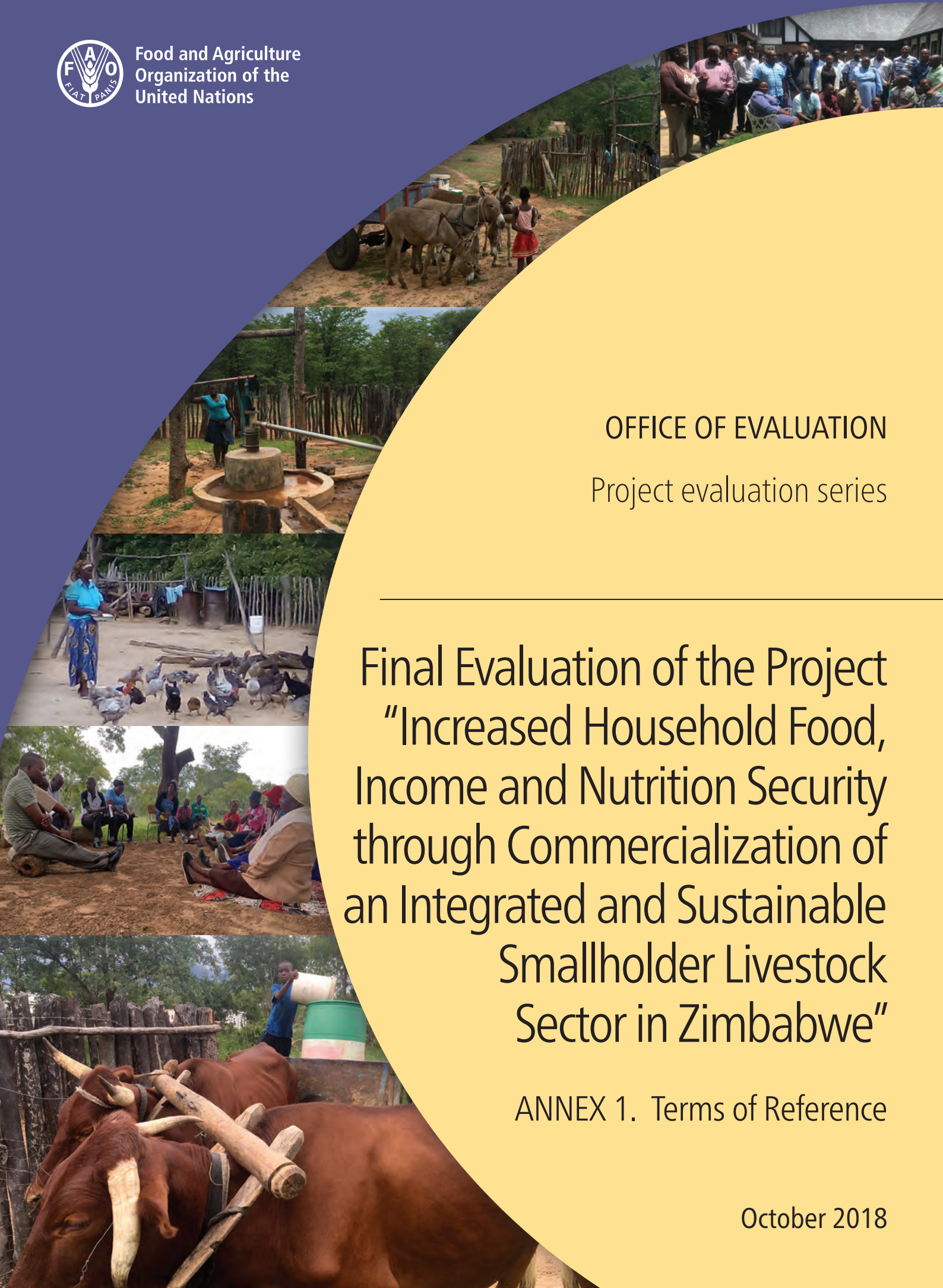




Food and Agriculture  
Organization of the  
United Nations



OFFICE OF EVALUATION

Project evaluation series

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# Final Evaluation of the Project “Increased Household Food, Income and Nutrition Security through Commercialization of an Integrated and Sustainable Smallholder Livestock Sector in Zimbabwe”

