users will be explored through analysis of the evidence base to be collected.

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[1] Additional policy documents such as *United Nations contributions to national evaluation capacity development and the evolution of national evaluation systems An overview of implementation of General Assembly Resolution 69/237* - http://www.unevaluation.org/document/detail/3053

3. Evaluation matrix

7. The original objectives of the Review as set out in the TORs are to:

    i. Measure and explain the main results achieved by the CoP to date;

    ii. Reflect on the relevance of its positioning and its coherence with existing initiatives of relevance whether supported by its founding agencies or not;

    iii. Assess the sustainability of CoP achievements;

    iv. Assess the performance of management arrangements;

    v. Offer forward-looking perspectives on the positioning and/or role of the CoP in relation to existing initiatives of relevance;

    vi. Identify lessons learned.

8. Discussions in the Review inception meeting suggest that Objective Two should include exploring ideas of niche/comparative advantage, value addition and usefulness in serving members. Triangulation with the Review purpose suggests that Objective Four should include exploring ideas of partnership and resource mobilization.

9. The original nine key questions for the Review as set out in the TORs by standard evaluation criteria are:

    i. Relevance:

        1. Are EvalForward activities and contents suitable and useful to the needs of its members?
        2. Are activities appropriate to meet the desired outcomes and overall goal of EvalForward?

    ii. Coherence:

        3. How successfully has EvalForward balanced pursuit of its overall objective with responsiveness to the aspirations and strategic guidance provided by the founding agencies?
        4. Is EvalForward positioned coherently with existing initiatives in the Evaluation community?
        5. Has EvalForward been able to establish synergies and complementarities?

    iii. Efficiency:

        6. To what extent does the current set up of EvalForward allow efficient delivery of its mandate?

    iv. Effectiveness and Impact:

        7. To what extent and how has EvalForward contributed to facilitate knowledge sharing and knowledge generation on evaluation in order to enhance evaluation capacities in the food security, agricultural and rural development sectors?

    v. Management/Sustainability:

        8. Are there mechanisms in place to ensure sustainable funding of and support to the CoP by the founding agencies?

9. Are governance and management arrangements appropriate to facilitate engagement and ownership by the supporting agencies?

10. Question Two may need rewording as EvalForward management documents do not use the terms 'outcome' or 'goal'. The Review TORs state one objective for EvalForward and this matches the purpose set out in the 2018 Strategy to "improve national capacities in conducting or using evaluations related to agriculture, rural development and food security." This should be taken to be equivalent to an overall goal. Outcomes do not appear to have been explicitly described for EvalForward and may need to be reconstructed.

11. Question Five may need clarifying as it is not clear with who or what synergies and complementarities could be established. It is assumed that other initiatives in the evaluation community referred to in Question Four are implied.

12. Cross-referencing the objectives of the review, there are currently no explicit key questions related to Objective Three (sustainability of achievements) and Objective Four (performance of management arrangements related to partnerships and resource mobilization – as amended). Other objectives are covered.

13. Considering relevant experience in the benefits of CoP peer learning (GIZ 2022, Pg. 19-21)[2], it may be worthwhile expanding the key questions under effectiveness and impact criteria to get a sense of the potential intermediary outcomes toward evaluation capacities. Question Seven already covers key outputs. A new Question Eight could cover the extent to which EvalForward members experienced changes in understanding of how to put technical knowledge into action, contextualization of technical knowledge, deeper understanding of problems and challenges, functional and interpersonal skills, relationships, incentives, motivation and agency.

14. Considering the agencies' commitments to Gender Equality and Social Inclusion (SDG5 and SDG10), it may be worthwhile adding a new Question Twelve under the criteria for management and sustainability. This could explore how EvalForward promotes and monitors access to and relevance of its services for different genders and those groups at risk of exclusion.

15. The proposed Evaluation Matrix for the Review, building on the above and setting out by Evaluation Question the information needed or source of evidence, and standard for judging performance, is given in Table 1.

