

Project Evaluation Series
[10/2024](#)

Evaluation of the project “Improving Global Forest Management through Improved Global Forest Information”

Project code: GCP/GLO/665/EC

Annex 1. Terms of reference

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Abbreviations

CFRQ	Collaborative Forest Resources Questionnaire
FAO	Food and Agriculture Organization of the United Nations
FRIMS	Forest Resources Information Management System
FRA	Global Forest Resources Assessment of the FAO
M&E	monitoring and evaluation
PMU	Project Management Unit
TOC	theory of change
TOR	terms of reference

1. Introduction

1. In line with the guidelines of the Food and Agriculture Organization of the United Nations (FAO), the FAO Office of Evaluation will undertake a final evaluation of the project "Improving Global Forest Management through Improved Global Forest Information", hereafter referred to as the project. The FAO project identification code is GCP/GLO/665/EC.
2. This document presents the terms of reference (TOR) for the evaluation and should be considered a guiding document for the Evaluation Team and the project's main stakeholders. It briefly describes the context, the project and its key areas of work. Furthermore, it sets out the approach of the evaluation and presents a preliminary methodology, the deliverables and timeframe. The entire evaluation process will be inclusive, and herewith executed in close consultation with key project partners. More information on roles and responsibilities during the design and implementation of the evaluation are discussed in section 7 of this document.

2. Background

2.1 Overview of the project¹

3. Context: FAO has been monitoring the world's forests at five to ten year intervals since 1948. The Global Forest Resources Assessments of FAO (FRA) are now produced every five years to provide a consistent approach to describing the world's forests and how they are changing. FRA is the most comprehensive assessment of forest and forestry in terms of the number of countries and people involved as well as scope.
4. The mandate to carry out these assessments stems both from the basic statutes of FAO and to specific guidance given by member countries, most significantly at sessions of the Committee on Forestry (COFO). The FRA is a process, led by FAO and involving all countries and other partners, that reports on the world-wide status and trends of forest resources, their management and uses. It is based on countries reporting their forest resources data.
5. The FRA programme counts on a large network of national correspondents officially nominated by their governments as well as national remote sensing specialists and makes use of a participatory process for the design and implementation of a survey on forest resources. It primarily focused on collection, analysis and dissemination of existing information related to forest resources.
6. Since the first FRA assessments were done, their scope and uses has evolved considerably in order to respond to the evolving information's needs. From 1948 up to early 1990s the emphasis was very on estimating changes in forest resources largely (but not only) from a perspective of sustainable wood supply. After the United Nations Conference on Environment and Development (UNCED) and the introduction of the Rio Conventions, FRA started to become more holistic based on a modern, broad concept of sustainable forest management. At the same time, concern over the increasing burden on countries to report to international and regional bodies and instruments has been expressed, and hence there is a need for harmonized and streamlined reporting throughout the United Nations' system and in regional and international fora, including on forest-related matters.
7. This comprehensive information on forest resources support policy making process, informs and encourages forest-related investment decisions by a wide range of actors, including governments, private companies, non-governmental organizations (NGOs) and donor organizations, and specifically support countries to meet reporting commitments to multilateral environmental agreements (especially the United Nations Framework Convention on Climate Change [UNFCCC], the Convention on Biological Diversity [CBD] and the United Nations Forum on Forests [UNFF]), to regional bodies and regional action plans such as on Forest Law Enforcement Governance and Trade (FLEGT) and to FAO.
8. Over the years, the scope has been expanded to respond to the evolving information and reporting needs and requirements. Concurrently, when the scope of FRA and FRA methodology have evolved to better respond to emerging needs, new information sources, platforms and studies have emerged. This evolution and related developments are described in detail in the mid-term evaluation report (context analysis - section 2.1). The mid-term evaluation concluded in the context analysis, that "some of these [developments] are emerging opportunities or

¹ This section is based on selected information from the project design document, the mid-term evaluation and the latest annual progress report.

challenges which can influence the relevance of the project and future FRA work. (...) [T]he environment is so dynamic that FRA planning and management must also be responsive for the FRA programme to be able to continue developing and remaining globally visible and a relevant authority".²

9. The European Union and its Member States are recognized leaders on environmental issues for sustainable development. Forests are a key concern in European Union environmental policies both for sustainable development, for biodiversity conservation and for the role they play in the global climate system. The European Union has been therefore a key partner of the FRA Programme and has been supporting the global assessments since FRA 2010.
10. The project rationale. FRA 2020 is reinforced through the project "Improving global forest management through improved global forest information". The project is particularly focused on increasing the knowledge on forests and forestry and on enhancing capacity for assessment, monitoring and reporting on forests and changes to the forest ecosystem. It is closely linked to both environmental sustainability and governance – two of the cross-cutting issues of priority to the European Union.
11. The project objective and expected outcome. The project aims to facilitate well-informed and better decision-making related to forests and forestry based on the harmonized, comprehensive, timely and accurate information generated at a national and international level (expected outcome). The project's activities focus on increasing knowledge on forests and forestry and on enhancing capacity for assessment, monitoring and reporting on forests and changes to the forest ecosystem.
12. Expected outputs: The project has seven key outputs, as well as two outputs related to communication and dissemination and project management:
 - i. high quality data reported to FRA 2020, with fewer expert estimates;
 - ii. country reporting harmonized and streamlined;
 - iii. technology innovations: the Forest Resources Information Management System (FRIMS) and the accessibility to FRA data through multipurpose outputs in FAOSTAT improved;
 - iv. technical and organizational capacities strengthened through capacity building;
 - v. remote sensing: improved estimates of forest land use change at the global, regional and ecozone scales;
 - vi. national networking: network of national correspondents enhanced through participation and awareness of the FRA data collection process established within each of the 236 countries and territories participating in the FRA process;
 - vii. special studies;
 - viii. cross sectoral output communication and dissemination; and
 - ix. project management.
13. Following the direction of the outputs, the project consists of the following expected activities:
 - i. Under output 1:

² FAO. 2019. *Mid-term evaluation of the project "Improving Global Forest Management through Improved Global Forest Information"*. Rome.

