

ITC Guidelines for Evaluation Reports

1. The present Guidelines for Evaluation Reports form part of a common set of ITC Evaluation Guidelines that operationalize the ITC Evaluation Policy. Evaluation Guidelines are separate documents containing more detailed explanations of the process and methodologies to be used for conducting evaluations. They set evaluation standards for planning, conducting and using evaluations, developing and disseminating methodology and establishing the institutional mechanism for their implementation.
2. The Guidelines for Evaluation Reports are intended to assist the Evaluation Team in carrying out the evaluation and in elaborating the evaluation report. They apply to projects/programmes and to other objects that are not supported by a Logframe¹. They don't address issues related to the discussion and adoption process of the final evaluation report, which are detailed in Section E.1.e. of the ITC Evaluation Policy.
3. In general terms, Evaluation Reports are logically structured; they contain evidence-based findings, conclusions, lessons and recommendations. They include a detailed statement of the evaluation methods that have been used for conducting the evaluation and are presented in a way that makes the information accessible and comprehensible. Evaluation Reports serve as a basis for decisions concerning the object of the evaluation and other areas of work related to it.
4. Although the structure of the Evaluation Report may be adapted to the particular circumstances of an evaluation exercise (for example, evaluation missions covering more than one project may at times be contained in a single report), the Evaluation Team should use the format given. Major headings should be retained but sub-headings may be added, as applicable to the evaluation exercise.
5. The Evaluation Report starts with an "Executive Summary" that should not exceed 5 pages. The main body of the Evaluation Report should not exceed 25 pages. This is a total of 30 pages for the Evaluation Report. Supporting information should be placed in annexes. Information should only be included in the report if it is significantly affecting the analysis and serves to clarify issues. Rather than repeating information provided, use should be made of cross-references to annexes, to other parts of the report or documents used to obtain information. An acceptable referencing system must be used consistently throughout the Evaluation Report.
6. Attached is the standard format for Evaluation Reports, starting with a sample cover page and contents. The layout and order of contents should follow those in the guidelines. It should be typed in 1 1/2 spacing, using Arial font 11 and in the A-4 format. The report should be submitted in electronic format. Pages should be numbered consecutively with Arabic numerals. The numbers should appear, on the right side, at the top of the page. Paragraphs should be numbered.

¹ As defined in the ITC Evaluation Policy, evaluation objects include projects and programmes and also other objects that are not supported by a Logframe such as ITC tools, methodologies, policies, strategies work in specific countries and regions and critical internal processes.

Date:

EVALUATION REPORT

Title of the Object of Evaluation

(Project or programme, Thematic area, Work in specific countries or regions, Tools and methodologies, Policies and strategies, Critical internal processes)

Country(ies) / Region / Area of work

Report of the Evaluation team

Names, titles

CONTENTS

	<u>Paragraphes</u>	<u>Page</u>
CONTENTS		
LIST OF ACRONYMS		
EXECUTIVE SUMMARY		

1. INTRODUCTION

- 1.1. Background and Context
- 1.2. Purpose and Objective of the Evaluation
- 1.3. Scope of the Evaluation
- 1.4. Methodologies used in the Evaluation

2. ANALYSIS & FINDINGS

- 2.1 Assessment of Implementation and Delivery
 - 2.1.1 Institutional and Management Arrangements
 - 2.1.2 Implementation of Activities
 - 2.1.3 Achievement of Results
 - 2.1.4 Attainment of Objectives
- 2.2 Assessment of Effects
 - 2.2.1 Outcomes
 - 2.2.2 Impacts
 - 2.2.3 Sustainability

3. LESSONS LEARNED & BEST PRACTICES

- 3.1. Lessons Learned
- 3.2. Good Practices
- 3.3. Constraints

4. RECOMMENDATIONS

- 4.1. Issues resolved during evaluation
- 4.2. Actions/decisions recommended

5. CONCLUSIONS

Annexes

- 1. Terms of reference
- 2. Organizations and places visited and persons met
- 3. Summary assessment questionnaire
- 4. Relevant Materials (Logical Framework matrices, literature and documentation, etc.)