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[2] Fisher, C. 2022. Peer Learning for Climate Action. In *Direct Results of Peer Learning Processes* pp.19-21. Bonn. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Table 1. Evaluation Matrix – Independent Review of EvalForward CoP

No.	Evaluation question	Information needed/source of evidence	Standard for judging performance
Criteria: Relevance			
1	To what extent are EvalForward activities and contents responding to the needs of its members?	Member Needs Assessment 2017, Member Feedback/Survey 2020 & Review Primary Evidence 2022 (e.g. Survey, Interviews, etc) Analytical assessment/Platform and Content Secondary Evidence Evaluation in the Agricultural Sector Study 2020 United Nations contributions to national evaluation capacity development and the evolution of national evaluation systems 2022	By activity or content type, state if responding to the needs of members: • Green: Activity or content responding to one or more identified need (function) and supported by consensus. • Amber: Activity or content responding to one identified need (function) and mixed opinion. • Red: Activity or content responding to one or no identified need (function) and mainly contesting opinion.
2	To what extent are activities appropriate to meet the purpose of EvalForward in improving national capacities to conduct or use evaluations related to agriculture, rural development and food security?	Outcomes and Goal/Strategy 2018 Activities/Activity Reports and Workplans 2018, 2019, 2021, 2022 Steering Committee and Executive Group Feedback / Review Primary Evidence 2022	By activity, state if appropriate to purpose: • Green: Activity largely appropriate to purpose and supported by consensus. • Amber: Activity partially appropriate to purpose and mixed opinion. • Red: Activity barely appropriate to purpose and mainly contesting opinion.
Criteria: Coherence			
3	How successfully has EvalForward balanced pursuit of its objective with responsiveness to the aspirations and guidance of the Evaluation Offices of the supporting agencies?	Official statements of mandate and priorities / Governance and Strategy Documents 2017 and latest achievements and plans for positioning/ Activity Reports and Workplans 2018, 2019, 2021, 2022. Steering Committee and Executive Group Feedback/Review Primary Evidence 2022	Descriptive synthesis
4	Is EvalForward positioned coherently with existing initiatives in the Evaluation community?	Existing initiatives/Needs Assessment 2017/Review Primary Evidence 2022 Steering Committee, Executive Group, and Member Feedback/Review Primary Evidence 2022	Descriptive synthesis

No.	Evaluation question	Information needed/source of evidence	Standard for judging performance
5	Has EvalForward been able to establish synergies and complementarities with relevant initiatives in the Evaluation community with direct benefits to users or wider strategic value?	Existing initiatives/Needs Assessment 2017/Horizon Scan 2022 Achievements and plans for synergy and complementarity/Activity Reports and Workplans 2018, 2019, 2021, 2022 Steering Committee, Executive Group, and Member Feedback / Review Primary Evidence 2022	Descriptive synthesis
Criteria: Efficiency			
6	To what extent does the current set-up of EvalForward allow efficient delivery of its mandate?	Governance, management and supplier arrangements/Strategy 2018 and Activity Reports and Workplans 2018, 2019, 2021, 2021 Steering Committee and Executive Group Feedback / Review Primary Evidence 2022 Financial Expenditure/Review Primary Evidence 2022	Descriptive synthesis Cost-budget ratio (agreed annual budgets and actual expenditures) Unit costing (activity level)
Criterion: Effectiveness and Impact			
7	To what extent and how has EvalForward contributed to facilitate knowledge sharing and knowledge generation on evaluation in order to enhance evaluation capacities in the food security, agricultural and rural development (FSARD) sectors?	Output and Outcome evidence/Activity Reports and Workplans 2018, 2019, 2021, 2021 Member Feedback/Survey 2020 & Review Primary Evidence 2022 Analytical assessment/Platform and Content Secondary Evidence	State if there has been a contribution to facilitate **knowledge sharing** on evaluation for FSARD: • Green: Strong contribution and consensus. • Amber: Medium contribution and mixed opinion. • Red: Weak contribution and contesting opinion State if there has been a contribution to facilitate **knowledge generation** on evaluation for FSARD: • Green: Strong contribution and consensus of opinion • Amber: Medium contribution and mixed opinion • Red: Weak contribution and contesting opinion Descriptive synthesis on how contribution made.
8	To what extent has EvalForward peer learning contributed to changes in members non-technical knowledge, attitudes and practice?	Member Feedback/Survey 2020 & Review Primary Evidence 2022	Descriptive synthesis