- nomination of National Correspondents for FRA 2020 established within each of the 234 countries participating in the FRA process, with a specific attention to involve and help reporting from countries which were not covered in FRA 2015;
 - data collection and revision process;
 - encourage countries to provide more data and possibly high quality data (identified by tier 3 in FRA 2015); and
 - increase data checks and revisions by FAO headquarters, regional offices and also by external regional forestry partners.
- ii. Under output 2:
- expert meeting to define FRA 2020 variables, definitions, workplan and deadlines;
 - develop new FRA 2020 questionnaire and FRA 2020 terms and definitions and guide to country reports;
 - increase coordination and data sharing with regional partners involved in the Collaborative Forest Resources Questionnaire (CFRQ); and
 - engage discussions with other Country Programming Framework (CPF) members and other international organizations involved in forestry that were not involved in FRA 2015.
- iii. Under output 3:
- work with FAOSTAT team to publish FRA 2020 results that are online in FRIMS on FAOSTAT improved, grant access to the public, provide multi-purpose outputs;
 - work with the external company and FAOSTAT team to develop the FRA 2020 on-line portal for reporting, review, analysis and dissemination of FRA data based on the FRA 2015 experience in FRIMS;
 - based on the FRA2015 data experience, improve FRA 2020 multi-purpose outputs in FAOSTAT;
 - full integration of the prototyped geospatial functionalities in the platform; and
 - facilitate integration of FRA data with other data sources to allow production of harmonized and consistent multi-sectoral outputs.
- iv. Under output 4:
- organize regional capacity building workshops for reporting to FRA 2020;
 - based on the FRA 2015 strengths, weaknesses, opportunities and threats (SWOT) analysis and on further analyses, establish a list of priority developing countries for capacity building activities;
 - based on the FRA 2015 SWOT analysis and on further analyses, establish a list of priority areas to be target through capacity building activities;
 - develop the specific training modules both for remote sensing than for forest-related definitions and national networking;
 - organization of capacity building workshops for remote sensing, forest-related definitions, national networking and other;
 - ad hoc training for national collaborators; and

- meetings to establish FRA linkages with key stakeholders e.g. UNFCCC, CBD, REDD+, National Statistical Offices.
- v. Under output 5:
- establish a partnership agreement and a detailed workplan with the European Commission's Joint Research Centre (JRC) on the remote sensing outputs to be jointly produced;
 - further develop methods and tools for use of remote sensing data in the context of FRA;
 - collect and analyze remote sensing data and produce consistent estimates of forest area and forest area change at global and regional level in collaboration with countries;
 - collect and analyze remote sensing data at a national level in cooperation with countries that requested support, if needed, customize data collection and software tools according to the country's needs;
 - develop synergies with remote sensing based services offered by Global Forest Watch and Google; and
 - expert consultation on lessons learnt from FRA 2020 remote sensing survey and plans for further integration of remote sensing in FRA.
- vi. Under output 6:
- organize the Global Meeting of National Correspondents ensuring broad participation;
 - increase mail, skype, telephone contacts with National Correspondents to enhance their participation in and awareness of the FRA 2020 data collection process;
 - encourage networking and partnerships among national correspondents and different government agencies, NGOs, private sector, aimed at delivering higher quality forestry data for national and international use; and
 - organize national networking workshops to facilitate data sharing where this is more difficult (i.e. the case of African countries).
- vii. Under output 7:
- increase the precision of area estimates through high-resolution imagery analysis and reduce greatest uncertainties related to nationally reported and globally estimated forest area in dryland forests and ecozones between dense, moist forests and drylands; dryland forests are often deciduous, sparsely stocked and of lower economic value than moist forests, but they can be nationally or regionally important;
 - produce full report of the First Global Dryland Assessment;
 - expert workshop on Drylands Assessment and Monitoring;
 - identify other special studies to be developed under the framework of FRA programme; and
 - implement special studies focusing on enhanced reporting on forest, biodiversity and people on i) improved methodology on reporting on primary forest area and its changes, ii) global analysis of forest fragmentation and intactness, iii) improved reporting on forest characteristics; iv) impact of forests on job creation and

economic growth; e) assessment of forest carbon stocks and their changes from 1990 to 2020; v) forests and water; and vi) assessing national forest monitoring capacities using FRA 2020

viii. Under output 8:

- analysis of the visits to the website and newsletter through Google Analytics; and
- develop and implement a comprehensive communication strategy including:
 - disseminate main FRA milestones through FAO press releases;
 - participation in national international congresses and events;
 - editing, layout, translation and printing of the FRA publications, web and platform; and
 - preparation of a media kit.

ix. Under output 9:

- ensure accurate and periodic financial project monitoring;
- periodic reporting of the activities to the European Union;
- conduct FRA 2015 SWOT analysis;
- arrange for mid-term evaluation visits upon request by the European Union resource partner; and
- arrange and provide for the final evaluation to be conducted by the FAO Office of Evaluation.

14. More detailed information on the exact project activities under each output and on the project targets, are provided in Appendix 1 with the detailed logical framework. Table 1 provides a summary of the main features of the project.

Table 1. Basic project information

Project	Improving Global Forest Management through Improved Global Forest Information
Implemented by	Food and Agriculture Organization of the United Nations (FAO)
Resource partner	European Union
Location of implementation	Objective: 236 countries and territories (see full list in Appendix 2 (186 national correspondents for FRA 2020 in October '22)
Alignment of project approach with the four betters and SDGs	<u>Better Production and Better Environment:</u> BP1: Innovation for sustainable agriculture production BE3: Biodiversity and ecosystem services for food and agriculture <u>SDG 15</u> SDG 15.1, 15.2 and 15.4
Approval date	23 December 2015
Start date	01 January 2016
End-date	22 December 2022
Budget	European Union-FAO co-funded project budget = EUR 10 753 511 of which EUR 5 500 000 financed by the European Union.

Source: FPMIS database and meeting with PTF.

2.2 Implementation arrangement and key partners

15. The core project team is composed of two forestry officers in the FAO Forestry Division: Mr Anssi Pekkarinen, Senior Forestry Officer, FRA Team Leader and budget holder of the project; Ms Anne Branthomme, Forestry Officer, FRA Team Member and Lead Technical Officer of the project; Mr Orjan Johnson, Forestry Officer, FRA Team member; Ms Marisale Palermo, then Daniela Mercuri, Office Assistant, NFO Senior Office Assistant; Ms Lucilla Marinaro, Office Assistant, Website contents management; and supported by Mr Jean Patrick Mosengo Kwey, Forestry Officer, Programme Budget and Operations Specialist in the project.
16. The project also funded several short and long term staff and consultants, such as: FRA Remote Sensing Officer, filled in February 2017; FRA Information, Networking and Reporting Officer, filled with temporary arrangements in June 2016 and permanently in June 2017; FRA Office Assistant providing administrative and financial support, filled with temporary arrangements from November to December 2017 and from January to June 2018; filled permanently from October 2018; FRA Geospatial Consultant, filled in January 2016; FRA, Country Reporting Process Consultant, from September 2017 up to now; FRA Forestry Officer (Information Systems) from January 2016 up to now, part-time; FRA Remote Sensing Consultants, from February 2017 up to now; and translators, graphic designers and editors.
17. As mentioned in Project output 6 (national networking), the FRA programme counts on a large network of national correspondents officially nominated by their governments as well as national remote sensing specialists and makes use of a participatory data-collection process established within each of the 236 countries and territories participating in the FRA process. Currently, the project has National Correspondents in 186 countries.
18. A European Union-FRA-FAO Steering Committee has been established to oversee and guide the FRA 2020 and its management. FRA management is also supported by an informal Advisory Group established in 2003 to review and make recommendations aimed at strengthening existing institutional networks, and to make future forest resources assessments increasingly user-oriented and demand-driven and more closely linked with other international processes. Importantly, many of the Advisory Group members are also National Correspondents.
19. Key partners in the FRA: As mentioned on the FAO website of the Global FRA,³ each FRA is a collaborative effort of many national and international experts. In addition, FAO works closely with several organizations aiming to reduce the reporting burden on countries, to avoid duplicated data collection processes and to harmonize terms and definitions used in the context of forest resources assessments. For example:
20. FAO joins forces with five organizations through the Collaborative Forest Resources Questionnaire (CFRQ)⁴ to enhance data consistency and harmonize forest-related reporting processes, namely: FOREST EUROPE,⁵ the International Tropical Timber Organization (ITTO),⁶ the United Nations Economic Commission for Europe (UNECE),⁷ the Observatory of Central African Forests (OFAC/COMIFAC)⁸ and the Montréal Process.⁹ CFRQ partners jointly collect and share forestry

