**PROJECT EVALUATION SERIES**

**Mid-Term Evaluation of the Forest and Farm Facility Phase II – Climate Resilient Landscapes and Improved Livelihoods (GCP/GLO/931/MUL)**

**Terms of Reference**

**DRAFT**

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

**OFFICE OF EVALUATION**

**July 2020**

|  |
| --- |
| 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 designation 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 or addressed to 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) |

**Contents**

[1 Background and Context of the Forest and Farm Facility - Phase II programme 1](#_Toc46249678)

[1.1 Theory of change 3](#_Toc46249679)

[1.2 Results achieved 3](#_Toc46249680)

[2 Evaluation purpose and intended users 4](#_Toc46249681)

[3 Evaluation scope 5](#_Toc46249682)

[4 Evaluation objective and key questions 6](#_Toc46249683)

[4.1 Evaluation questions 6](#_Toc46249684)

[5 Approach and organization of the Evaluation 8](#_Toc46249685)

[5.1 Methodology 8](#_Toc46249686)

[5.2 Adjustments following the Covid-19 emergency 9](#_Toc46249687)

[6 Roles and responsibilities 9](#_Toc46249688)

[7 Evaluation team composition and profile 10](#_Toc46249689)

[8 Evaluation deliverables 10](#_Toc46249690)

[9 Evaluation timeframe 10](#_Toc46249691)

[Annexes 12](#_Toc46249692)