No.	Evaluation question	Information needed/source of evidence	Standard for judging performance
9	What is and could be done to amplify or spread the likely impacts of EvalForward?	Steering Committee, Executive Group, and Member Feedback/Survey 2020 & Review Primary Evidence 2022	Descriptive synthesis
Criteria: Management/Sustainability			
10	Are there mechanisms in place to ensure sustainable funding of and support to the CoP by the supporting agencies and potential external partners?	Governance and management / Strategy 2018 and Activity Reports and Workplans 2018, 2019, 2021, 2022 Steering Committee and Executive Group Feedback / Review Primary Evidence 2022	Descriptive synthesis
11	Are governance and management arrangements appropriate to facilitate engagement and ownership by the supporting agencies and potential external partners?	Governance and management / Strategy 2018 and Activity Reports and Workplans 2018, 2019, 2021, 2022 Steering Committee and Executive Group Feedback / Review Primary Evidence 2022	Descriptive synthesis
12	How does EvalForward promote and monitor access to and the relevance of its services for different genders and those groups at risk of marginalization within the intended user group?	Governance and management / Strategy 2018 and Activity Reports and Workplans 2018, 2019, 2021, 2022 Steering Committee and Executive Group Feedback / Review Primary Evidence 2022	Descriptive synthesis

Source: Elaborated by the authors.

4.   Review approach

16.   Given the TORs for the Review, the original and revised Evaluation Questions, the initial analysis of documents and the Platform, and the operating context, there is a range of possible Review approaches to choose from. Looking at an overview of available approaches and their strengths and weaknesses for the Review, Table 2 suggests that both theory-based and participatory approaches could be considered.

17.   To maximize the strengths and minimize the weakness of both, it is recommended that a combination of the most relevant elements of theory-based and participatory approaches be used for the Review. This would entail:

   i.   facilitation of a participatory process bringing together a purposive sample drawn from the membership and all steering committee and executive group members;

   ii.   modulated participation in different review activities including revealing the implicit EvalForward Theory of Change, process tracing of change events, surveys, and co-creation of Review lessons and recommendations.

18.   This recommendation implies that the Review will:

   i.   deliver learning touch points for stakeholders throughout the process;

   ii.   develop a good degree of buy-in and utility for stakeholders before the final Report is published;

   iii.   need a longer elapsed time to allow for the variable availability of stakeholders to participate with a higher degree of intensity than would be the case with other approaches;

   iv.   need to remain open to external perspectives beyond the existing governance group to avoid creating a participatory echo chamber.

Table 2. Review approach options

Approach	Causal Inference	Strengths for EvalForward Review	Weaknesses for EvalForward Review	Option
Experimental Randomized Control Trial (RCT) Quasi-experimental	Counterfactuals (i.e. what would have happened in the absence of the programme).	Robust and reliable findings most likely. Valued by decision-makers.	Baseline treatment and control groups not in place. Less ability to explain why results are happening.	No
Statistical Statistical modeling Longitudinal Studies Econometrics	Correlation between cause and effect or between variables. Control for confounding factors.	Some metrics for online activities can be complemented by qualitative primary evidence collection.	Control groups not in place.	No
Theory-based theory of change Process Tracing Contribution Analysis Relist Evaluation	Identification/confirmation of causal processes ('chains'). Supporting factors/ mechanisms at work in context.	Revealing implicit theory of change could strengthen case for finance/partnerships. Process tracing would begin to substantiate contribution to change and use to members.	No theory of change in place. Resource intensive Rival explanations needed given highly variable context for change.	Yes
Case-based Naturalistic, Grounded Theory, Ethnography Configurations, QCA, Within-Case Analysis, Simulations, Network analysis	Comparison across and within cases of the combinations of causal factors. Analytical generalization based on theory.	Development of cases would good deep insights into opportunities and challenges of change.	Use cases are not highly diverse and so comparisons will be difficult. Resource intensive.	No
Participatory Participatory or democratic evaluation, Empowerment evaluation Learning by doing, Policy Dialogue, Collaborative Action research Developmental Evaluation	Validation by participants that their actions and experienced effects are 'caused' by programme. Adoption, customization and commitment to a goal.	Consistent with peer learning ethos of CoP. Would strengthen feedback loop from members.	Maybe seen as less rigorous by some stakeholders. Relies on goodwill of some members to engage substantially in evaluation. Harder to deliver remotely.	Yes
Equity Focused and Gender Responsive		Allows perspectives of users at risk of marginalization to be appropriately prominent.	Poverty data is not available for EvalForward users.	Partially