ANNEX 1. Terms of Reference

October 2018



**PROJECT EVALUATION SERIES**

**Final Evaluation of the Project  
“Increased Household Food, Income and  
Nutrition Security through  
Commercialization of an Integrated and  
Sustainable Smallholder Livestock Sector in  
Zimbabwe”**

**(GCP/ZIM/022/EC)**

**ANNEX 1. Terms of Reference**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS  
OFFICE OF EVALUATION  
October 2018**

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## 1. Introduction

1. This document presents the Terms of Reference (TOR) for the terminal evaluation of the “Increased Household Food, Income and Nutrition Security through Commercialization of an Integrated and Sustainable Smallholder Livestock Sector in Zimbabwe” Project, which initiated on 28 December 2013 until 5 December 2017. It received a no-cost extension and will run until 3 June 2018. It has a budget of USD 8 438 179. The Project is being implemented at the national level and within Lupane and Nkayi districts. The Food and Agriculture Organization of the United Nations (FAO) is the lead implementer in partnership with Hilfe zur Selbsthilfe (HELP Germany), Linkages for Economic Advancement of the Disadvantaged (LEAD) and the Ministry of Agriculture, Mechanization and Irrigation Development.
2. This TOR represents a guiding document for the evaluation team and the project’s main stakeholders. The TOR briefly describes the Project and identifies key areas of work undertaken since the Project’s inception and Mid-Term Evaluation. The TOR sets out the purpose and scope of the evaluation, and presents a proposed evaluation work plan. This document has been shared with and commented upon by the Project Task Force, Project Management Unit and peer reviewed by the FAO Office of Evaluation (OED).

### 1.1. Background and context of the Project

3. The Government of Zimbabwe and FAO recognized that livestock had the potential to contribute to food, nutrition and income security especially in households in the semi-arid and drier parts of Zimbabwe, especially in the Natural region IV and V, which covers 65 percent of the country’s area. In the livestock sector, the development issues that Zimbabwe is facing include:
  - a need for a standalone and detailed national livestock policy to provide development guidance to the sector;
  - fragmentation and the need to harmonize actors related to livestock (e.g. public institutions, farmers unions, commodity associations, farmer groups, private sector, input suppliers, association of abattoirs, local agro-dealers, non-governmental organizations (NGOs), etc.)
  - low productivity of all livestock species in the smallholder sector caused by poor nutrition, frequent droughts, poor housing, problems in breeds and breeding system and diseases outbreak;
  - weak extension and research related to livestock;
  - smallholder’s limited access to inputs, capital and credits;
  - unrealized potential of livestock as mainstream livelihood;
  - low contribution of meat protein to nutrition.
4. Since, 2010 FAO has implemented about USD 35 000 000 related to the livestock sector in Zimbabwe, of which USD 21 000 000 were funded by the European Union, including this Project, with an estimated value of USD 8 438 179.
5. The overall aim of the Projects is to *“Increase household food, income and nutrition security through commercialization of an integrated and sustainable smallholder livestock sector in Zimbabwe”*. The specific objectives of the Project include:
  - to improve livestock policy, regulatory and institutional environment;

- to improve livestock health and production systems, productivity, marketing, value chains and income sustainability by smallholder farmers;
  - to increase the contribution of livestock assets to food and nutrition security;
  - to increase resilience to shocks within smallholder agricultural production systems.
6. The Project is implemented at two levels: at the national level, the Project focuses on livestock policy and strategy formulation, harmonization of regulations and institutional reforms; at the district level, the Project implements activities in Lupane and Nkayi in Matabeleland North Province to support the development of the livestock value chains. The Project is being implemented with HELP Germany, LEAD and the Ministry of Agriculture, Mechanization and Irrigation Development.

