World Vision

LEAP

Learning through Evaluation with Accountability and Planning

Evaluation Report Guidelines
2nd Edition

World Vision International
LEAP Team

Contents

Acknowledgements

The following parties contributed to the 2nd Edition of this document:

The members of the LEAP Template Kit Review Working Group Remedios Geraldes (APRO), Ratu Saha (APRO), Jacktone Akelo (WV Kenya), Andrew Newmach (WV Australia), Gisela Poole (WV Germany), JSJ Sujeevandas (WV Vietnam), Paula David (WV Canada), Challa Getachew (WV Pakistan), and Roscel Marinano-Diego (WVAustralia) for the gender editing of all the documents.

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The LEAP Team.

Affirmation

Except as acknowledged by the references in this paper to other authors and publications, the template and guidelines described herein consists of our own work, undertaken to improve the quality of World Vision's Design, Monitoring and Evaluation Learning System.

Lydia Ledgerwood-Eberlein and Laura del Valle, Coordinators — LEAP Programme Research and Development Associates

November, 2008 Glossary

ADP	Area Development Programme
DME	Design, Monitoring, and Evaluation
EC	European Commission
HEA	Humanitarian and Emergency Affairs
IFAD	International Fund for Agricultural Development
LEAP	Learning through Evaluation with Accountability and Planning
LNGO	Local Non-Government Organisation
M&E	Monitoring and Evaluation
NGO	Non-Government Organisation
NO	National Office
PRA	Participatory Rural Appraisal
SO	Support Office
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TD	Transformational Development
TDI	Transformational Development Indicators
TOR	Terms of Reference
WV	World Vision
WVI	World Vision International

Introduction

These guidelines and their accompanying template are just the beginning of the LEAP-aligned resources that will become available over the next few years. The content is an attempt to strike a balance between the information needed to properly evaluate a programme with constituent projects and the complex and varied contexts in which World Vision works. These documents are meant to be used for all areas of World Vision's ministry (Policy and Advocacy, TD, and HEA) in any programme situation.

Extensive consultation and literature review were conducted both within and without the World Vision Partnership to arrive at these versions. In the spirit of LEAP, these documents are in no way final, but will continue to be changed and improved upon as the LEAP Team receives feedback from practical field use. Please do not hesitate to provide comments to the LEAP Team to this end.

Evaluation Report Guidelines

Cover Page

The cover page should be simple and direct. It should identify the document as an evaluation report, including the name (which should indicate whether the programme is an ADP, sector-based, or other) and number of the proposed development programme, date and phase number of programme (e.g., 2009-2013, Phase II) and National Office. The WV logo should be located in the top right-hand corner and meet with agreed Partnership branding strategies. (See the cover page of this document for an example). Additional information to the above should only be added where justified and provides improved clarity on the context of the design. The cover should not include photos and/or graphics (e.g., borders).

All evaluation reports should have a copyright notice that includes the date the report was produced, along with the copyright symbol (e.g., Produced December 2002, © World Vision International).

i. Table of Contents

A list of the main sections of the evaluation report document should be presented in this section. It may be useful to add in various sub-headings to indicate areas reflecting different themes and discussions. It is strongly suggested that the automatic table of contents function be used where possible, as it automatically updates when the document is reformatted from letterhead to A4 or vice versa.

ii. Acknowledgements

Include an acknowledgements page to list the people who have contributed to preparing the evaluation report. This will include the principal authors, contributing partners (either people or organisations), and should also include key members of the community as appropriate. Also use this opportunity to thank people who have assisted throughout the evaluation process. This could include such people as staff from the National Office and other Partnership offices who have been involved and people from the community who have played a major role. See the acknowledgements of this document for an example.

iii. Affirmation

The affirmation states the motive and objectives of the evaluation report being presented and also that the material is original work. It would also be appropriate to acknowledge that the intellectual properties of the evaluation report rest with the communities about which the report is written.