Source: Elaborated by the authors based on Stern, E. *et al.* 2012. *Broadening the Range of Designs and Methods for Impact Evaluation*. Working Paper 38. London, DFID.

5.   Review methods

19.   Given the combination of elements from theory-based and participatory approaches, the Review methods for evidence collection, aggregation, validation and analysis selected to support this overall approach are set out in Table 3 and outlined below.

  i. Theory of Change Workshop: Online facilitated visual mapping and discussion with steering committee, facilitator and a sample of key informants to reveal and document the implicit theory of change, including causal propositions to be tested and refined.

  ii. Member Survey: Online questionnaire survey of all members using a mix of Open Text, Likert Scale and Multiple Choice Questions to explore suitability, usefulness, positioning, contribution, knowledge, attitudes, practice, endurance, gender equality and social inclusion.

  iii. Document Review: Sourced documents stored in a structured database and information needed for analysis extracted with standardized referencing of sources.

  iv. Platform Review: Desk-based analytical assessment of structure, functionality and content from proxy user perspectives (newbie, experienced, skeptic).

  v. Google, Twitter, YouTube, DGroups Analytics: Sourced analytic data stored in a structured database and information needed for analysis extracted and cleaned.

  vi. Change Event Interviews: Five remote semi-structured interviews with purposive sample of users (i.e. active member, gender balance, interested in Review) to test TOC causal propositions and gather stories that illustrate contribution to change.

  vii. Steering committee and executive group Key Informant Interviews: Remote semi-structure interviews to gather views on appropriateness, positioning, synergies, complementarity, efficiency, contribution, sustainability, governance, management, gender equality and social inclusion.

  viii. Pre-Formatted Google Sheets: Storing textual evidence (qualitative) in sortable tables.

  ix. Google Sheets and Charts: Storing numerical evidence (quantitative) in tables to perform statistical operations and produce visual diagrams.

  x. Word diagram: Storing text and graphics to map objects and relationships for theory of change.

  xi. Validation workshop: Online facilitated discussion with steering committee and facilitator to validate and enrich preliminary findings and their evidential basis.

  xii. Triangulation: Confirming and corroborating results reached by one method with other results reached by another method at Review Question level:

  xiii. Complementarity: Helping to better understand results obtained by one method by those obtained by another at Review Question level

  xiv. Application of standard for judging performance or descriptive synthesis: Developing findings from triangulated and/or complementary results at Review Question Level.

xv.   Reference to propositions in theory of change: Matching of empirically observed events to those predicted by the revealed theory of change to develop findings that affirm, reject or modify the causal logic.

xvi.   Lessons and recommendations co-creation workshop: Online facilitated discussion with the steering committee and facilitator to co-create useful and usable lessons, and recommendations based on findings.

Table 3. Review methods for collection, aggregation, validation and analysis

Method	Theory based	Participatory	Qual	Quant
Collection				
Theory of Change workshop	·		·	
Member Survey		·	·	·
Document Review	·		·	·
Platform Review	·		·	
Google, Twitter, YouTube, DGroups Analytics	·			·
Change Event interviews		·	·	
Steering committee and executive group Key Informant Interviews		·	·	
Aggregation				
Pre-formatted Google Sheets (text)	·	·	·	
Google Sheets and Charts (numbers)	·	·		·
Word diagram (objects and relationships)	·	·	·	
Validation				
Validation workshop		·	·	·
Analysis				
Triangulation by method at Review Question level	·		·	·
Complementarity by methods at Review Question level	·		·	·
Application of standard for judging performance or Descriptive Synthesis at Review Question level	·		·	·
Reference to propositions in theory of change	·		·	·
Lessons and recommendations co-creation workshop		·	·	·

Source: Elaborated by the authors.