# Background and Context of the Forest and Farm Facility - Phase II programme

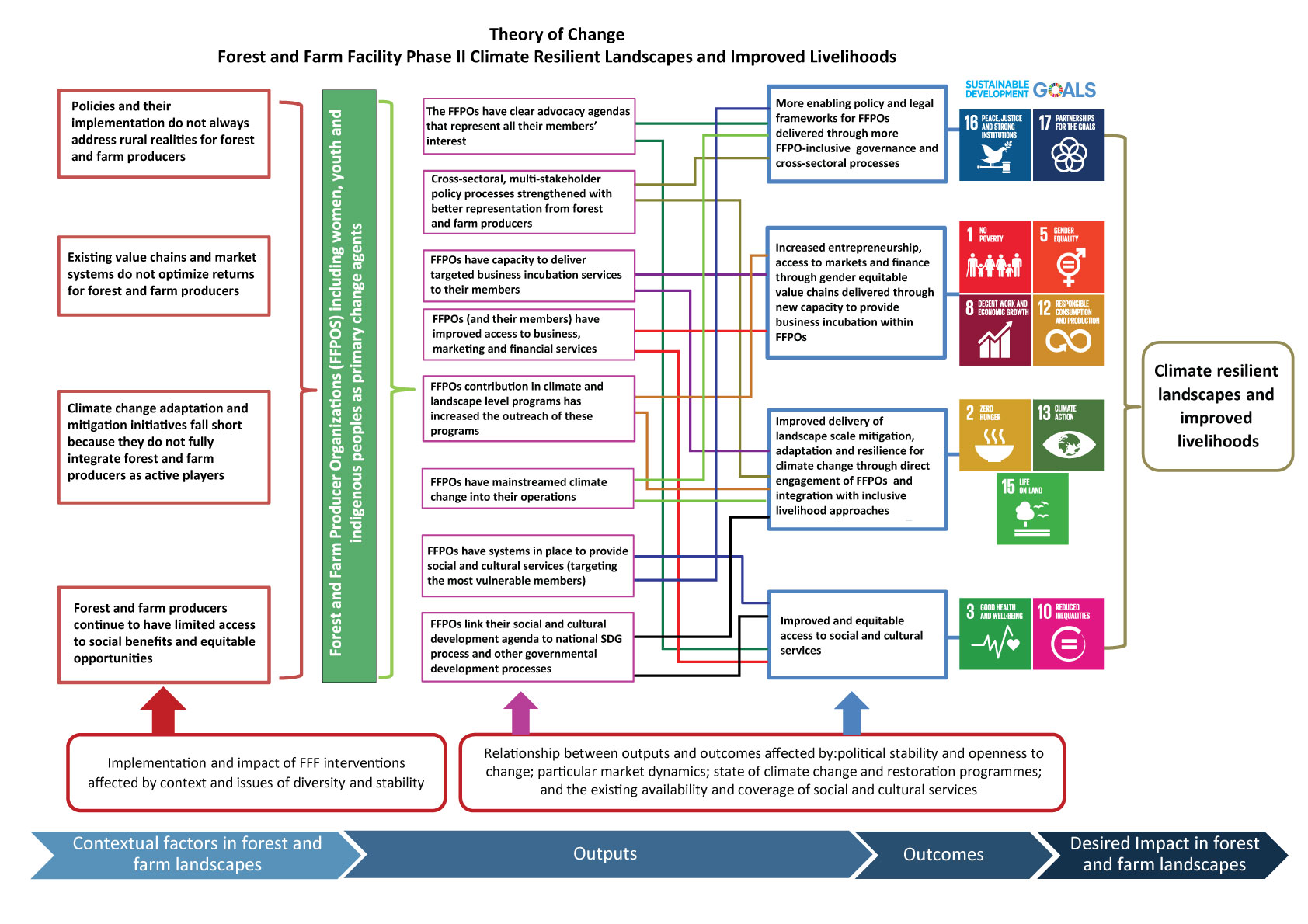
1. The Forest and Farm Facility (FFF) is a multi-donor partnership programme between the Food and Agriculture Organization of the United Nations (FAO), the International Institute for Environment and Development (IIED), the International Union for Conservation of Nature (IUCN) and the global alliance of agro-agencies mandated by farmers' organisations (AgriCord)[[1]](#footnote-2).
2. The FFF is a multi-donor trust fund (MUL) project[[2]](#footnote-3), hosted by FAO under an Umbrella programme (GCP /GLO/931/MUL). Resource partners pool their funds to contribute to a single budget MUL in order to achieve the agreed-upon outcomes. Additional support to the FFF comes from the EU-FAO-FLEGT programme and through the Flexible-Multi Partner Mechanism (FMM). The FFF is currently in phase II, which was launched in July 2018 and will run until 2022. Phase I of the FFF started in 2012 and was completed in 2017[[3]](#footnote-4). The funding target of phase II is USD 96 million, out of which USD 20 million have been already obtained and current discussions are underway to reach the total with several additional resource partners.
3. The FFF is overseen by a Steering Committee[[4]](#footnote-5), which provides policy level guidance on approach and content, e.g. the Steering Committee approves overall selection of partner countries, work plans and receives periodic updates and annual reports for comment and guidance. The Steering Committee works closely with the FFF management team, which includes staff from FAO, the International Union for the Conservation of Nature (IUCN), the International Institute for Environment and Development (IIED) and AgriCord.
4. The goal of Phase II is to support forest and farm producers and their organizations[[5]](#footnote-6) to enable “Climate Resilient Landscapes and Improved Livelihoods”. The FFF supports Forest and Farm Producer Organizations (FFPOs) in improving livelihoods, while safeguarding the environment, promoting sustainable development and the achievement of the SDG including responding to climate change.
5. Building on phase I of the programme, FFF provides resources directly to FFPOs and offers a range of capacity-development services, including advocacy, information sharing, business incubation, access to financing and links to social services. Phase II of the FFF aims to scale up previous work with 10 partner countries and their FFPOs to 25 countries.
6. FFF Phase II is structured around the following outcomes also contributing to several SDGs:

* **Outcome 1.** More enabling policy and legal frameworks for FFPOs delivered through more FFPO-inclusive governance and cross-sectoral processes (SDG 16 & 17).
* **Outcome 2.** Increased entrepreneurship, access to markets and finance through gender equitable value chains delivered through new capacity to provide business incubation within FFPOs (SDG 1, 5, 8 & 12).
* **Outcome 3.** Improved delivery of landscape scale mitigation, adaptation and climate resilience for climate change through direct engagement of FFPOs and integration with inclusive livelihood approaches (SDG 2, 13 & 15).
* **Outcome 4.** Improved and equitable access to social and cultural services (SDG 3 & 10).