## **1.2. Project expected result and output**

### **Result 1: Improved livestock policy, regulatory and institutional environment**

- 1.1 Developed gender responsive livestock sector policy
- 1.2 Developed five gender responsive livestock sector strategies targeting beef, dairy, pigs, poultry, small stock and aquaculture
- 1.3 Harmonized livestock regulations followed by awareness raising for stakeholders to facilitate compliance
- 1.4 Rationalized livestock sector institutional arrangements in government, farmers' organizations and private sector

### **Result 2: Improved animal health and productivity of both small and large livestock**

- 2.1 Support Capacity development of farmers groups
- 2.2 Capacity of Department of Livestock and Veterinary Services (DLVS) extension, research and animal health services at national, provincial and the two district levels developed
- 2.3 Promote good animal husbandry practices, e.g. demonstration sites, fodder production and conservation schemes and communal feedlots
- 2.4 Support control of Vector-borne diseases
- 2.5 Rehabilitate Dip tanks in the two districts
- 2.6 Conduct Research on traditional treatment methods, Tick-borne diseases and wildlife interactions
- 2.7 Pilot introduction of improved indigenous breeding males e.g. bulls, bucks, cocks

### **Result 3: Improved livestock marketing increase offtake from e.g. 5 percent to 10 percent for cattle through development/rehabilitation of infrastructure and value chains**

- 3.1 Rehabilitation of market-linked communal feedlots/sale pens and holding pens for small stock
- 3.2 Support live animal grading services with equipment and mobility
- 3.3 Support strengthening of livestock value chain players and livestock associations

3.4 Support women farmer group formation and capacity development for input supply, access to credit and marketing facilities

3.5 Promote livestock insurance schemes – especially for cattle in feedlot

3.6 Review value chain studies to identify public-private-community investment opportunities

3.7 Support capacity development of private input suppliers

**Result 4: Increased contribution of livestock assets to food and nutrition increased household animal protein consumption security**

4.1 Support entrepreneurship development training extension personnel and farmer groups

4.2 Promote changes in cultural and behavioural attitudes to influence decisions on disposal and consumption of livestock products

4.3 Develop and implement a wide nutrition and behaviours change communication strategy for promoting consumption of animal protein, especially among children aged 6-24 months

**Result 5: Increased resilience to shocks within smallholder agricultural systems**

5.1 Train extension staff on emergency preparedness and response

5.2 Equip some critical field staff and senior management staff with skills to implement leg principles

**Result 6: Programme results documented and lessons/best practices disseminated**

6.1 Set-up project implementation structures

6.2 Conduct national and subnational inception workshops and annual reviews

6.3 Conduct baseline study

6.4 Develop and implement a monitoring and evaluation (M&E) framework

6.5 Conduct Mid-term and Final project Evaluation

6.6 Document results and promote visibility of project activities

6.7 Disseminate project results and lessons/best practices through the Agriculture Coordination and Information Forum (ACIF) and District Development Committees (DCCs) and other fora

### **1.3. Evaluation purpose**

7. This Final Evaluation was foreseen in the Project Document. It is being conducted for both accountability and learning purposes of FAO Zimbabwe Country Office, the project team and project partners participating institutions and national governments. The Final Evaluation will serve as an input to improve future project formulation and implementation of similar projects.



8. The main audience and intended users of the evaluation are:

Primary audience and users

- The FAO Country Office, Project Management Team, members of Project Task Force at FAO headquarters and regional offices, implementing partners (HELP and LEAD) who will use the findings and lessons identified in the evaluation to finalize project activities and decide, jointly with the donor, on the way forward; improve formulation and implementation of similar projects.
- The Donor who will use the findings to inform strategic investment decisions in the future.
- Other National Government counterparts who will use the evaluation findings and conclusions for future planning in the livestock sector.