³ <https://www.fao.org/forest-resources-assessment/partnerships/en/>

⁴ <https://www.fao.org/forest-resources-assessment/partnerships/cfrq-partners/en/>

⁵ <https://www.fao.org/forest-resources-assessment/partnerships/cfrq-partners/forest-europe/en/>

⁶ <https://www.fao.org/forest-resources-assessment/partnerships/cfrq-partners/itto/en/>

⁷ <https://www.fao.org/forest-resources-assessment/partnerships/cfrq-partners/unece/en/>

⁸ <https://www.fao.org/forest-resources-assessment/partnerships/cfrq-partners/ofac-comifac/en/>

⁹ <https://www.fao.org/forest-resources-assessment/partnerships/cfrq-partners/montreal-process/en/>

data on over 60 percent of the total number of variables collected through the FRA process so that countries only need to report their information once. This means that the data are collected once and used many times. This both reduces the reporting burden and increases data consistency across organizations through standardized definitions and the timing of data collection.

21. FAO FRA also interacts with the Pan-European partnership, composed of FAO, FOREST EUROPE and UNECE. They have been working together to report on quantitative indicators in the pan-European region. The three secretariats (FOREST EUROPE liaison units, FRA and the Joint UNECE/FAO Forestry and Timber Section) have collaborated with experts and national correspondents to develop related reporting systems, collect and review national data, and manage and disseminate collected information. This collaboration was further developed in the recent 2020 pan-European data collection process, which was coordinated by the Global Forest Resources Assessment 2020. All data provided by the national correspondents in response to the joint FAO/FOREST EUROPE/UNECE 2020 questionnaire on the quantitative pan-European indicators for sustainable forest management is made available online through the interactive Joint pan-European dataset.¹⁰
22. Additionally, FAO FRA works closely with several other international partners, such as the members of the Collaborative Partnership on Forests¹¹ as well as partners that contribute to specific technical aspects of the programme. For example, the latest FRA 2020 global remote sensing survey was conducted in close collaboration with over 750 specialists from about 120 countries and institutional partners such as JRC, the National Aeronautics and Space Administration (NASA) and the International Institute for Applied Systems Analysis (IIASA) and many more partners for the FRA special studies. With the help of the project team, the Evaluation Team will further map other important partners and stakeholders during the inception phase of the evaluation.

2.3 Mid-term evaluation

23. A mid-term evaluation was conducted in 2019 to assess the progress towards expected results. Since the final evaluation will focus on the post-mid-term evaluation period (three remaining project years), it will look at the extent mid-term evaluation recommendations could already be addressed during this project, taken however into account that the below mid-term evaluation recommendations go beyond this particular project as they address the entire FRA 2020 Programme and the preparation for the FRA 2025.

¹⁰ <https://fra-data.fao.org/assessments/fra/2020>

¹¹ <https://www.cpfweb.org/en/>

Recommendation 1. Continue the important work on integrating remote sensing into to the FRA with primary focus on strengthening the use of remote sensing in countries with weak forest resource information.

Recommendation 2. Continue the important work on improving the dissemination functions of the platform to make it a multi-purpose open system with the following key features (to be integrated over time).

Recommendation 3. Start quickly strategic planning to reform, package and finance the entire FRA product and service towards a web-based high-visibility portal in the coming years, based on the already initiated work.

Recommendation 4. Adopt a more strategic approach to FRA- and natural forest management (NFM)-related capacity development jointly with the NFM team and move towards closer integration between these two teams to enhance both the quality and efficiency of information generation for national use and international reporting and making more efficient use of related expertise in FAO.

Recommendation 5. Address the issue of FRA forest cover data reliability (real or perceived) through a two-pronged approach building on action both to improve the accuracy of data and improved communication about what FRA is actually reporting about and possible related data reliability issues.

Recommendation 6. Start already during the FRA 2020 process work on having in future FRA's better data - to the extent it is feasible - to meet national and international needs regarding issues such as changes in the quality of forests, degree of fragmentation, land tenure, and land use changes.

3. Evaluation objective, purpose and audience

24. Purpose and objective: The evaluation serves a twin purpose of accountability and learning. In particular, the evaluation will conduct a systematic analysis of the project, draw specific findings and conclusions for the main evaluation questions, and formulate recommendations that will inform the inception phase of the follow up project "Improving and disseminating global information on forest status, management and use to achieve forest-related goals, targets and commitments", currently under discussion between FAO and the European Union.
25. Main audience and intended users of the evaluation are FAO (project team and FRA programme team) both at headquarters and decentralized offices, the project steering committee and FRA Advisory Group, and the European Union, who will use the evaluation findings for internal learning and as a tool to promote further dialogue between stakeholders.
26. Secondary users are: i) all FRA partners and national correspondents involved in project implementation and the FRA programme that could use the evaluation findings to optimize their involvement in the sustainability of project benefits and their possible collaboration in the aforementioned follow-up project; and ii) other donors, organizations and institutions interested in supporting and/or implementing similar projects.

4. Evaluation scope

27. Output-based evaluation approach: Given that outcomes and impact are unlikely to manifest during project implementation or immediately after the end of project and fulfillment of (all) project activities, this evaluation will be an output-based evaluation, which means that the assessment will focus on what outputs have been produced, what activities have been undertaken and look at the implementation arrangements.
28. Scope: The evaluation will focus on the post-mid-term evaluation period, which are the three remaining years of the project, from 2020 to the project completion date of 22 December 2022. The evaluation will look at all eight project outputs.
29. The evaluation will focus on selected evaluation criteria and purposively selected activities under the project outputs as well as purposively selected project countries and partners. The Evaluation Team will prioritize activities/outputs that can produce lessons, good practices and insights in impediments, and that will be particularly useful for the follow up phase.
30. The outcome of the final decision, by the Evaluation Team, will emerge during the inception phase.

5. Evaluation questions

31. Key evaluation questions: The evaluation is expected to address the following main questions, which will also become sections of the evaluation report.