1. The programme is being implemented primarily in ten[[6]](#footnote-7) core countries of Bolivia, Ecuador, Ghana, Kenya, Nepal, Viet Nam, Zambia, Togo, Madagascar and recently the United Republic of Tanzania. Additional support for networking and information sharing is provided to six network countries of the Gambia, Guatemala, Indonesia, Liberia, Myanmar, and Nicaragua. FFF also provides support to regional and global apex FFPOs to improve service delivery to their members. The Network of Farmers Organizations and Agricultural Producers of West Africa (ROPPA); the Asian Farmers Association for Sustainable Rural Development (AFA) and the Mesoamerican Alliance of Peoples and Forests (AMPB) were chosen for collaboration and awarded FFF grants by demonstrating that they:

* Enhance gender equality;
* Support youth engagement;
* Promote or influence more inclusive governance and cross-sectorial processes;
* Improve capacity for increased entrepreneurship, access to markets and finance, and business development services;
* Improve delivery of landscape scale mitigation, adaptation and resilience for climate change; and/or
* Enhance capacity for improved and equitable access to social and cultural services.

## Theory of change

**Figure 1- Theory of Change developed and provided by the FFF management team.**

## Results achieved

1. FFF Management Team reported some results achieved towards the four outcomes of the programme since the beginning of Phase II in 2018.
2. Towards Outcome 1, progress reported in terms of policy impact:

* In Ecuador, the FFF supported the Minister of Environment’s Ministerial Agreement to promote bio-enterprise policies, creating enabling conditions for sustainable production at landscape scale.
* In Nepal, the FFF, through advocacy activities, contributed towards the creation of the Forest Act 2019.
* In Zambia, the programme provides inputs to countries new Charcoal Regulations.

1. Towards Outcome 2, progress reported in supporting enterprises, linking them to markets and finance and establishing business incubation capacity:

* A national team in Ghana, consisting of FFFPOs representatives from three ecological zones, is currently working on developing a business portfolio around baskets of products.

1. Towards Outcome 3, progress reported in increasing the role of FFPOs towards climate resilience:

* As a result of a new initiative implemented around farmer-led tree and product inventory, more accurate assessments for potential carbon sequestration have been reported. Some organizations also reported the total numbers of trees.

1. Towards Outcome 4: progress reported towards increasing access to social and cultural services:

* In 2019, 4 FFPOs developed outreach and communication plans on relevant issues to their members; for example, the Federation of Community Producers Organization of Nepal organized a national 16-day campaign against gender-based violence.

1. Finally, in the course of 2019-20, the FFF team reported to have provided support through key apex FFPOs to smaller FFPOs in nine countries:

* 400 forest and farm producer organizations provided direct support to over 350,000 members (30% women and 30,000 youth, in Ghana) and indirect support to an aggregate of 25 million members.
* Three regional and one global FFPO (with over 25 million members in total) have been supported to strengthen the role of women, youth and agroforestry systems in almost 30 additional countries.
* FFPO partners are collectively managing more than 12.3 million hectares of natural forests and farm forestry plantations.