Secondary audience and users

- Other donors and organizations interested in supporting projects aimed at improving the livestock value chain in Zimbabwe.
- FAO Subregional Office for Southern Africa (SFS) and other FAO technical departments interested on the lessons learned identified by the evaluation that could serve to improve ongoing and future livestock value chain interventions.
- Other national governments who might be interested in similar approaches to livestock intervention

#### **1.4. Evaluation scope**

9. The Final Evaluation will assess the results achieved by the project throughout its implementation period from December 2013 to February 2018, covering activities that have been implemented thus far in all project components expected results and at both the national and district level. The Evaluation will assess if the necessary preconditions and arrangements are in place to adequately implement the planned activities. In addition, the Evaluation will also assess the effectiveness of the Project's governance mechanism along with the linkages and/or partnerships between the Project and other major country initiatives.
10. The Evaluation will try to cover the most project sites and activities. It will also try to look at the Projects' implementation in relation to the roll out of FAO's Strategic Objective 2 and the El Niño-related activities that overlapped with the project.

## **2. Evaluation objective and key questions**

11. The Final Evaluation has the following objectives:
- assess relevance of the project strategy, and quality<sup>1</sup> of project design and implementation arrangements;

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<sup>1</sup> Under the assessment of quality, the following aspects will be looked at: Project's Theory of Change and impact pathway, including the assumptions; the efficiency and effectiveness of the implementation arrangements.

- assess results (including intermediate outcome, long-term outcomes and pathways of outcome to impact); gaps and challenges in achieving its intended results; and opportunities or risks to sustainability;
- identify lessons from project implementation.

## 2.1 Evaluation questions

12. The Evaluation will be results-based and its main purpose is to assess the progress in the implementation and achievements of the Project, and identify strengths, weaknesses, gaps/challenges, opportunities and lessons learned. The Evaluation Questions will be the main tool to produce recommendations to improve on the remaining implementation, strengthen sustainability of positive results and learn from project results.
13. The Evaluation Questions will be cross-cutting in nature. The Evaluation Questions described below will focus on results, and will be used to guide the overall assessment. Sub-questions will be further elaborated in an Evaluation Matrix to answer the main Evaluation Questions in a comprehensive manner.

### **Evaluation Question 1. How did the project contribute to district and national livestock management priorities and initiatives, and to FAO's Strategic Objectives??**

*Evaluation Question 1 will focus more on the **relevance** and **ownership** of the project.*

- a) To what extent have Project objectives and result been consistent to the FAO mandate and Strategic Objective, FAO's Country Programming Framework (CPF), Zimbabwe United Nations Development Assistance Framework (UNDAF), regional initiatives, operational programmes, Millennium Development Goals/Sustainable Development Goals?
- b) To what extent is the Project aligned and coherent with the European Union policies and mechanisms at country level?
- c) Can this be improved?

### **Evaluation Question 2. To what extent has the Project delivered on its results (outputs, outcomes and objectives) and what, if any, wider results has the Project had at national level?**

*Evaluation Question 2 will look into **effectiveness, impact** and **processes**.*

- a) How effectively has the Project delivered on its expected outputs to date?
- b) To what extent have project outcomes (as identified in the Theory of Change) been delivered?
- c) What are the likely intermediate and long-term outcomes of the Project and what can be done to improve the likely achievement of positive impacts?
- d) To what extent did the project build on existing agreements, initiatives, data source, synergies, complementarities with other project and partnerships, etc., and avoid duplication of similar activities of other groups?

**Evaluation Question 3. What factors have affected the delivery and results of the Project and how were they addressed?**

*Evaluation Question 3 will focus on **efficiency, relevance, project design, preparation, readiness of partners to engage with the Project, project management and oversight, budget and financial management, M&E and communication.***

**Project design and preparedness**

- a) To what extent were the Project objectives and components relevant, clear, practical and feasible within the time frame?
- b) How and to what extent were the main stakeholders involved in project design? To what extent did the design phase consider the capacity of the main stakeholders to be involved in the Project?
- c) What were the key challenges faced in designing the Project and how can the process be improved for future projects?