Table 2. Key evaluation questions

Topic	Evaluation question
Relevance	EQ 1: What are the most important project improvements and (new) features in the project after the mid-term evaluation? EQ 1.a: To what extent are these improvements and/or (new) features supporting and consistent with needs and priorities of the intended target group, the donor and the current FRA cycle? EQ 1.b: What is FAO's comparative advantage in the FRA process and the project's capacity building and awareness raising activities as well as the generation of studies and technology innovations?
Results	EQ 2: To what extent have the planned 8 outputs been achieved? EQ 2.a: What results have been achieved, and what is still outstanding? EQ 2.b: What factors positively or negatively affected achievements?
Project management & stakeholder engagement	EQ 3: To what extent were the project management and partnership arrangements appropriate? EQ 3.a: What have been the key factors affecting project management, coordination, collaboration and dialogue among stakeholders, partners and projects in positive or negative ways? EQ 3.b: Is the project adequately monitoring, assessing, documenting learning from and sharing its results, lessons learned and experiences? EQ 3.c: To what extent has the project been able to adhere to the timeline and adapt to any changing conditions (e.g. delays, COVID-19, and suggestions for improvement)?
Follow-up project	EQ 4: What are the lessons learned that could inform the inception phase of the follow up EC project and the preparations for the FRA 2025? EQ 4.a: Which activities and outputs should be prioritized/scaled-up/discontinued in the follow-up phase? EQ 4.b: What are some of the expected future outcomes that we could measure in the future?

Source: Elaborated by the Evaluation Team.

6. Methodology

32. The evaluation will adhere to the UNEG Norms & Standards and be in line with the FAO Office of Evaluation manual and methodological guidelines and practices. Moreover, the evaluation will adopt a consultative and transparent approach with internal (Project Management Unit - PMU) and external stakeholders (European Union) throughout the evaluation process.
33. The evaluation will be results-focused and will use the above key questions as main areas of analysis. The (sub) questions will be further elaborated in the evaluation matrix and presented in the inception report. This report is an internal document of the Evaluation Team, however any deviations from the evaluation questions will be communicated to the PMU and the European Union. Its outline can be found in Appendix 3.
34. The evaluation will be conducted remotely through the following methods and triangulation of sources:
 - i. A desk-review of documents and data produced by -or related to- the project (e.g. design document, progress/annual reports, project surveys, knowledge management material and workshop reports, M&E data, mid-term evaluation report, FRA data and country reports, special studies, correspondence from the National Networking, etc.) will be key to better understand the project's objectives, activities, progress and results, and will serve as the main source of information to answer the evaluation questions. The desk-review will be complemented and triangulated with information received during interviews, and focus-group discussions.
 - ii. Review of the theory of change (TOC): During the inception phase, the Evaluation Team will review the TOC included in the mid-term evaluation and update it only if and where necessary, in collaboration with the PMU. In particular, the Evaluation Team will look at the external factors, assumptions and drivers, which may have changed over time.
 - iii. Semi-structured key informant interviews and/or focus group discussions (remotely conducted) with a small sample of purposively selected key stakeholders (few purposively selected persons from the FRA project team/Project Steering Committee/Advisory Group, the European Union, national correspondents and partners) that were involved in -or affected by- the project during these last three years, will serve to ask more in-depth questions, prior to, or based on desk review findings.
35. The selection of interviewees and organization of focus group discussions will happen during the inception phase, based on interactions between the PMU and Evaluation Team. The final selection will be strategically selected, a small sample of interviewees, based on their role in the project, the value they can add to the evaluation, availability (e.g. internet/phone reception, etc.), language spoken, and take into account the reduced scope/timeline of the evaluation.
36. The evaluation will aim to interview/ hold focus group discussions with both men and women, with project participants from different locations and involved in different project outputs. The semi-structured interviews and focus group discussions will be supported by checklists and/or interview protocols to be developed by the Evaluation Team before the start of the data-collection. Confidentiality will be guaranteed for all interviews and discussions.
37. After data-collection and analysis, the Evaluation Team will organize a debriefing to present and discuss preliminary findings (for more details please see paragraph 45).

38. Final decisions by the Evaluation Team about the evaluation design and data collection methods for this evaluation will emerge from consultations among the Evaluation Team and the project team about what is appropriate and feasible. This will be detailed in the inception report.

7. Evaluation team composition

39. The Evaluation Team is composed of two experts, of which one team leader (Mr Tom Blomley) and one team member (Mr Louis Bernard Cheteu). The Evaluation Team will be managed by one evaluation specialist (Ms Renate Roels). The team comprises the best available mix of evaluation and subject-matter expertise having both a strong forestry background and experience in evaluation. Both consultants have led (Mr Blomely – e.g. FLEGT evaluation) or participated in (Mr Cheteu – e.g. project evaluation in Central Africa) in evaluations from the FAO Office of Evaluation before.
40. The Evaluation Team has no previous involvement in the formulation, implementation, or backstopping of the project. All will sign the declaration of interest form of the FAO Office of Evaluation.

7.1 Roles and responsibilities

41. This section describes the different roles that key stakeholders play in the design and implementation of the evaluation.
42. The FAO Office of Evaluation, in particular the Evaluation Manager develops the first draft TOR with inputs from the PMU. The Evaluation Manager is responsible for the finalization of the TOR and for the selection of the Evaluation Team. The Evaluation Manager will brief the Evaluation Team on the evaluation process, report templates and guidelines, and introduce them to the PMU. She will review the team's main outputs, such as the inception report, the data-collection tools and agenda, interview notes, debriefing presentation as well as the draft/final evaluation report and comment matrix for quality assurance purposes in terms of presentation, compliance with the TOR and timely delivery, quality, clarity and soundness of evidence and analysis provided. The Evaluation Manager also has the responsibility to follow up with the Budget Holder for the timely preparation of the management response and with the FAO Office of Evaluation Communication Team for the publication of the report.
43. Quality assurance of the evaluation report will also be done by the FAO Office of Evaluation (comments by one evaluation officer and final FAO Office of Evaluation clearance), and in the exercise of such function, the FAO Office of Evaluation may require textual and substantial changes on the report. Moreover, being the principal author of the report, the FAO Office of Evaluation holds an option to make final changes on the composition of the report as it deems necessary, in line with FAO/UNEG evaluation standards and policy.
44. The PMU, which includes the FAO Budget Holder and FRA Team Leader (Mr Anssi Pekkarinen) and Lead Technical Officer (LTO – Ms Anne Branthomme) are responsible for: i) providing inputs to the first version of the TOR (especially the description of the background section, stakeholders and suggestions for evaluation questions); ii) assisting in the organization of meetings for the Evaluation Team; and iii) supporting the Evaluation Team during other steps of their work. This entails, amongst others, meeting with the Evaluation Team for discussions, providing available information, documentation and contact details as necessary in a timely manner, and commenting on the debriefing presentation and draft report. Involvement of different members of the PMU (or additional task force members) will depend on respective roles and participation in the project. In case the European Union would like to participate in certain meetings or comment on the TOR, debriefing and draft report, the PMU is kindly asked to propose and organize their participation.