"Except as acknowledged by the references in this paper to other authors and publications, the evaluation described herein consists of our own work, undertaken to secure funding, implement the activities, describe and advance learning, as part of the requirements of World Vision's Design, Monitoring and Evaluation Learning System."

Primary quantitative and qualitative data collected throughout the evaluation process remain the property of the communities and families described in this document. Information and data must be used only with their consent.

[insert name of principal authors here]
[insert date here]

iv. Glossary
The glossary is an alphabetical list of terms or words found in the document or related to the text of the document that need some explanation or which may help the reader to a greater understanding. The list can expand on the complete terms that maybe acronyms and abbreviations as well as explain the concept of an ADP (Area Development Programme).

ADP	Area Development Programme
RC	Registered Children

iv. Introduction
Describe the process for preparing the evaluation report.

1. Executive Summary *(two to four pages)*
The summary should focus on the main analytical points and indicate the main conclusions, lessons learned, and specific recommendations. It should be usable as a free-standing document, but references should be made to the corresponding page/chapter in the main text for more detail.

2. Evaluation Introduction/Background *(maximum three pages)*
This section should lead the reader into the report, including:
- A description of the project or programme's context.
- The type of evaluation undertaken and its purpose and objectives.
- The extent of participation in the evaluation by the different partners/stakeholders (this should also show to what extent women and men participated as partners/stakeholders)
- A reference to the tasks undertaken as per the evaluation ToR.
- How the evaluation report is structured.
- Indicate how the TDI results inform and are part or not of the evaluation. For example, some evaluations have been conducted that are focused solely around the key TDI indicators that are relevant to that project or programme[1].

3. Methodology *(maximum three pages)*
Summarize the actual methods that were used to collect the data. Reference the evaluation design and describe any planned methods that were not used and why, any variations in planned methods and why, any additional methods that were used and why.

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[1] An example is the evaluation conducted by the tsunami evaluation teams. The hypothesis was that for large scale (or indeed any) emergencies it was possible to evaluate the programmes using the TDI indicators specifically developed for ADP situations. The TDIs used in the evaluation were: Emergence of Hope and Caring for Others. Likewise, some evaluations were conducted after the TDI measurement and, therefore, the results informed the programme evaluation on specific issues and themes that were relevant to the programme.

4. Limitations

This section should also include a description of the constraints and limitations encountered during the evaluation and how they affect the findings.

5. Findings *(maximum eight pages)*
The evaluation finding should make a balanced assessment of the current situation and take account of the views of partners, government, and community representatives, and girls, woman, boys, and men. **The findings should be organised as they relate to the purpose, objectives, and questions established in the evaluation design.**

6. Conclusions and Recommendations *(maximum five pages)*
All conclusions and recommendations should be well-supported by the evidence of the findings (as described on the previous page). Wherever possible, each key conclusion should be supported by a corresponding recommendation, which should be realistic and clearly stated.

The usefulness of an evaluation report is directly related to the quality and credibility of its recommendations. Recommendations should therefore be written in a way that is easily understood and translated into action. It should also be clear whom the recommendations are for (key stakeholders, partners, etc.).

The discussion of evidence to support evaluation conclusions should reference the relevant TDI measures.

7. Lessons Learned from the Evaluation Process *(maximum two pages)*
Summarise lessons learned as per the evaluation's reflection exercises (e.g., the field logbook found in the Evaluation Design Guidelines, Appendix C), particularly those that might help to improve future evaluation exercises.

Include comments about the value added to the evaluation by including the TDI measures.

8. Appendices

Regarding Appendices for the Evaluation Report

The appendices of an evaluation report serve as a place for supplementary data — items that clarify the report but are not directly relevant to the main body (e.g., questionnaires, maps). **The full evaluation TOR** should also be included here, as well as a list of contacts/sources of information and itineraries. The full evaluation design document should also be included.