**Project management and administration**

- a) What challenges have FAO, the Project Management and implementing partners faced in delivering the Project?

**Monitoring and Evaluation**

- a) To what extent are the project indicators and related targets specific, measurable, attainable (realistic) and relevant to the objectives, and time-bound (SMART)?
- b) To what extent was information generated by the M&E system during project implementation used to adapt and improve project planning and execution, achievement of outcomes and ensuring sustainability?

**Communications and knowledge management**

- a) How effective has the Project been in communicating and promoting its key messages and results to partners, stakeholders and a general audience?

**Evaluation Question 4. To what extent has the project's implementation approach contributed to the Project's delivery of stated objectives?**

*Evaluation Question 4 will be centred on the results and challenges related to **efficiency and partnerships.***

- a) What are the implementation arrangements? What partnerships has the project engaged in? To what extent has the project been successful; in establishing implementation agreements, partnership and collaboration with stakeholders during both design and implementation phases?
- b) What are strengths and challenges these implementation agreements and partnerships?
- c) To what extent have the project activities developed new and enhanced partnerships/relationships within the livestock sector?

**Evaluation Question 5. To what extent can the Project's current and potential results be upscaled, replicated or serve as catalyst for future interventions?**

**Replication**

- a) Have the results, lessons and experiences generated by the Project been replicated (experiences are repeated and lessons applied) or scaled-up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources), or are likely to be in the near future?
- b) Are there early results from the Project that are replicable? What are the factors that may influence replication and scaling up of project experiences and lessons?

**Catalysis**

To what extent has the Project catalysed changes at the individual, institutional and policy levels both at district and national level to enhance the livestock value chain?

**Evaluation Question 6. To what extent is sustainability embedded in project activities and results?**

*Evaluation Question 5 and 6 will look into the **sustainability** and **catalysis** of project results.*

- a) Are there any financial risks that may jeopardize the sustainability of project results and progress towards impacts? How dependent is the continuation of the Project initiatives on continued financial support?
- b) What will happen when project funding stops?
- c) Are there any social, legal or political factors that may influence the sustainability of project results and its progress towards impacts? If yes, what are they?
- d) Is the level of ownership by the main national, regional and international stakeholders sufficient to allow for the project results to be sustained?
- e) To what extent is the sustainability of project results and onward progress dependent on institutional frameworks and governance?
- f) What external environmental factors can affect the sustainability of the Project?

**Evaluation Question 7. To what extent has the Project integrated social issues including gender and environmental considerations in its design and throughout its implementation?**

**2.2 Methodology**

- 14. The evaluation will adhere to the United Nations Evaluation Group (UNEG) Norms and Standards<sup>2</sup> and will be in line with the Office of Evaluation (OED) Manual and methodological guidelines and practices. It will follow a participatory process and adapt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process, ensuring consultations are carried out with a wide range of stakeholders to gather their feedback and inform the development of the TORs and analysis of information by the evaluation team.

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<sup>2</sup> <http://www.uneval.org/document/detail/21>

15. The Evaluation will be results-focused and will develop and use the Theory of Change of the Project to inform the design of the evaluation and as basis of analysis of the contributions made by the Project to the expected project results. Evaluation Questions were identified to guide the overall assessment.
16. The evaluation will employ the **Outcome Evidencing**<sup>3</sup> as one of the main tools. A preparatory collection will be conducted prior to an Outcome Evidencing Workshop to be conducted in-country.