45. The Budget Holder (Mr Pekkarinen) is also responsible for leading and coordinating the preparation of the management response and the follow-up report to the evaluation, fully supported in this task by the LTO (Ms Branthomme), and where necessary, in consultation with the European Union. The FAO Office of Evaluation guidelines for the management response and the follow-up report provide necessary details on this process and will be shared in due course.
46. The Evaluation Team is responsible for further developing and applying the evaluation methodology, for developing the data-collection tools, for conducting the evaluation and for producing the deliverables as described in section 8. The Evaluation Team, composed of a team leader and team member, will conduct the briefing and debriefing meetings, remote-data collection and discussions with the Evaluation Manager, PMU and other stakeholders as relevant.
47. The Evaluation Team will agree on the outline of the report early in the evaluation process, based on the report template provided by the FAO Office of Evaluation. The Evaluation Team will be free to adjust the methodology and evaluation questions, as well as develop its own evaluation tools, within the time and resources available and based on discussions with the Evaluation Manager and consultations with the PMU where necessary.
48. The Evaluation Team leader is responsible for leading this evaluation and coordinates with and guides the team member in his work. While they will work together on all steps, the Evaluation Team leader prepares and revises the inception report, debriefing PowerPoint presentation as well as the draft and the final evaluation report with the comment matrix, consolidating the inputs from the team member with his own.¹²

¹² For further details related to the tasks of evaluation team members, please refer to the terms of reference of each member.

8. Evaluation products (deliverables)

49. The Evaluation Team will produce the following deliverables:
- i. Evaluation inception report (internal document within Evaluation Team – selected information to be shared with PMU): The inception report will be prepared before the data collection and include the following: i) additional background information on the project including and focus areas for the evaluation; ii) a presentation of the elaborated evaluation methodology; iii) an elaborated stakeholder analysis for data-collection; iv) selection criteria and approach for purposive sampling of interviewees; v) an evaluation matrix with the main evaluation questions, sub-questions, evaluation methodologies and expected types of evidence; vi) an overview of expected limitations and risks; and vii) expected timeline for data-collection, analysis, debriefing and report preparation. The Evaluation Team will also develop the data-collection tools for desk review and as well as interview questions, check-lists and virtual protocols as appropriate, as well as the planning and agenda of interviews and other deliverables, as per evaluation matrix. These outputs will be prepared in parallel or right after the inception report.
 - ii. Debriefing presentation (delivered to PMU and the European Union during meeting): The debriefing presentation will be prepared in PowerPoint illustrating highlights of preliminary findings, conclusions and recommendations and will be presented by the Evaluation Team leader, with inputs from the team member, to the PMU and the European Union. The main objectives are i) to inform the audience about the evaluation process and direction of the evaluation findings; and ii) to gather feedback to be considered in preparing the draft report.
 - iii. Draft evaluation report (shared with PMU and the European Union for comments): The report will be prepared in English with numbered paragraphs and will follow the FAO Office of Evaluation template and guidelines for style and referencing, for project evaluation report writing.¹³ The FAO Office of Evaluation will review the zero draft of the evaluation report submitted by the Evaluation Team to ensure it meets the FAO Office of Evaluation's quality standards and criteria (two separate rounds: Evaluation Manager and FAO Office of Evaluation final clearance). Once comments have been addressed, the draft evaluation report will be circulated to the PMU (who will collect feedback from selected colleagues as relevant) and the European Union for comments in two separate rounds before finalization. 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 Evaluation Manager will support the Evaluation Team in collecting and collating the received feedback. The comment matrix will serve as an audit trail.
 - iv. Final evaluation report (external document – published online): The final version of the report will also include an abstract an executive summary and a cover with one project-related photo. Since there will be no field missions for this evaluation, a project photo will be taken from the FAO image bank. All referencing, acronyms, and appendices should now be duly complete and formatted according to the guidelines.
 - v. Annexes to the draft and final evaluation report. Supporting data and analysis will be annexed to the draft and final report, including the final theory of change, the evaluation

¹³ This document will be shared by OED with the evaluation team.

matrix, the list of the main documents reviewed, the list of organizations and people interviewed. Additional information may be added.

9. Evaluation timeframe

50. The evaluation's expected timeframe and responsibilities are presented below.

Task	Estimated dates	Responsibility
Designing and inception phase		
FAO Office of Evaluation clearance and circulation of evaluation terms of reference (TORs) to the Project Management Unit (PMU) and the European Union for comments	30 November	FAO Office of Evaluation, Evaluation Manager, PMU, European Union
Evaluation team on board	8 December	Evaluation Manager with Budget Holder
Inception phase	9-22 December	Evaluation Team Leader supported by team member, with guidance from Evaluation Manager and inputs from PMU
Data collection and analysis		
Data-collection and analysis	January-February	Evaluation team with guidance from Evaluation Manager and inputs from PMU
Debriefing on preliminary findings	February (date to be agreed based on availability of attendees)	Evaluation Team, Evaluation Manager, PMU, European Union
Report writing and dissemination		
Preparation zero draft report (and incorporation Evaluation Manager comments)	February-March	Evaluation Team, with guidance from Evaluation Manager
FAO Office of Evaluation clearance and circulation of draft report to PMU and the European Union in two separate comment rounds (and incorporation of comments)	March	FAO Office of Evaluation, PMU, the European Union and Evaluation Team
Production of final draft and comment matrix and preparations for publication of report on FAO Office of Evaluation webpage	22 March	Evaluation Team, Evaluation Manager
Management response and follow-up		
Management response	April	Budget Holder, supported by PMU
Follow-up report	1 year after the submission of the management response	Budget Holder, supported by PMU

Source: Elaborated by the Evaluation Team.

Appendix 1. Project logical framework

Results chain	Indicators				Assumptions
	Indicators	Baseline (2015)	Target (2020)	Means of verification	
<p>Impact Contribute to sustainable development and livelihood sustenance through sustainable forest management</p>	<p>A reduction in the current rate of net forest loss and loss of primary forest An increase in the area of forest under sustainable forest management An increase in the area of forest reported in protected area or designated for conservation of biodiversity An increase in forest area reported as designated for protection of soil and water A reduction in the current rate of loss of carbon stocks in forests Harmonized and effective forest assessment, monitoring and reporting systems in place at national, regional and global levels</p>	<p>Forest loss from 1990 to 2015 was 129 million hectares Forest area covered by all the SFM tools is about 1.1 billion hectares Forest area respectively in protected area is 651 million ha and designated for conservation of biodiversity is 524 in 2015 Forest area reported as designated for protection of soil and water in 2015 is over 1 billion Carbon stocks net loss reported in forest was 0.2 Gt/yr between 2015 and 2010 66% of the FRA 2015 questionnaire has been cooperatively reviewed and shared with the CFRQ partnership of 6 organizations and processes covering 100 countries and 88% of forest area, but FRA 2015 could not achieve synchronization of the reporting cycles</p>	<p>In line with the Aichi Biodiversity Targets set by CBD: Reduction of the rate of loss of forest natural habitats; Increase in the area under forestry under SFM; Increase in forest reports in protected areas and designated/ managed ensuring conservation of biodiversity. In line with Montreal Process recommendations, increase in forest area reported as designated for protection of soil and water. In line with UNFCCC recommendations for REDD+, reduction in overall carbon stock net loss reported by countries or other systems in place in forests to reduce CO² emissions. As recommended by UNFF, cooperation is further enhanced to all the CPF members, to streamline reporting requests to countries and, to extent possible, to synchronize their reporting cycles.</p>	<p>The Global Forest Resources Assessment 2020</p>	<p>Decisions are effectively implemented The REDD+ mechanism providing incentives for reducing deforestation in developing countries is implemented effectively The FLEGT programme is achieving results in reducing illegal deforestation</p>