6.   EvalForward stakeholders

20.   The Stakeholders of EvalForward can be put into five groups as shown in Figure 1.

Figure 1. EvalForward stakeholders
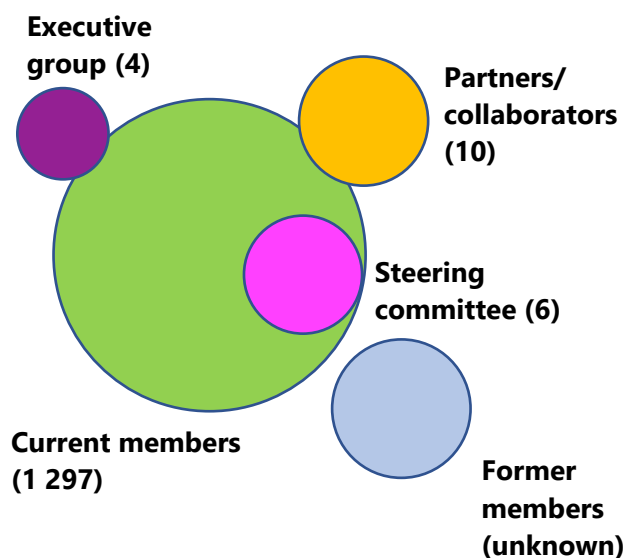
Source: Elaborated by the authors.

21.   For the Review it is proposed to sample these stakeholder groups as follows:

   i.   Current members: total population included in Member Survey; purposive sample in Change Event interviews;

   ii.   Former members: total population included in Member Survey (if records held);

   iii. Steering committee and facilitator: total population included in Theory of Change workshop, interviews, validation workshop and lessons and recommendations co-creation workshop. Equal representation of the four agencies. Steering committee will also be included by default in Member Survey as all current members;

   iv.   Executive group: total population included in Key Informant Interviews. Equal representation of the four agencies. May also be included by default in Member Survey if current members;

   v.   Potential partners and peers: Could be included by default in Member Survey if current members.

7. Document review

22. The Review will draw upon documents internal to EvalForward provided by the steering committee that include:

    i.   activity reports and workplans

    ii.   communication products

    iii.   members' needs assessments

    iv.   strategy

    v.   member survey

    vi.   sector needs assessment

23. Potential gaps in internal documents to be filled include:

    i.   financial expenditure reports;

    ii.   Google, Twitter, YouTube, DGroups analytical reports;

    iii.   minutes of steering committee and executive group meetings;

    iv.   web platform design and management documents;

    v.   online event design and management documents.

24. The Review will also draw upon external documents that provide context for EvalForward to be independently collected including:

    i.   reviews and evaluations of comparator CoPs/knowledge networks developed by the Agencies and more broadly;

    ii.   guidance and theory on CoP/knowledge network design and management;

    iii.   UN policy and principles on capacity strengthening/development in low- and middle-income countries.

8.   Review report outline structure

25.   The Review TORs state that the scope of the report is to Illustrate the evidence found that responds to the questions listed in the ToR. It also states that supporting data and analysis should be annexed, when considered important to complement the main report. The report should be supported by a PowerPoint slide deck and a side document presenting how comments on the draft report received from stakeholders were addressed. In terms of extent, in line with the TORs, the report will be no longer than twenty pages, excluding annexes, and will be prepared in English following an agreed outline.

26.   The proposed outline for the Report is set out below, with section headings and notes (a) for content and (b) for page lengths of substantive areas of the Report.