**Box 1:** Steps in Outcome Evidencing (taken from Paz-Ybarnegaray and Douthwaite, 2016)

Step 1: Agree on the Evaluation Questions and the use of the Evaluation Results  
Step 2: Identify areas of change  
Step 3: Identify and describe Outcomes  
Step 4: Identify Outcome trajectories  
Step 5: Identify most significant Outcomes and critical linkages in the Outcome trajectories  
Step 6: Critically reflect on who is experiencing change and who isn't  
Step 7: Identify immediate implications  
Step 8: Plan and carry out substantiation  
Step 9: Analyse and use the Findings  
Step 10: Repeat the Outcome Evidencing Cycle

17. In general, the following qualitative and quantitative evaluation tools will be used to collect primary and secondary data and evidence, and answer the main evaluation questions:
  - Desk-review of existing project documents and reports to better understand the context and structure of the Project and identify the project milestones.
  - Semi-structured interviews with key informants, stakeholders and project participants and government authorities. Face-to-face interviews will be carried out, while phone or Skype interviews will take place if needed. Interviews will be supported by checklists and/or interview protocols to be developed at the beginning of the evaluation mission.
  - Focus group discussions with participants and stakeholders involved in the Project at the national and district level, e.g. European Union Delegation Office, European Union headquarter representatives, FAO Country Office, implementing partners, NGOs, farmers.
  - Surveys and/or questionnaires to all relevant stakeholders with whom face-to-face interviews and/or Skype calls or phone interviews cannot be conducted.
18. The selection for field visits was based on consultations with the project team, using the below criteria.
  - coverage of different implementing partners;
  - level of results in the implementation of project activities ensuring representation of localities where activities are more advanced and countries with a slower progress;
  - feasibility of travel;

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<sup>3</sup> <http://journals.sagepub.com/doi/abs/10.1177/1098214016676573?journalCode=ajec>

- concurrence of other Office of Evaluation (OED) evaluation missions to avoid evaluation fatigue.
19. Information related to the assessment of the Project's **Relevance** will be collected through desk review of European Union policies and strategies, FAO Country Programming Frameworks, regional and national initiatives, among others. In addition, interviews with national project stakeholders and other stakeholders in the livestock sector will be used to gather their views on the Project's relevance to the national priorities and needs.
  20. For evaluation questions related to **Efficiency**, review of documentation (including M&E data, annual reports, etc.) and interviews with the Project Management, implementing partners and stakeholders will be the main tools.
  21. For evaluation questions related to **Effectiveness**, multiple tools will be combined to answer the different sub-questions, including documentation review and interviews with the main partners, national participating organizations/associations and stakeholders and an exhaustive desk review of existing project documentation (e.g. baseline and end line surveys). The Evaluation will examine the appropriateness of the plans and arrangements set-up to implement the related activities. For each of the assessed results, the Evaluation will seek to identify both positive and negative factors that have influenced the results and provide specific recommendations to further improve project performance, sustainability or future design. To facilitate this assessment, a process map will be carried out by the evaluation team and several workshops with key stakeholders will be organized for data gathering and validation purposes. If possible, counterfactuals and attribution of initial results will be sought.
  22. In gauging **Sustainability**, a review, similar to Review of Outcomes to Impact (ROtI)<sup>4</sup> will be used to analyse the evidence gathered and identify route to likely impact. In addition, risks to Financial, Social-political, Institutional and Environment will be looked into.
  23. For evaluation questions related to **Capacity Development**, emphasis will be placed on assessing this dimension in the design, implementation and results of the Project at individual, organizational and enabling environment levels. In this regard, the evaluation team will develop a framework to assess capacity development with indicators at the individual, organizational and enabling environment level.
  24. Relevant information to answer questions under **Partnerships** will be collected through stakeholder surveys, focus group discussions and interviews with project partners in the participating countries and at the global level. A desk review of secondary information, Letters of Agreement (LoA) or Memorandum of Understanding (MoU) will feed into this assessment. The analysis of the Project's effectiveness will also serve as inputs to answer this question.
  25. Information related to **Social Inclusion, Gender** and **Environmental Consideration** will be gathered through a desk review of project documents and interviews with project stakeholders to understand what type of gender-sensitive and equity-focused activities the Project has implemented or plans to implement. Particular attention will be devoted to

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<sup>4</sup> <http://gefieo.org/sites/default/files/ieo/ieo-documents/ops4-m02-roti.pdf>

ensuring that women and other underprivileged groups are consulted during the evaluation process.