Results chain	Indicators				Assumptions
	Indicators	Baseline (2015)	Target (2020)	Means of verification	
<p>Outcome¹ Well-informed and better decision-making related to forests and forestry based on comprehensive, timely and accurate information at a national and international level</p>	<p>Referrals in national forest policies and programmes to the information generated as part of the FRA 2020 process Referrals in international agreements and decisions to the information generated as part of the FRA 2020 process Demonstrated support for effective forest monitoring and reporting systems</p>	<p>More than 100 national policy legislations or operational guidelines referring to the FRA related information and process (as indicated by 59 country representatives in the survey) Many referrals to the FRA related information at international level but indirect and difficult to catch More than 3.2 million ha of forest monitored under a national monitoring framework More than 3 million ha of forest area covered by Criteria and Indicators reporting and more than 3.5 by periodic national state of forest reports</p>	<p>Increased number of national policy legislations or operational guidelines referring to the FRA related information and process More references to the FRA related information and process in international agreements and decisions Increase in the area of forest monitored through a national forest monitoring system Increase in the area of forest reported through Criteria and Indicators or periodic national state of forest reports</p>	<p>Surveys with national correspondents, FAO regional forestry officers and CFRQ partners – direct exam from the FRA team of national forest policy and programme documents has limitation due to the language Documents pertaining to international initiatives and conventions including intergovernmental agreements and decisions Periodic reviews of policy documents and of national monitoring systems</p>	<p>Effective dissemination of the knowledge generated through the FRA process at national and international level Increase of networking activities with FAO regional forestry officers and CFRQ partners for effective regional monitoring Decision-makers at a national and international level receptive to new knowledge and better information produced as part of the FRA process</p>

Results chain	Indicators				Assumptions
	Indicators	Baseline (2015)	Target (2020)	Means of verification	
<p>Output 1. High quality data reported to FRA 2020, with fewer expert estimates and more remote sensing and ground-based measurements</p> <p>1.1 Enhanced participation of countries in FRA 2020 reporting and of dissemination of results</p> <p>1.2 Increase in the number of appointed National Correspondents (NCs)</p> <p>1.3 Reduction of forest area not monitored and reported by the countries in FRA 2020</p>	<p>Nomination of National Correspondents for FRA 2020 higher than the one for FRA 2015</p> <p>Increase in the area of the world's forest covered by country reports or in the number of country reports</p> <p>Country validation of final country reports</p> <p>>200 high quality country reports available on-line in 2020</p>	<p>287 National Correspondents and Alternates</p> <p>155 Country Reports submitted by countries and 79 countries desk studies representing 1.2% of the world's forest area</p>	<p>Nomination of a number of National Correspondents for FRA 2020 higher than the one for FRA 2015</p> <p>Increase in the area of the world's forest covered by country reports or in the number of country reports</p> <p>Country validation of final country reports</p> <p>>200 high quality country reports available on-line in 2020</p> <p>The FRA 2020 Report (in 6 languages) Information generated analyzed and disseminated through the FRA 2020 Report, maps, reports on special studies and policy briefs</p>	<p>The FRA 2020 Report (in 6 languages)</p> <p>SWOT analysis of FRA 2015</p> <p>Global statistics on FRA Website</p> <p>Project evaluation report</p>	
<p>Activities</p> <p>Nomination of National Correspondents for FRA 2020 established within each of the 234 countries participating in the FRA process, with a specific attention to involve and help reporting from countries which were not covered in FRA 2015</p> <p>Data collection and revision process</p> <p>Encourage countries to provide more data and possibly high quality data (identified by tier 3 in FRA 2015)</p> <p>Increase data checks and revisions by FAO headquarters, regional offices and also by external regional forestry partners</p>					

Results chain	Indicators				Assumptions
	Indicators	Baseline (2015)	Target (2020)	Means of verification	
<p>Output 2. Country reporting harmonized and streamlined</p> <p>2.1 Increase consistency among national data reported and therefore quality of national and global forest information</p> <p>2.2 Increase in the number of variables shared with the CFRQ partners</p> <p>2.3 More forest organizations engaged in common discussions and data comparison and an improved reporting system</p> <p>2.4 Increased consensus on definitions, data sharing and reporting period</p>	<p>Expert consultation on FRA 2020 and definition of the FRA 2020 variables/questionnaire</p> <p>Global meeting of National Correspondents</p> <p>Data collection and regional/ sub regional capacity building workshops of National Correspondents organized together with regional partners</p> <p>Increased number of variables shared with regional partners</p> <p>Data collection and capacity building activities at national level organized in cooperation with partners</p>	<p>66% of the FRA 2015 questionnaire reviewed and shared with the CFRQ partnership of 6 organizations and processes covering 100 countries and 88% of global forest area</p>	<p>Expert consultation on FRA 2020</p> <p>Global meeting of National Correspondents</p> <p>Increased number of variables shared with regional partners</p> <p>Data collection and capacity building activities organized in cooperation with regional partners</p>	<p>FRA Website</p> <p>FRA National Correspondents</p> <p>Reports from regional partners</p> <p>Project evaluation report</p> <p>FRA 2020 terms and definitions</p> <p>FRA 2020 guide to country reports</p>	
<p>Activities</p> <p>Expert meeting to define FRA 2020 variables, definitions, workplan and deadlines</p> <p>Develop new FRA 2020 questionnaire and FRA 2020 terms and definitions and guide to country reports</p> <p>Increase coordination and data sharing with regional partners involved in CFRQ</p> <p>Engage discussions with other CPF members and other international organizations involved in forestry that were not involved in FRA 2015</p>					