A. EXECUTIVE SUMMARY (*Maximum Five pages*)

1. Summary table of findings, supporting evidence and recommendations

Summary table of findings, supporting evidence and recommendations²

<i>Findings: identified problems/issues</i>	<i>Supporting evidence/examples</i>	<i>Recommendations</i>
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

Please kindly classify them according to importance in terms of potential impact of recommendation

2. A concise summary of a maximum five pages of:

- Summary description of the object of evaluation,
- The major finding of the evaluation,
- Lessons learned and best practices
- The recommendation, conclusions and including implications to ITC of the evaluation.

B. EVALUATION REPORT (*Maximum 25 pages*)

1. INTRODUCTION

1.1. Background and Context

This is a summary of the overall concept and design of the evaluation object, including an assessment of its strategic objectives, the planned time and resource availability for its implementation, the institutional and managements arrangements and the clarity, logic and coherence of the project/programme document or concept paper for other type of evaluation objects.

1.2. Purpose and Objective of the Evaluation

The purpose of the evaluation must be clearly covered in this section. As an example the purpose of the evaluation may be to learn from the implementation experience so that performance, management and programme design may be improved. In other words: why is the evaluation being carried out at this point in time. This section must also state the objective of the evaluation. The objective of the evaluation is to **examine the mandate, strategies, objectives, relevance, effectiveness, results, impact, sustainability and added value of ITCs actions.**

² The Summary table of findings, supporting evidence and recommendations is particularly important since it is to be used for evaluation communication purposes and the evaluation follow up process.

1.3. Scope of the Evaluation

This is a brief summary of what the evaluation has covered as drawn from the terms of reference. This should clearly tell the reader what has been evaluated.

1.4. Methodologies used in the Evaluation

This is a brief statement on the methods used to obtain/collect the data (e.g. secondary data, primary data from interviews, questionnaires etc) and on the approach and methods used to analyze the data. This section is important as it provides the basis for the credibility of the evaluation results.

2. ANALYSIS & FINDINGS

This section is the most important as it covers the analysis of data/information and articulates the major findings³ of the evaluation. It provides an overall performance assessment that should clearly address the major evaluation criteria, namely the relevance, the efficiency, the effectiveness, the impact and the sustainability of the evaluated object.

Each criterion should be used to assess performances against planned activities, results and objectives, as in the Logical Framework (Logframe) of the project/programme (see the chart below)⁴.

These evaluation criteria are also used to assess performances of evaluation objects that are not projects/programmes and are not necessarily structured through a Logframe, namely critical internal process, ITC work in specific countries or regions, ITC tools and methodologies, and ITC policies and strategies.

This section of the report is the longest and most detailed. It should be based on facts⁵. The other sections of the report draw from it and cross-reference to it.

2.1 Assessment of Implementation and Delivery

2.1.1 Institutional and Management Arrangements

This paragraph assesses the appropriateness of overall institutional and management arrangements and how these have impacted the implementation and delivery of programme/project. Also to be examined here are the coordination and collaboration arrangements with partners and other stakeholders. Further, the report should show what kind of backstopping the project had received from ITC head quarters, field office or other relevant partners.

³ **Finding:** "A finding uses evidence from one or more evaluations to allow for a factual statement" Glossary of Key Terms in Evaluation and Results Based management, OECD-DAC, 2002.

⁴ **Logical Framework:** "Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their casual relationship, indicators and the assumptions or risks that may influence success or failure". Idem.

⁵ Due evaluation process requires that, before being considered as finalized, the Evaluation Report is submitted to the management of the object being evaluated for the identification of eventual factual errors and omissions.

2.1.2 Implementation of Activities

This part of the report should address how the implementation of project/programme activities⁶ has been undertaken. Of particular importance is to show how the operational plan has been implemented, noting any constraints, examining if and how the monitoring and backstopping was done during the implementation. This is done with a view of drawing lessons form this experience.

2.1.3 Achievement of Results

The report should indicate the extent to which the planned outputs⁷ are delivered and how they contribute to the attainment of corresponding results⁸ in the Logframe. The section should also show how these results have been achieved within the planned timeframe and within the resources available.

2.1.4 Attainment of the Objectives

The report should show if and how the objectives⁹, as planned in the Logframe, have either been achieved or not. The attainment of objectives is important. Where all objectives have not been attained the report should show what progress has been made in achieving those objectives and how these contribute to the attainment of the overall goal of the object of evaluation. Where objectives have been fully met the report should still show how these are contributing to the attainment of the overall goal.