26. Triangulation of evidence and information gathered will underpin its validation and analysis and will support conclusions and recommendations. Debriefing sessions at country level will be carried out at the end of the field visits to validate preliminary findings at country level and gather complementary data to further support the analysis.
27. The TOR of the evaluation and the first draft report will go through an internal Office of Evaluation (OED) peer review process to ensure its quality prior to circulation with the project team. The conclusions and recommendations will be shared in the first draft of the report for feedback and comments from Project Management and stakeholders. The report will be finalized after comments are received; suggestions will be incorporated as considered appropriate by Office of Evaluation (OED)/evaluation team.

### **3. Roles and responsibilities**

28. The **Office of Evaluation (OED)**, in particular the Evaluation team Leaders with the overall supervision of the Evaluation Manager are responsible for developing the first draft TOR with inputs from the Project Management Team.
29. The Evaluation Manager is responsible for the finalization of the TOR and of the identification of the evaluation team members. The Evaluation Manager will brief the project team on the evaluation process and will engage with them throughout the evaluation process. Moreover, the Manager will brief the evaluation team on the evaluation methodology and process and will review the final draft report for Quality Assurance purposes in terms of presentation, compliance with the TOR and timely delivery, quality, clarity and soundness of evidence provided and of the analysis supporting conclusions and recommendations in the evaluation report.
30. The Office of Evaluation (OED) also has a responsibility in following up with the Budget Holder and the Project Management Team for the timely preparation of the Management Response and the follow-up to the review.
31. The **Project Management Team**, in consultation with the FAO representative, is responsible for initiating the evaluation process, providing inputs to the first version of the TOR, especially the Chapter on the description of the background and context, and supporting the evaluation team during its work, including the organization of the evaluation missions. The Project Management Team is required to participate in meetings with the evaluation team, make available information and documentation as necessary, and comment on the terms of reference and report. The Budget Holder, Project Management Team and full project team can also contribute to the identification of the consultants for the evaluation team. The Project Management Team, on behalf of the Budget Holder, is also responsible for leading and coordinating the preparation of the Project Management Response and the Follow-up Report to the evaluation. Office of Evaluation (OED) guidelines for the Management Response and the Follow-up Report provide guidelines on this process. Involvement of different members of the project team will depend on respective roles and participation in the project.

32. The **evaluation team** is responsible for further developing and applying the evaluation methodology, for conducting the evaluation and for producing the evaluation report. All team members, including the Evaluation team Leader, will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs for the final draft and final report. The evaluation team will agree on the outline of the report early in the evaluation process. The evaluation team will also be free to expand the scope, criteria, questions and issues listed above, as well as develop its own evaluation tools and framework, within time and resources available and based on discussions with the Evaluation Manager, consult with the Budget Holder and Project Management Team where necessary. The evaluation team is fully responsible for its report which may not reflect the views of the Governments or FAO. An evaluation report is not subject to technical clearance by FAO although the Office of Evaluation (OED) is responsible for Quality Assurance of all evaluation reports.
33. The evaluation team will maintain close liaison with: the FAO Office of Evaluation (OED), the Project Management Team, wider project staff and EC Delegations at country level. Although the mission is free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitment on behalf of the Government of the pilot countries involved, the donor or FAO.
34. The Evaluation team Leader is responsible for guiding and coordinating the evaluation team members in their specific work, discussing their findings, conclusions and recommendations and preparing the final draft and the final report, consolidating the inputs from the team members with his/her own. In collaboration with the Evaluation Manager, the Evaluation team Leader will finalize the report and ensure the received comments are incorporated, as deemed necessary.