# Evaluation purpose and intended users

1. The Mid-Term Evaluation is included in the FFF Phase II Programme Document and Financing Agreements to review efficiency and effectiveness of implementation in terms of achieving programme objective, outcomes and delivering outputs. The purpose of the Mid-Term Evaluation is to: i) inform the FFF Steering Committee, the Programme Management Team, resource partners and other stakeholders about the programme’s progress and performance towards attaining the expected outputs and outcomes; ii) identify or confirm hard numbers– of people and FFPO’s, trees and hectares, and investment – in order to demonstrate the impact and value for money of FFF work; iii) assess future strategy and options against changing contexts (e.g. caused by COVID-19), including the identification of key changes, new ideas and course corrections.
2. The intention is therefore to evaluate the programme for both planning purposes as well as to inform the multi donor fund of progress to date. The Mid-Term Evaluation is expected to bring valuable external reflections to help strengthen the programme, and to validate and complement the M&L system of the project through an adaptive management modality.
3. The evaluation will draw specific conclusions and formulate recommendations for any necessary further action by the Steering Committee, the Project Management Team and other international and in-country FFF parties. The evaluation may also identify specific good practices and lessons to be learned for the formulation and execution of other similar projects that address forestry governance or/and utilizing a small grant scheme. The evaluation may contribute to identify corrective actions if necessary and provide learning to be incorporated in improved programming and future work.
4. The primary evaluation stakeholders and intended users of the Mid-Term Evalution are summarized in the table below:

**Table 1: Main Stakeholders**

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

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

# Evaluation scope

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

# Evaluation objective and key questions

1. The evaluation will seek to identify preliminary results of the FFF activities implemented at country, regional and global levels. The goal is to assess the effectiveness of FFF approach in implementing the programme at three levels. While at country level the country work plan will be considered as source to evaluate the effectiveness of the FFF approach at the regional/global level the approach is evaluated through the coordination of activities also among countries with focus on advocacy and inclusion/participation of FFPOs in regional/global policy and decision-making processes, coordination and knowledge management level. The Mid-Term Evaluation will therefore seek to assess the coherence and complementarity of FFF activities with those of other partners and global alliances in the target regions and countries.
2. The objective of the evaluation will be therefore to provide valuable recommendations based on evidence and findings under the topics of: relevance; effectiveness and impact; partnerships and coordination; normative values; sustainability; and coherence and synergies. In this regard, the evaluation will be guided by the following preliminary evaluation questions under each of these topics – further questions will be developed by the evaluation team during the inception phase and elaborated in the evaluation.

## Evaluation questions

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

**Relevance:**

* How timely, appropriate and relevant is the primary focus and programme logic of the second phase of the Forest and Farm Facility in terms of its stated mission, the respective country contexts and in relation to broader sustainable development initiatives?

**Achievements and challenges in moving towards outcomes:**

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

**Partnerships:**

* To what extent has the programme sustained and expanded the linkages and partnerships with civil society, government, development partners and other stakeholders at country, regional and global level?
* To what extent the programme improved the partnership among the FFPOs and the FFF and among the FFPOs across countries.

**Internal and external coherence:**

* How coherent are the programme activities vis-à-vis other initiatives implemented by FAO and FFF partners[[7]](#footnote-8) (Strategic Programmes, Country Programme Frameworks, Regional Intitatives, Voluntary Guidelines on Tenure, VGGTs, etc.)?
* To what extent is the programme coherent with other initiatives and policies undertaken by Governments and the development partners (IIED,IUCN,AgriCord)?
* To what extent the programme is coherent with coherence with the strategies and priorities of the FFPOs and the organisations that represent them?

**Organizanional effectiveness:**

* To what extent is the current governance structure effective in providing overall policy guidance and direction to the management team?
* How effective is the current operational modality in ensuring the outputs contribute to the overall achievement of the programme outcomes?
* How effective is the monitoring and learning system in adequately achieving its main objectives?
* How effective has the programme been in as part of its key objectives
* How effective has the programme been in improving the inclusion of

**Efficiency of delivery**

* How efficient is the collaboration between the programme management team partners in implementing the programme?
* How efficient is the programme in ensuring inputs (money, human resources, activities) are converted into the desired outputs?
* How cost effective is the programme in maximizing its impact on climate resilient livelihoods (trees and hectares) and improved livelihoods (people and FFPO’s)?

**Sustainability:**

* What efforts are being made to ensure sustainability of the programme results in the long term?
* To what extent is FFF is increasing the capacity of small-scale enterprises, cooperatives and FFPOs at different levels?
* How is the programme addressing the risks concerning climate change and environmental sustainability?
* In what ways do you think the benefits of the action can continue throughout the duration of the programme? Taking into account changing contexts due to the COVID-19 crisis, what are the enabling conditions or factors that may constrain the positive results from being sustained?

