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| **TOOL SUMMARY: EVALUATION REPORT GUIDANCE** | |
| Purpose | The evaluation report is the final product of the evaluation and the quality of the evaluation is only as good as the quality of how the information is presented in the report.   * This tool is a template for preparing meaningful and credible evaluation reports that meet quality standards of the organization. It does not prescribe a definitive section-by-section format that all evaluation reports should follow. Rather, it suggests the content that should be included in a quality evaluation report. |
| Information Sources | * Evaluation TOR * Evaluation Questions * Donor Requirements |
| Who | * The evaluation consultant is responsible for ensuring that the evaluation report follows the template outlined in the TOR, and based on this guide. * The Evaluation Manager is responsible to ensure that the evaluation consultant clearly understands the expectations for the content of the evaluation report and that (s)he sufficiently meets those expectations. |
| When | The Evaluation Report will go through several drafts that require feedback from project stakeholders before it is finalized and submitted to the Evaluation Manager for approval at the end of the evaluation contract. Each of these drafts is included as a key deliverable, with a date, in the Evaluation ToR. |
| Recommendations | * The evaluation report should be complete, logically organized, and between 30-35 pages. * The outline of the sections included in this content guide, or the entire guide, can be included in the Evaluation ToR as an annex. * It is recommended that the content of the evaluation report, as laid out in this guide, be reviewed and agreed upon with the selected evaluator during the finalization of the Evaluation ToR. The evaluation manager should make any revision to the expected content in this guide, based on the discussions with the evaluator. The final agreement on content should be documented as an evaluation deliverable. It can then be used to review each draft of the project’s evaluation report to ensure that it covers all the agreed upon content. |
| Tips | * It should be written clearly to ensure it is understandable to all target audiences. * As stated in the Purpose, this is a general guide to standard content that is included in most evaluation reports. The evaluation team can add or remove sections or content based on the type of evaluation and the purpose/objective of the evaluation. |

The report should include the following:

**Title and opening pages**

Should provide the following basic information:

* Name of the evaluation intervention
* Time frame of the evaluation and date of the report
* Country of the evaluation intervention
* Names and organizations of evaluators
* Acknowledgements

**Table of contents**

Should always include boxes, figures, tables and annexes with page references.

**List of acronyms and abbreviations**

**Executive summary (Max 2 pages)**

A stand-alone section of two pages that should:

* Briefly describe the intervention (the project(s), program(s), policies or other interventions) that was evaluated.
* Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
* Describe key aspect of the evaluation approach and methods.
* Summarize principle findings, conclusions, and recommendations

1. **Introduction (Max 2 pages)**

**S**hould:

* Identify the intervention (the project(s) program(s), policies or other interventions) that was evaluated.
* Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time and why it addressed the questions it did.
* Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
* Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report’s intended users.

1. **Description of the intervention ( Max 3 pages)**

Provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. The description should:

* Describe what is being evaluated, who seeks to benefit, and the problem or issue it seeks to address.
* Explain the expected results map or results framework, implementation strategies, and the key assumptions underlying the strategy.
* Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
* Identify and describe the key partners involved in the implementation and their roles.
* Describe the scale of the intervention, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
* Indicate the total resources, including human resources and budgets.
* Describe the context of the social, political, economic and institutional factors, and the geographical landscape within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
* Point out design weaknesses (e.g., intervention logic) or other implementation constraints (e.g., resource limitations).

1. **Evaluation scope and objectives (Max 2 pages)**

The report should provide a clear explanation of the evaluation’s scope, primary objectives and main questions.

* **Evaluation scope**—the report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.
* **Evaluation objectives— specify the objective as per the given ToR**. The report should spell the types of decisions evaluation users will make, the issues they will need to consider in making those decisions, and what the evaluation will need to achieve to contribute to those decisions.
* **Evaluation criteria**—the report should define the evaluation criteria or performance standards used. The report should explain the rationale for selecting the particular criteria used in the evaluation.
* **Evaluation questions**—Evaluation questions define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.

1. **Evaluation approach and methods ( Max 3 pages)**

The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description on methodology should include discussion of each of the following:

* **Data sources—**The sources of information (documents reviewed and stakeholders), the rationale for their selection and how the information obtained addressed the evaluation questions.
* **Sample and sampling frame**—If a sample was used: the sample size and characteristics, the sample selection criteria (e.g., single women, under 45), the process for selecting the sample (e.g., random, purposive), if applicable, how comparison and treatment groups were assigned and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results.
* **Data collection procedures and instruments**—Methods or procedures used to collect data, including discussion of data collection instruments, their appropriateness for the data source and evidence of their reliability.
* **Stakeholder engagement**—Stakeholders’ engagement in the evaluation and how the level of involvement contributed to the credibility of the evaluation and the results.
* **Background information on evaluators—**The composition of the evaluation team, the background and skills of team members and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
* **Major limitations of the methodology**—Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.

1. **Data Analysis ( Max 1 page)**

The report should describe the procedures used to analyze the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results. The report also should discuss how the analysis was appropriate for answering the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

1. **Findings conclusions ( Max 10 pages)**

The report should present the evaluation findings based on the analysis while the conclusions should be drawn directly from the findings. This is the most important section of the evaluation report.

* **Findings** 
  + Should be presented as statements of fact that are based on analysis of the data.
  + They should be structured around the evaluation criteria and questions so that report users can readily make the connection between what was asked and what was found.
  + Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results.
  + Assumptions or risks in the project or program design that subsequently affected implementation should be discussed.
* **Conclusions** 
  + Should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention.
  + They should be well substantiated by the evidence and logically connected to evaluation findings.
  + They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision making of intended users.

1. **Recommendations ( Max 3 pages)**

The report should provide practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable.

* **Immediate vs. Longer-term Recommendations –** Recommendations should be grouped according to their priority.
  + Recommendations that require immediate attention from LWR or Partner staff.
  + Recommendations that are longer-term and should be considered for next phases of the project evaluated or similar projects in the future.
* **Lessons learned—**As appropriate, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.

**Annexes—**Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

* ToR for the evaluation
* Additional methodology-related documentation, such as the evaluation matrix and data collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate
* List of individuals or groups interviewed or consulted and sites visited
* List of supporting documents reviewed
* Project or program results map or results framework
* Summary tables of findings, such as tables displaying progress towards outputs, targets and goals relative to established indicators
* Short biographies of the evaluators and justification of team composition
* Code of conduct signed by evaluators