Results chain	Indicators				Assumptions
	Indicators	Baseline (2015)	Target (2020)	Means of verification	
<p>Output 3. Technology innovations: Forest Resources Information Management System and the accessibility to FRA data through multi-purpose outputs in FAOSTAT improved</p> <p>3.1 Countries to enter and manage data in an online portal – and to allow reviewers to review reports online</p> <p>3.2 FAOSTAT allows integration of other data sources within FAO</p> <p>3.3. Increase harmonization of national data reported to different FAO Departments</p>	<p>Online reporting and review system for FRA 2020 further developed and improved</p> <p>FRA 2020 results published online in FRIMS and access granted to the public</p> <p>Global statistics and specific analyses and graphs generated online</p> <p>FRA 2020 data available through multi-purpose outputs in FAOSTAT</p>	<p>FRIMS system available online at http://foreststats.org/fra2015/login (2015) for selected users</p> <p>Initial discussions held with the FAOSTAT team</p> <p>feedback on the FRIMS from the FRA 2015 SWOT analysis</p>	<p>FRA 2020 results published online in FRIMS and access granted to the public</p> <p>Global statistics and specific analyses and graphs can be generated online</p> <p>FRA 2020 data available through multi-purpose outputs in FAOSTAT improved</p> <p>FRA 2020 reporting system developed and improved</p> <p>FRA 2020 multi-purpose outputs in FAOSTAT improved</p>	<p>FRA/FRIMS/FAOSTAT Websites</p> <p>FRA National Correspondents</p> <p>SWOT analysis of FRA 2015</p> <p>Project evaluation report</p>	
<p>Activities</p> <p>Work with FAOSTAT team to publish FRA 2020 results that are online in FRIMS on FAOSTAT improved, grant access to the public, provide multi-purpose outputs</p> <p>Work with the external company and FAOSTAT team to develop the FRA 2020 on-line portal for reporting, review, analysis and dissemination of FRA data based on the FRA 2015 experience in FRIMS</p> <p>Based on the FRA2015 data experience, improve FRA 2020 multi-purpose outputs in FAOSTAT</p> <p>Full integration of the prototyped geospatial functionalities in the Platform</p> <p>Facilitate integration of FRA data with other data sources to allow production of harmonized and consistent multi-sectoral outputs</p>					

Results chain	Indicators				Assumptions
	Indicators	Baseline (2015)	Target (2020)	Means of verification	
<p>Output 4. Technical and organizational capacities strengthened through capacity building</p> <p>4.1 Tailored capacity building activities, including training on additional tools for accessing, analyzing and using remote sensing data</p> <p>4.2 Meeting/workshop among forest-related partners national forest planning and in preparing national and international reports on forest resources</p> <p>4.3 Specific training provided for national collaborators who lack data on their countries forest resources</p>	<p>Capacity building workshop carried out with the regional partners</p> <p>More than 150 people trained in reporting on forests, their condition, uses and values</p> <p>Number of people trained in monitoring forest change through remote sensing</p> <p>Number of Regional/sub regional and national capacity building workshops</p> <p>Training material</p>	<p>A total of 5 regional and sub-regional capacity building workshops were organized for FRA 2015</p> <p>In order to complement these regional/subregional capacity building activities, a total of 9 national capacity building workshops were organized for FRA 2015, including those for remote sensing and for national networking</p>	<p>More than 150 people trained in reporting on forests, their condition, uses and values</p> <p>More than 500 people trained in monitoring forest change through remote sensing</p> <p>At least 37 Regional/sub regional and national capacity building workshops</p> <p>Increased capacity on forest assessment, monitoring and reporting</p> <p>E-learning modules for SDG reporting and remote sensing survey</p>	<p>FRA National Correspondents</p> <p>List of workshops held</p> <p>Project evaluation report</p> <p>Workshops reports</p> <p>Training material</p>	
<p>Activities</p> <p>Organize regional capacity building workshops for reporting to FRA 2020</p> <p>Based on the FRA 2015 SWOT analysis and on further analyses, establish a list of priority developing countries for capacity building activities</p> <p>Based on the FRA 2015 SWOT analysis and on further analyses, establish a list of priority areas to be target through capacity building activities</p> <p>Develop the specific training modules both for remote sensing than for forest-related definitions and national networking</p> <p>Organization of capacity building workshops for remote sensing, forest-related definitions, national networking and other</p> <p>Ad hoc training for national collaborators</p> <p>Meetings to establish FRA linkages with key stakeholders e.g. UNFCCC, CBD, REDD+, National Statistical Offices</p>					

Results chain	Indicators				Assumptions
	Indicators	Baseline (2015)	Target (2020)	Means of verification	
<p>Output 5. Remote sensing: Improved estimates of forest land use change at the global, regional and ecozone scales</p> <p>5.1 Remote sensing data analyzed at a global and regional level, involving national expertise (i.e. in countries applying tools) using open-source software such as OpenForis developed by FAO</p> <p>5.2 Improved methodology for generating global, regional and national estimates on key forest-related attributes</p>	<p>Report on the findings and statistical of the global remote sensing survey</p> <p>Data of the global remote sensing survey incorporated into the FAO database</p> <p>Maps of forest area including by ecological zone prepared</p>	<p>1990-2010 Remote sensing report</p>	<p>Reports on the findings and statistical results of FRA 2020 global remote sensing survey available and the data incorporated into the FAO database</p> <p>Maps of forest area including by ecological zone prepared</p>	<p>Report on the findings and statistical results of FRA 2020 global remote sensing survey</p> <p>Database available</p> <p>Maps</p> <p>Project evaluation report</p>	
<p>Activities</p> <p>Establish a partnership agreement and a detailed workplan with JRC on the remote sensing outputs to be jointly produced</p> <p>Further develop methods and tools for use of remote sensing data in the context of FRA</p> <p>Collect and analyze remote sensing data and produce consistent estimates of forest area and forest area change at global and regional level in collaboration with countries</p> <p>Collect and analyze remote sensing data at a national level in cooperation with countries that requested support, if needed, customize data collection and software tools according to the country's needs</p> <p>Develop synergies with Remote Sensing based services offered by Global Forest Watch and Google</p> <p>Expert consultation on lessons learnt from FRA 2020 remote sensing survey and plans for further integration of Remote sensing in FRA</p>					

Results chain	Indicators				Assumptions
	Indicators	Baseline (2015)	Target (2020)	Means of verification	
<p>Output 6. National networking: Network of National Correspondents enhanced through participation and awareness of the FRA data collection process established within each of the 234 countries and territories participating in the FRA process</p> <p>6.1 National networking and partnerships among different government agencies, NGOs, private sector, aimed at delivering higher quality forestry data for national and international use</p> <p>6.2 Tailored workshops will facilitate data sharing where this is more difficult (i.e. the case of African countries)</p>	<p>At least 100 National Correspondents participating in the Global Meeting for FRA 2020</p> <p>At least 80 % participation of National Correspondents in the regional/sub regional workshop</p> <p>Participation of the partner organizations in the regional/sub regional/capacity building workshops</p> <p>At least 2 national network workshop per region in some priority countries</p>	<p>287 National Correspondents and Alternates</p> <p>120 participants in the Global Meeting of FRA 2015 from 96 countries</p>	<p>More than 120 participants in the Global Meeting of FRA 2015 from 96 countries</p>	<p>National correspondents</p> <p>Project evaluation report</p> <p>Policy brief and other information material</p>	
<p>Activities</p> <p>Organize the Global Meeting of National Correspondents ensuring broad participation</p> <p>Increase mail, skype, telephone contacts with National Correspondents to enhance their participation in and awareness of the FRA 2020 data collection process</p> <p>Encourage networking and partnerships among national correspondents and different government agencies, NGOs, private sector, aimed at delivering higher quality forestry data for national and international use</p> <p>Organize national networking workshops to facilitate data sharing where this is more difficult (i.e. the case of African countries)</p>					