**Normative values:**

* What efforts have been made towards improving gender equality and equity as a key objective of the programme?
* To what extent have indigenous peoples and youth been included in the design and implementation of the programme?
* To what extent have i youth been included in the design and implementation of the programme?

# Approach and organization of the Evaluation

1. The Mid-Term Evaluation will take place between July 2020 and January 2021. The evaluation will be managed by the FAO Office of Evaluation (OED), and may engage with the evaluation function of other FFF partners (pending final discussion with FAO FFF Team).
2. The Mid-Term Evaluation scoping phase began in June/July 2020, during which time the FAO Office of Evaluation conducted an analysis of the activities conducted by FAO and its partners at national, regional and global level, including the review of all documents and publications produced by the FFF phase II. The Mid-Term evaluation and the Final Report of the Phase I o the FFF programme will also constitute an important background and baseline for the assessment of the first part of Phase II.
3. An inception report will complement these ToRs and contribute to guide the evaluation: it will encompass a more detailed stakeholder analysis, further information on the evaluation approach and methodology, the evaluation matrix, and the country case studies selection.
4. Given the nature of the programme, the Mid-Term Evaluation will adopt a very participatory process to engage actively with FFF key partners during the whole exercise.

# Methodology

1. The evaluation will rely on evidence collected through a variety of methods and tools, including:

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

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

# Adjustments following the Covid-19 emergency

1. The current Covid-19 emergency requires some adaptation to the approach and methodology this mid-term evaluation can use[[8]](#footnote-9). Based on the analysis of possible Covid-19-related restrictions, the evaluation methodology will be adapted.

# Roles and responsibilities

1. The evaluation will be conducted by a team of independent experts. The independent **evaluation team** will be composed of a Team Leader and three additional team members, and will collectively combine experience and expertise relevant to the FFF programme. The team leader will be responsible for further developing the evaluation methodology based on the draft ToRs, coordinating the team effort to conduct the evaluation, and producing the evaluation report. All team members will participate in briefing and debriefing meetings, consultations, field visits, and will contribute to the evaluation with written inputs for the final draft and final report. The evaluation team will be fully responsible for its report, which may not reflect the views of FAO. An evaluation report is not subject to technical clearance by FAO although OED is responsible for Quality Assurance of all evaluation reports.
2. **The Office of Evaluation** (OED) management team, composed of an evaluation manager and an associate manager, will guide the evaluation process and support the independent team’s work. The OED evaluation manager will monitor the quality of the process and deliverables and provide an on-going organizational support and guidance of the team. OED will also follow-up with the programme team on the timely preparation of the Management Response (MR).
3. The **FFF** **Programme team** (the “evaluand”) will provide inputs into the Terms of Reference, share data and information on the programme as appropriate with the evaluation team, and comment on the draft report. The programme team, under the lead and coordination of the Budget Holder (BH), will also be responsible for preparing a Management Response to the evaluation recommendations.

# Evaluation team composition and profile

1. The evaluation team will be composed by 4 external consultants and will work under the guidance and with participation of the OED Evaluation Management team.
2. The external consultants team will have experience and expertise in preferebly all of the following areas: Community forestry, rural development, natural resource governance, forest and farm smallholder producers organisations and enterprise development, policy dialogue, indigenous peoples, gender, climate change mitigation and adaptation and governance issues in the context of rural development.
3. All consultants will have experience in evaluation, and in depth knowledge of at least one of the three regions of focus for the programme (i.e. Sub-Saharan Africa, Latin America and Eastern Asia). An effort will be made to achieve gender and regional balance in the team makeup.
4. The evaluation team members should be independent from any organizations that have been involved in designing, executing or advising any aspect of the FFF programme.