Cover Page
Contents and abbreviations

1. Introduction
    a. Purpose, scope, users, uses, questions, approach, methods, stakeholders of the Review
    b. 2 pages
2. EvalForward design and implementation
    a. Purpose, need, context, structure, management, governance, resources
    b. 1 page
3. Findings
    a. Evidence and findings by Review Question
    b. 8 pages
4. Lessons
    a. Lessons for EvalForward, agencies and other CoPs
    b. 5 pages
5. Recommendations
    a. Recommendations for sustaining, adapting and improving EvalForward implementation, results, investments, partnerships, effectiveness and sustainability.
    b. 2 pages
6. References
   a. Documents and other sources cited in the text
    b. 1 page

Annexes

I.   Terms of Reference: Review of the Community of Practice on Evaluation for Food Security, Agriculture and Rural Development (EvalForward) and evaluation team leader
II.   Inception note
III.   Analytical tables
IV.   Note of Validation workshop
V.   Member Survey evidence
VI.   Change Stories
VII.   Revealed Theory of Change

9.   Management and quality assurance

27.   The Review is being conducted by an Evaluation team lead. The review process is managed by an Evaluation project coordinator. The Review is being overseen by the EvalForward steering committee, which reports to the EvalForward executive group. The four agencies are represented in both of these bodies. The governance relationships are shown in **Errore. L 'origine riferimento non è stata trovata.**2.

Figure 2. Review governance
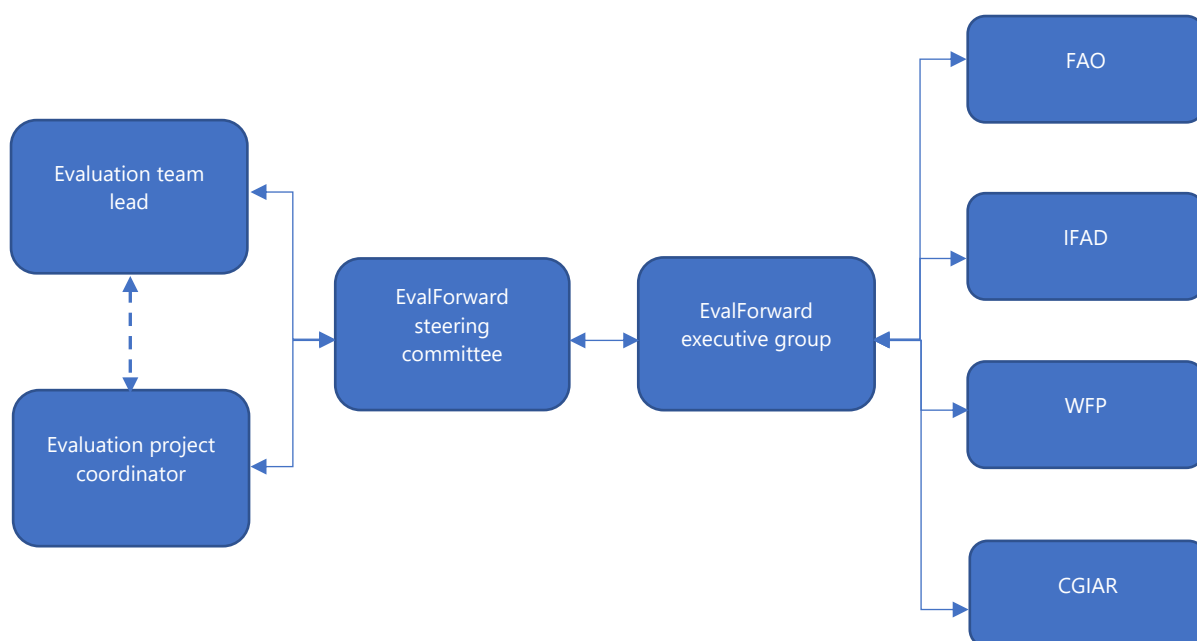
Source: Elaborated by the authors.

28.   Communication between the Evaluation team lead and the Evaluation project coordinator will be maintained through catch-up meetings every two weeks and regular email/phone communication with the steering committee when required.

29.   A review of draft documents produced by the Evaluation team lead (inception note, report) will be provided by the steering committee. To ensure independence, the finalization of the Review report will be the responsibility of the Evaluation team lead. The separate documents setting out how comments on the draft report received from stakeholders were addressed will include an indication of any areas where a comment was not fully taken on board and the rational for that decision by the Evaluation team lead.