A note on confidentiality: The evaluation report should be written in a way that is as transparent as possible. Information relevant to the report should be treated as confidential only when absolutely necessary. Confidential material should be placed in a separate document, not appended to the main report.

Specific sources of information (e.g., names of people interviewed) should always be kept confidential to protect community members and other key stakeholders from possible retaliation or punishment and to ensure the integrity of future data collection exercises.

Examples of possible appendices:
- Programme/project logical framework
- Evaluation ToR
- Evaluation matrix
- Evaluation schedule/work plan
- List of persons/organisations consulted

- List of literature and documents consulted
- Evaluation action plan matrix
- TDI results summary
- Other technical appendices (if applicable)

Appendices for the Evaluation Report Guidelines

A. Notes on Evaluation Findings, Recommendations, and Follow-Up
B. Post-Evaluation Action Plan

Once the evaluation report has been finished, the ADP staff need to reflect on the process and prepare a separate report entitled "Post-Evaluation Action Plan." This is not part of the evaluation report and should be prepared after there has been time to reflect on the report itself. However, you have to include in the report a tentative date to submit the plan of action to the key partners.

Appendix A: Notes on Evaluation Findings, Recommendations and Follow-Up

Structured follow-up on the findings and recommendations from an evaluation is essential. Recommendations must be translated into actions to improve the next stage of a project and lessons learned should be shared with a wider audience.

While it is impossible to analyse all data collected when the evaluation team leader is still in the area/country, a draft or summary version of the findings and recommendations should be shared with the project staff and participants for feedback and discussion. Whenever possible, project participants and other stakeholders should be included in this process to build ownership of and verify the results. If the evaluation deals with a donor-funded project, it is advisable to invite donor representatives for a debriefing and share first evaluation results and findings with them. After gathering feedback on the summary report, the lead evaluator can leave the area/country to prepare the draft report, which is then sent out to the evaluation team members, the NO and the ADP for comments.

The final report should be limited in size and as focused and useful for as many readers as possible. Keeping a report to a manageable size (as stated in the evaluation report guidelines, maximum 25 pages is recommended) will help ensure that it is read from start to finish by a wider audience. More detailed, but not crucial, information can (and should) be included as appendices to the final report. The final report (which should include the comments received from key stakeholders) should be disseminated widely to government, NGO partners, WV partners, etc.

Although a multipurpose final report is the primary mode for reporting evaluation findings, some thought should be given to supplementary reports using different media for different audiences (e.g., video presentations that focus only on those things of interest to special audiences, pictorial posters for the walls of community buildings, songs for youth about pertinent recommendations, etc.).

A **post-evaluation action plan** (see Appendix B) should be developed to facilitate follow-up of the evaluation findings and recommendations. Please provide a tentative date to submit the post evaluation action plan to the key partners.

Appendix B: Post-Evaluation Action Plan Matrix

Principles:

1. Evaluations are a time of <u>learning</u>, which is the key component in the LEAP Framework.
2. Evaluations are a time to <u>reflect</u> on what has been accomplished and how we can improve our work.
3. Evaluations help us to be <u>accountable</u> to our partners, stakeholders, and donors.
4. Evaluations provide us and our partners with information to <u>influence</u> further change.

Process:

1. Develop an action plan that list each recommendation, follow-up actions, persons responsible for these actions, and the date by which the action will be completed. (Include the whole ADP team.)
2. Please ensure that this action plan is incorporated into the process of re-designing the next five-year logframe, taking into consideration the evaluation's findings, the TDI survey and any other information learned.

Evaluation recommendations	Action step	Date to be accomplished	Staff member responsible
Develop a comprehensive agricultural strategy that moves beyond farm input delivery, to facilitating effective extension support and market linkages, thereby shifting the focus from agricultural inputs to livelihoods.	Consult with Agriculture National Coordinator and local farmers to identify best-practice "livelihoods" approaches used.	December 20, 2008	Agricultural Advisor (name)