# Evaluation deliverables

1. The evaluation team will be responsible for delivering a draft evaluation report and later finalizing it based on the comments provided by project key stakeholders. The evaluation report will be prepared in English and follow the OED template for report writing, provided by the evaluation manager. Supporting data and analysis should be annexed to the report when considered important to complement the main report.
2. The evaluation team leader will present final evaluation results to key stakeholders during a workshop, as appropriate.

# Evaluation timeframe[[9]](#footnote-10)

|  |  |  |
| --- | --- | --- |
| **Task** | **Dates** | **Responsibility** |
| Launch of the evaluation | June 2020 | Budget Holder and Evaluation Manager |
| ToR finalization | July 2020 | Evaluation Manager with inputs from FFF Management Team |
| Team identification and recruitment | July 2020 | OED |
| Reading background documentation provided by PTF | June – September 2020 | Evaluation Team |
| Inception phase | September 2020 | Evaluation Manager |
| Organization of the Evaluation Mission (travel arrangements, meetings arrangements with project stakeholders and partners, field visits, etc.) | September/October 2020 | OED |
| Evaluation mission | October/November 2020 | Evaluation Team |
| Mid-Term Evaluation Report first draft for circulation | January 2021 | Evaluation Team and Evaluation Manager for comments and quality control |
| Evaluation Report final draft for circulation | February 2021 | Evaluation Team and Evaluation Manager for comments and quality control |
| Validation of the recommendations through stakeholder workshop | February/March 2021 | Evaluation Team to the FFF Management Team through the Evaluation Manager |
| Final Report, including publishing and graphic design | April 2021 | OED |
| Management Response | 1 month after the Final report is issued | Budget Holder |
| Follow-up report | 1 year after the MR is issued | Budget Holder |

# Annexes

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

1. Forest and Farm Facility is also an integral component of three major external institutional partnerships between FAO and AgriCord, We Effect and the Self Employed Women’s Association. Further partnerships include the Asia Farmers Association, the Mesoamerican Alliance for People and Forests, the International Family Forest Alliance, the Global Alliance for Community Forestry; the International Alliance for Indigenous and Tribal Peoples of the Tropical Forests; IKEA. [↑](#footnote-ref-2)
2. The resource partners contributing to the 2nd Phase of FFF are the following: Sweden (USD 13 487 672), Finland (2 228 742 USD), The Netherlands (USD 270 000), Germany (USD 849 934), United States Department of States (USD 200 000) and IKEA (USD 128 475). Additional funding for the FFF has been received via the FAO-EU Forest Law Enforcement, Governance and Trade (FLEGT) Programme (USD 1.1 million) and the FMM (USD 1.5 million). [↑](#footnote-ref-3)
3. A mid-term evaluation of Phase I was also undertaken by the OED, and completed in September 2016. [↑](#footnote-ref-4)
4. Members of the FFF Steering Committee are affiliated with community forestry, family forestry and farmer producer organizations, Indigenous People’s organizations, non-governmental organizations (NGO), government, finance, research and international development organizations. A large proportion of its members is affiliated directly to forest and farm producer organizations (FFPOs) and has members with relevant backgrounds in gender equality, climate resilience, entrepreneurship and social services. [↑](#footnote-ref-5)
5. Forest and farm producers are women and men, smallholder families, indigenous people and local communities who have strong relationships with forests and farms in forested landscapes. [↑](#footnote-ref-6)
6. The difference between the core and network countries depend on the different scoring obtained in the call for proposal launched in the FFF Phase II. More details will be available in the upcoming FFF Network Countries Strategy.

   [↑](#footnote-ref-7)
7. The FFF partners -IIED, IUCN and AgriCord – with FAO are part of the FFF management team. [↑](#footnote-ref-8)
8. See OED note on “Risk analysis and guidance for the management and conduct of evaluations during international and national level COVID-19 crisis and restrictions” available here: <http://www.fao.org/3/ca8796en/ca8796en.pdf> [↑](#footnote-ref-9)
9. This tentative timeframe will be adapted according to the evolution of the current Covid-19 situation, which may restricts travels in countries concerned by this mid-term evaluation. [↑](#footnote-ref-10)