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| **ANNEX IV - PREPARING THE EVALUATION REPORT** |

This document is meant to primarily **instruct evaluation consultant(s)** in the requirements of formatting and finalizing an evaluation report for the CACH/YENI. The YENI project manager should be very well informed of this document and hand it over to the evaluator. The document provides specific requirements for each formal element of the report, in addition to providing specific details on how to present the conclusions, recommendations and lessons learnt in the report.

The daft and final versions of the evaluation report in English (maximum 30 pages plus annexes) will be developed under the following structure:

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| **COVER PAGE** |

The following elements must be included in the title page:

* Project title [should be the same as the project]
* Project number [should be the same as the project]
* Project implementation period [should be the same as the project]
* Field of activity [should be the same as the project]
* Implementation country [list the country covered by the evaluation]
* Donor/s [should be the same as the project]
* Geographical coverage [should be the same as the project]
* Partners [should be the same as the project]
* Target groups [should be the same as the project]
* Budget [should be the same as the project]
* Type of evaluation [Independent]
* Timing of evaluation [Mid-term]
* Start and completion date of evaluation [put the dates]
* Name of consultant(s) [list all consultants working on the evaluation,

 citing the lead consultant]

* Date of submission of report [put the date]

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| **TABLE OF CONTENTS**  |

The Table of Contents must contain the following elements:

* Accurate reflection of the contents in the report.
* List of tables, figures and charts.
* List of acronyms or abbreviations, as appropriate.
* List of appendices which must include the following items and any additional documents the consultant deems necessary:
* Terms of reference.
* Inception report.
* List of persons interviewed.
* Data collection instruments, etc.

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| **ACRONYMS AND ABBREVIATIONS** |

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| **EXECUTIVE SUMMARY** |

The executive summary explains briefly the purpose and process of the evaluation, describes the main findings and conclusions and lists the recommendations for decision makers. A good executive summary encourages the reader to read the whole report. The following elements must be included in the Executive Summary:

* The executive summary should be brief and concise (maximum 5-6 pages), in addition to conforming to the following criteria:
* Explanation of the project’s purpose, logic and structure and objectives (project background).
* Overview of the purpose, scope, clients of the evaluation, time period, geographical coverage and groups or beneficiaries of the evaluation (evaluation background).
* Concisely describes the evaluation’s methodology.
* Summarizes the evaluation findings.
* Concise list of conclusions.
* List of all recommendations and lessons learnt.

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| **BODY OF THE REPORT** |

The body of the evaluation report should follow the organization of the Executive Summary and be in compliance with the TOR. The evaluator may add appropriate sections (if needed), however the following elements must be included:

**Introduction** - this section presents a concise summary of the purpose and scope of the evaluation; the clients of the evaluation and/or who will use the evaluation findings; the evaluated time period; geographical coverage; the targeted groups or beneficiaries of the evaluation and gives an overview of the methodology and instruments applied.

* Purpose and primary use of the evaluation.
* Scope of the evaluation (for example, geographic coverage, information on the project’s phases, special focus areas such as gender, collaboration, exit strategy, etc.).
* The clients of the evaluation and the main audience of the report (e.g. donors, constituents, implementing parties).
* Evaluation criteria and questions that clients want the evaluation to answer are identified.
* Dates, events and the operational sequence of the evaluation.

**Methodology** - outlines the main methodological aspects of the evaluation, including design/approach, sampling strategy, and main data collection and analysis methods (line of evidence). It further describes methodological weaknesses or limitations, and how they were addressed.

* The evaluation criteria and questions (as per the OECD/DAC).
* Description of the evaluation methods and data collection instruments to be used, including their justification.
* Description of the sources of information / data used.
* List of evaluation limitations and potential sources of bias (method selections, data sources, etc.).
* Description and rationale for stakeholder participation in the evaluation process.
* The report indicates adherence to evaluation norms, standards and ethical safeguards.

**Project description** – provides a brief summary of the projects’ purpose, logic, structure and objectives. It specifically outlines the intervention logic, strategy and main means of action; geographic coverage; management structure and important partners and stakeholders. In addition, the present situation of the project should be discussed, explaining any key information about its current state of implementation and relevant context:

* If useful, include a brief outline of the economic, political, social, cultural, and historical context of the country.
* Describe the project’s objectives.
* Describe the context and intervention logic of the project.
* Describe the project’s funding arrangements (including the donor/s).
* Describe the organizational arrangements for the project’s implementation.
* Describe the contributions, project partners and other stakeholders.
* Brief description/review of the project’s implementation (major events, milestones).

**Findings** – present the facts and evidence in relation to the evaluation questions specified in the TOR. They include a brief, overall assessment of the project’s performance, including its relevance, effectiveness, efficiency, impact and sustainability. Findings are supported by evidence. Unintended and unexpected outcomes are also discussed. Evidence-based and include the following elements:

* Findings are relevant to the purpose and scope of the evaluation.
* Findings are supported by evidence and are consistent with methods and data.
* All evaluation questions are addressed, and explanations provided when not be answered.
* All data is disaggregated by sex, age, ethnic group or other relevant demographic categories, where feasible.
* Unintended and unexpected results are discussed.
* Factors contributing to the success/failure of the project are identified and discussed.
* Cross-cutting issues such as: (i) conflict sensitivity; (ii) gender issues; (iii) partner support and; (iv) participation, are assessed.

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| **CONCLUSIONS** |

Conclusions assess the results achieved by the project against the expected results specified in the logframe or results chain and discuss the appropriateness of the intervention logic. They are formulated by synthesizing the main findings into statements of merit and worth. The evaluative reasoning and critical thinking used to formulate the conclusions must be clear. As such, special care should be given to their validity and reliability.

* Judgments are fair, impartial, and consistent with the findings.
* Brief discussion of how the validity and reliability of the conclusions were determined.

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| **RECOMMENDATIONS AND LESSONS LEARNT** |

One of the purposes of YENI project evaluation is to improve project performance. Evaluations are expected to generate lessons that can be applied elsewhere to improve project performance, outcome, or impact. The evaluators are expected to follow the criteria below when drafting recommendations, as appropriate.

*Recommendations should:*

* Follow logically from conclusions, lessons learnt and good practices.
* Specify who is called upon to act:
* CACH Country Office.
* CACH HQ.
* Project Management.
* Other stakeholders.
* Specify action needed to remedy the situation.
* Distinguish priority or importance (high, medium, low).
* Specify the recommended time frame for follow-up.
* Acknowledge whether there are resource implications.

The recommendations must be expressed as complete, stand-alone concise statements which do not include any unexplained acronyms.

*The section on lessons learnt should consider:*

* Is the lesson significant? Does it deal with a non-trivial matter?
* Does the lesson concisely capture the context from which it was derived?
* Is the lesson applicable in different contexts?
* Is it clear in which situations the lesson could be reused in future?
* Does the lesson identify target users?
* Does the lesson specifically suggest what should be repeated or avoided in future contexts to guide future action?

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| **ANNEXES** |

List of ANNEXES must include the following items and any additional documents the evaluators deem necessary:

* Terms of reference.
* List of documents reviewed.
* Inception report.
* Table with the status achieved of project indicators targets and a brief comment per indicator.
* Project workplan.
* List of people interviewed.
* Data collection instruments.
* Level of completion of key activities.
* Lessons learnt.
* Detailed description of the evaluation process and methodology: description of the evaluation process, the methodology used (including any limitations of this method), information sources (including any data issues), stakeholders’ participation and consultation.
* Other relevant information.