#### **4. Evaluation team composition and profile**

35. The evaluation team will comprise the best available mix of skills that are required to assess the project, and as a whole will have expertise in all the following subject matters:
  - Livestock Value Chain and agribusiness
  - Animal Health
  - Resilience and Livelihoods support related to livestock
  - Rural development and gender.
  - Capacity development expert, preferably familiar with capacity development frameworks
  - Experience in development and assessment of complex M&E systems
  - Demonstrated experience in the conduct of evaluations of large/complex, global projects
  - Familiarity with United Nations and European Union evaluation standards and procedures
36. The evaluation team will have had 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 (OED). To the extent possible, the evaluation team will be balanced in terms of geographical and gender representation to ensure diversity and complementarity of perspectives.



## 5. Evaluation products deliverables

37. The evaluation will produce the following deliverables:
- a) Evaluation Matrix – to be produced before the main mission scheduled at the end of January 2018.
  - b) Theory of Change of the Project, after consultation and validation with project stakeholders.
  - c) Draft evaluation report — the Office of Evaluation (OED) will review the zero draft of the evaluation report submitted by the evaluation team to ensure it meets OED’s quality standards and criteria. The draft evaluation report will then circulate to the project and stakeholders, including the EC, for comments before finalization; suggestions will be incorporated as deemed appropriate by the evaluation team.
  - d) Final evaluation report should include an executive summary and illustrate the evidence found that responds to the evaluation questions listed in the TOR. The report will be prepared in English, with numbered paragraphs, following the Office of Evaluation (OED) template for report writing. Supporting data and analysis should be annexed to the report when considered important to complement the main report. Translations in other languages of the Organization, if required, will be FAO’s responsibility.
  - e) Aide-memoires and debriefing presentations of preliminary findings for the visited countries, and a consolidated presentation for the whole project.

## 6. Evaluation time frame

38. The evaluation was initially planned to take place between November 2017 and January 2018; due to unforeseen circumstances the evaluation was rescheduled from January to April 2018.

Task	Dates completion	Duration	Responsibility
<b>PLANNING PHASE</b>			
TOR finalization	January 2018		EM and ETL with BH and PMT
Team identification and recruitment	October 2017	3 weeks	EM with BH and PMT
Mission organization and travel arrangements	January 2018	4 weeks	EM and ETL with BH and PMT
<b>DATA COLLECTION PHASE</b>			
Reading background documentation	15-30 January 2018	~1 week	EM for TOR development; ETL and ET for preparation of the evaluation
Briefing of the evaluation team ET by OED <i>on evaluation</i> by Skype/VC	1st quarter February 2018	3 day	EM, when necessary supported by PMT

Field mission: Outcome Evidencing Workshop	1st quarter February 2018	1-2 days	ET supported by PMT
Field mission, in country interviews, debriefing	1st-3rd quarter February 2018	2-3 weeks	ET supported by PMT
<b>REPORT WRITING - DISSEMINATION PHASE</b>			
Drafting report/Zero draft for review by OED	1st-2nd quarter March 2018	2 weeks	ET
Review by OED before circulation	3rd quarter March 2018	1 week	EM and ET to respond to comments
Internal OED quality assurance before circulation. Review report as per OED and peer-review comments	4th quarter March 2018	1 week	OED peer reviewer
First draft for circulation and comments	1st-2nd quarter April 2018	2 weeks	PMT and other stakeholders
Revision of comments, review report and comments matrix	3rd quarter April 2018	1 week	ET and EM
Final draft and comments matrix for circulation	4th quarter April 2018		ET and EM
Editing and layout	1st quarter May 2018		ET and EM
Final Report	2nd quarter May 2018		OED

BH: Budget Holder  
 EM: Evaluation Manager  
 ET: Evaluation Team

ETL: Evaluation Team Leader  
 PMT: Project Management Team