30.   Informed consent will be achieved by all participants being fully informed of the Review purpose, measures to ensure anonymity and their right to refuse to answer questions or withdraw from the Review process at any point. No children or young people will be included in the primary data collection.

31.   Confidentiality will be assured by not naming participants in any of the Review outputs. All data will be anonymized and presented in aggregate form. Similarly, raw data (survey responses and interview transcripts) will be assigned a unique identifier and any data that

would allow identification of the individual will be stored separately and securely by the Evaluation team lead.

32.   Representation will be sought in qualitative data collection to provide a voice to the full spectrum of EvalForward stakeholders. Samples will aim to be gender representative and it will be important no group is explicitly disadvantaged by being excluded from consideration and/or participation in the Review.

10. Resource plan and timeline

33. The Review tasks with input days, calendar days, deliverables and availability is set out in Table 4.

Table 4. Resource plan and timeline

No.	Task	Days	30-May	06-Jun	13-Jun	20-Jun	27-Jun	04-Jul	11-Jul	18-Jul	25-Jul	01-Aug	08-Aug	15-Aug	22-Aug	29-Aug	05-Sep	12-Sep	19-Sep	26-Sep
										Limited Rome Agency Staff Availability									
										Carl Leave			Carl Leave						
1	**Inception Note with Evaluation Matrix & Tools (methods)**																		
	1.1 Inception Meeting	0.25																	
	1.2 Inception Note Outline Structure	0.25																	
	1.3 Detailed Resource Plan and Timeline	0.25																	
	1.4 Initial Document and Platform Review	1.50																	
	1.5 Evaluation Approach	0.25																	
	1.6 Methods for Evidence Collection, Aggregation, Validation & Analysis	0.25																	
	1.7 Evaluation Questions & Evidence Sources	0.50																	
	1.8 Review Report Outline Structure	0.25																	
	1.10 Draft Inception Note Document	1.00																	
	1.11 Finalise Inception Note on Feedback	0.25																	
	Sub-Total	*4.75*																	
2	**Evidence Collection and Engagement**																		
	2.2 Google, Twitter, YouTube, DGroups Analytics	0.75																	
	2.4. Steering Committee and Executive Group Key Informant Interviews	2.50																	
	2.1 Theory of Change Workshop	1.00																	
	2.3 Change Event Interviews	1.25																	
	2.5 Member Survey	2.00																	
	2.6 Additional Document and Platform Review	2.00																	
	Sub-Total	*9.50*																	
3	**Analysis and Presentation of the Preliminary Findings**																		
	3.1 Aggregate and Analyse Evidence	3.00																	
	3.2 Agree Presentation Purpose and Agenda	0.25																	
	3.3 Derive Preliminary Findings	1.00																	
	3.4 Prepare SlideDeck	0.50																	
	3.5 Validation Workshop	1.00																	
	Sub-Total	*5.75*																	
4	**First Draft of the Report**																		
	4.1 Update Preliminary Findings (Gap Filling & Revalidation)	2.00																	
	4.2 Lessons and Recommendations Co-Creation Workshop	2.00																	
	4.3 Draft Report and Annexes	2.00																	
	4.4 Graphics Support	0.25																	
	Sub-Total	*6.25*																	
5	**Final Draft of the Report**																		
	5.1 Update Draft Report	1.00																	
	5.2 Matrix of Changes to Feedback	0.50																	
	5.3 Incorporate Second Round of Comments on Updated Draft	0.50																	
	5.4 Proofing and Formating for Publication	0.25																	
	5.5 Publish	0.25																	
	Sub-Total	*2.50*																	
6	Present Evaluation Findings (as required)	0.25																	
7	Regular Evaluation Management Meetings	1.00																	
	Total Days	30.00	1.25	1.39	2.00	0.64	3.00	3.89	2.50	0.00	2.39	2.50	0.00	4.24	1.15	2.14	1.50	0.89		0.50

Source: Elaborated by the authors.

Food and Agriculture Organization of the United Nations
Rome, Italy