Results chain	Indicators				Assumptions
	Indicators	Baseline (2015)	Target (2020)	Means of verification	
Output 7. Special studies 7.1 Special focus to improve national reports on dryland forest through high-resolution imagery analysis 7.2 Other Special Studies	Report and imagery analysis of dryland forests available and published Number of FRA-related Special studies implemented		Report and imagery analysis of dryland forests At least 7 special studies implemented or on-going focusing on enhanced reporting on forest, biodiversity and people	Reports on special studies Project evaluation report	
Activities Increase the precision of area estimates through high-resolution imagery analysis and reduce greatest uncertainties related to nationally reported and globally estimated forest area in dryland forests and ecozones between dense, moist forests and drylands. Dryland forests are often deciduous, sparsely stocked and of lower economic value than moist forests, but they can be nationally or regionally important. Produce full report of the First Global Dryland Assessment Expert workshop on Drylands Assessment and Monitoring Identify other special studies to be developed under the framework of FRA Programme Implement special studies focusing on enhanced reporting on forest, biodiversity and people on a) improved methodology on reporting on primary forest area and its changes, b) global analysis of forest fragmentation and intactness, c) improved reporting on forest characteristics; d) impact of forests on job creation and economic growth; e) assessment of forest carbon stocks and their changes from 1990 to 2020; f) forests and water; g) assessing national forest monitoring capacities using FRA 2020					

Results chain	Indicators				Assumptions
	Indicators	Baseline (2015)	Target (2020)	Means of verification	
Output 8. Communication & dissemination	Communication material accessible	3-4 Newsletters per year for FRA 2015 Baselines user figures for website visitors to be provided	Increased number of users and visitors among the target public FRA information and documents effectively disseminated through Websites, FRA and other newsletters, press releases, FAO social media Information generated through the FRA 2020 Report, maps, reports on special studies and policy briefs disseminated at targeted congresses and events	FRA website FRA 2020 Reports Press releases Newsletters Social media	
Activities Analysis of the visits to the Website and Newsletter through Google Analytics Develop and implement a comprehensive communication strategy including: <ol style="list-style-type: none"> Production of Newsletters issues, design to be improved to better target users 'interests Improve FRA Website design to better target users 'interests Disseminate FRA information on FAO Social Media Disseminate main FRA milestones through FAO press releases Participation in national international congresses and events Editing, layout, translation and printing of the FRA publications, web and platform Preparation of a media kit 					
Output 9. Project management, oversight and evaluation				FRA 2015 SWOT analysis Progress activity and financial reports Evaluation reports	
Activities <ol style="list-style-type: none"> Ensure accurate and periodic financial project monitoring Periodic reporting of the activities to the EU Conduct FRA 2015 SWOT analysis Arrange for Mid-term evaluation visits upon request by EC resource partner Arrange and provide for the final evaluation to be conducted by the FAO Evaluation Department 					

Note: ¹ FAO projects should have one outcome. Programmes may have more.

Appendix 2. Overview of all 236 countries and territories

Afghanistan, Albania, Algeria, American Samoa, Andorra, Angola, Anguilla, Antigua and Barbuda, Argentina, Armenia, Aruba, Australia, Austria, Azerbaijan,
Bahamas, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Belize, Benin, Bermuda, Bhutan, Bolivia (Plurinational State of), Bonaire, Sint Eustatius and Saba, Bosnia and Herzegovina, Botswana, Brazil, British Virgin Islands, Brunei Darussalam, Bulgaria, Burkina Faso, Burundi,
Cabo Verde, Cambodia, Cameroon, Canada, Cayman Islands, Central African Republic, Chad, Chile, China, Colombia, Comoros, Congo, Cook Islands, Costa Rica, Côte d'Ivoire, Croatia, Cuba, Curaçao, Cyprus, Czechia,
Democratic People's Republic of Korea, Democratic Republic of the Congo, Denmark, Djibouti, Dominica, Dominican Republic,
Ecador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Eswatini, Ethiopia,
Falkland Islands (Malvinas), Faroe Islands, Fiji, Finland, France, French Guiana, French Polynesia,
Gabon, Gambia, Georgia, Germany, Ghana, Gibraltar, Greece, Greenland, Grenada, Guadeloupe, Guam, Guatemala, Guernsey, Guinea, Guinea-Bissau, Guyana,
Haiti, Holy See, Honduras, Hungary,
Iceland, India, Indonesia, Iran (Islamic Republic of), Iraq, Ireland, Isle of Man, Israel, Italy,
Jamaica, Japan, Jersey, Jordan,
Kazakhstan, Kenya, Kiribati, Kuwait, Kyrgyzstan,
Lao People's Democratic Republic, Latvia, Lebanon, Lesotho, Liberia, Libya, Liechtenstein, Lithuania, Luxembourg,
Madagascar, Malawi, Malaysia, Maldives, Mali, Malta, Marshall Islands, Martinique, Mauritania, Mauritius, Mayotte, Mexico, Micronesia (Federated States of), Monaco, Mongolia, Montenegro, Montserrat, Morocco, Mozambique, Myanmar,
Namibia, Nauru, Nepal, Netherlands, New Caledonia, New Zealand, Nicaragua, Niger, Nigeria, Niue, Norfolk Island, Northern Mariana Islands, North Macedonia, Norway,
Oman,
Pakistan, Palau, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Pitcairn, Poland, Portugal, Puerto Rico,
Qatar,
Republic of Korea, Republic of Moldova, Réunion, Romania, Russian Federation, Rwanda,
Saint Barthélemy, Saint Helena, Saint Kitts and Nevis, Saint Lucia, Saint , Martin (French Part), Saint Pierre and Miquelon, Saint Vincent and the Grenadines, Samoa, San Marino, Sao Tome and Principe, Saudi Arabia, Senegal, Serbia, Seychelles, Sierra Leone, Singapore, Sint Maarten (Dutch part), Slovakia, Slovenia, Solomon Islands, Somalia, South Africa, South Sudan, Spain, Sri Lanka, Palestine, Sudan, Suriname, Svalbard and Jan Mayen Islands, Sweden, Switzerland, Syrian Arab Republic,
Tajikistan, Thailand, Timor-Leste, Togo, Tokelau, Tonga, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Turks and Caicos Islands, Tuvalu,
Uganda, Ukraine, United Arab Emirates, United Kingdom of Great Britain and Northern Ireland, United Republic of Tanzania, United States of America, United States Virgin Islands, Uruguay, Uzbekistan,
Vanuatu, Venezuela (Bolivarian Republic of), Viet Nam, Wallis and Futuna Islands,
Western Sahara,
Yemen,
Zambia, Zimbabwe.

Appendix 3. Outline of the inception report

- i. Background on the project with a preliminary reconstructed TOC and focus areas for the evaluation;
- ii. the methods selected for data collection and analysis;
- iii. a stakeholder analysis and overview of selected interviewees and documentation;
- iv. an evaluation matrix that sets out the key questions the Evaluation Team will use as the basis for collecting information; and
- v. a short section on the limitations and risks, timeline and deliverables of the evaluation.

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