2.2 Assessment of the Effects

2.2.1 Outcomes¹⁰

The report should cover the outcomes of the evaluated project/programme. Outcomes achieve the project/programme purpose. It should be demonstrated here how the achievement of results and objectives have made a difference to address clients' needs. Have the ITC's activities/interventions made a difference? What are the effects of interventions?

⁶ **Activity:** "Actions taken or work performed through which inputs,...are mobilized to produce specific outputs". Glossary of Key Terms in Evaluation and Results Based management, OECD-DAC, 2002..

⁷ **Outputs:** "The products and services which result from the completion of activities within a development intervention." UNDG Results-Based Management Terminology, <http://www.undg.org/index.cfm?P=224>.

⁸ **Results:** "The output, outcome or impact (intended or unintended, positive or negative) of a development intervention". Glossary of Key Terms in Evaluation and Results Based management, OECD-DAC, 2002, p.33.

⁹ **Objectives:** "Intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community or group of people via one or more development interventions". Idem.

¹⁰ **Outcomes:** "The intended or achieved short-term and medium-term effects of an intervention's outputs.... Outcomes represent changes in development conditions which occur between the completion of outputs and the achievement of impact." Idem.

2.2.2 Impacts¹¹

This part of the report should show the ultimate changes brought about as a result of the implementation of the object of evaluation. These are positive or negative long-term effects produced by an intervention, directly or indirectly, intended or unintended.

2.2.3 Sustainability¹²

The aim of any intervention is to deliver lasting benefits. This part of the report should deal with whether or not there is evidence that benefits will continue beyond the project/programme assistance funding. Whether the object of the evaluation has created institutional and human capacity to sustain the benefits.

3 LESSONS LEARNED & GOOD PRACTICES

3.1. Lessons Learned¹³

A high priority should be given to lessons learned. This part of the report has to deal with those evaluation experiences/lessons based on the specific evaluation but that have broader applicability either to other projects, programmes or policies. Frequently lessons highlight strengths and weaknesses in preparation, design and implementation that affect performance, outcomes and impact. Lessons should *specifically refer to the findings* or part of the report that they are based on. Lessons should not be stated as recommendations or written as observations, or a description.

3.2. Good Practices

The report should cover specific experiences that are considered good practices that are drawn from an evaluation that have a broader applicability to other activities of ITC. The report should identify what worked well and how it can be replicated. Very often things or approaches that work in one situation are not made known to the rest of the organization and hence the benefits are not available to the other activities. This part of the report should identify those good practices so that they can be made known to ITC as whole.

3.3. Constraints

The report should highlight major constraints and problems that have impacted the implementation and delivery of the project/programme. The aim here is to learn from these constraints and problems and hence avoid them or find solutions in order to improve performance.

¹¹ **Impacts:** "...long-term effects produced by a development intervention, directly or indirectly, intended or unintended". Idem.

¹² **Sustainability:** "The continuation of benefits from a development intervention after major development assistance has been completed". Idem.

¹³ **Lessons learned:** "Generalizations based on evaluation experiences with projects, programmes or policies that abstract from the specific circumstances to broader situations". Idem.

4. RECOMMENDATIONS

This part of the report should provide clear and pragmatic recommendations¹⁴ aimed at enhancing the effectiveness, quality or efficiency of interventions. These could deal with how to better design programs and projects in the future, reallocation of resources, management or policy changes. Recommendations should be linked to the conclusions.¹⁵

4.1. Issues resolved during the evaluation

Many issues come up during an evaluation. Generally, many of the issues are resolved and decisions taken during and as result of the evaluation. This part of the report should provide a short resume of all such issues resolved during the evaluation. This is an important part of the report as it already demonstrates how evaluation results are being taken on board. These issues should not be included in the section below.

4.2. Actions/decisions recommended

The report should clearly show those major proposals/suggestions that are made and that are aimed at improving program/project delivery, management or policy change. Some of these recommendations may urge management to make certain decisions or take certain actions.

5. CONCLUSIONS

The report must draw conclusions based on all the above (findings, outcomes, lessons, recommendations etc). There must be a clear link between conclusions, findings and recommendations.

3 September 2008

¹⁴ **Recommendations:** "Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or the reallocation of resources." Idem.

¹⁵ **Conclusions:** "They point out the factors of success of the evaluated intervention, with special attention paid to the intended and unintended results and impacts, and more generally to other strength or weakness. A conclusion draws on data collection and analyses undertaken, through a transparent chain of arguments." Idem.