**Evaluation Guidelines**

**(with TOR outline)**

**June 2020**



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These guidelines and resource documents have been endorsed by the WWF Conservation community, building on previous formally-approved versions.

This document may change over time; the most recent version can be accessed at [www.panda.org/standards](http://www.panda.org/standards) and the internal Network Standards site [here](https://sites.google.com/wwf.panda.org/networkstandards/policy-areas/project-and-initiative-management/2-4-guidance-by-ppms-step).

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The WWF Network has had agreed guidance on Evaluations since 2005. Should you need to access previous versions, please contact Will Beale wbeale@wwf.org.uk

 **Evaluation Guidelines**

# PART 1 Principles for doing evaluations

## 1 What is the purpose of evaluations?

Adaptive management requires regular monitoring and internal reflection as well as periodic (often external) evaluation of projects and programs - in order to ensure and enhance efficiency, progress, and impact. Additionally, the WWF Network Guidance recommends conducting evaluations as a formal feedback mechanism that gives further opportunities for learning and improvement. More specifically, evaluations are conducted with a view to one or several of the following:

* Enhancing **effectiveness** of ongoing projects or programmes by developing recommendations for improving design, management or implementation.
* Enhancing WWF's **accountability, credibility, and transparency** with respect to stakeholder engagement and to investment.
* Improving WWF’s overall impact by drawing key lessons for broader **organisational** **learning** e.g. about what works well, how to manage risks, effective stakeholder engagement, effective community participation, etc
* There may be other reasons for having an evaluation e.g**. innovation, ESSF risks, complexity, donor demands**, etc.

In the spirit of transparency and broader organisational learning, evaluation reports are uploaded to Insight Conservation Project Management (CPM) database and sent to internal staff where appropriate. If reports contain very sensitive information, at a minimum, the evaluation ToR plus the Summary Table should be uploaded. The report executive summary or an edited version would also be very helpful to share. Increasingly Governments are asking for Transparency norms to be followed and public uploading of evaluations: this needs to be tracked in each participating country.

## 2 Who should manage evaluations and read these guidelines?

These WWF evaluation guidelines are intended to help WWF evaluation managers to manage the process of evaluations for a project or programme. An evaluation manager should be nominated by the programme manager and could be any one person (or persons in a steering group), who commissions, contracts and then oversees an evaluation. Just as one would expect the evaluator to be free of any conflicts of interest from the project or programme being evaluated, ideally, at least one person within the evaluation steering group should be external to the management of the project or programme in question.

## 3 Which programs should perform an evaluation and how?

**Large projects** (this is your call to define as per your office policy, by value e.g. lifetime budget, or by complexity, innovation, donor requirements, etc) will need to perform an **external evaluation** of the project (this may also be required by bilateral and multilateral donors) and hire an independent consultant(s). A **hybrid model** is also possible, where the external evaluators are supported by programme staff. Especially when a project is so large or complex that in order to efficiently conduct the evaluation (avoiding the time necessary to absorb large amounts of data), an independent consultant is teamed up with someone internal to the project.

**Small projects** may choose to do a [**self-assessment**](https://drive.google.com/file/d/1vADh1v17lR-4yVBcwclecfQIir5F3tas/view?usp=sharing), where members of the project management and field team reflect together on their progress, potential for impact and determine opportunities for adaptive management. Or they can do an **internal evaluation**, where at least one WWF staff in the evaluation team should not be part of the programme under evaluation nor hierarchically linked to the programme manager (to ensure a degree of independence) - develop a ToR as you would for an external consultant. And a **hybrid model** is also possible, where an external evaluator is supported by programme staff.

## 4 When should evaluations be conducted?

Evaluations can be conducted during a project/programme (e.g. mid-term), at the end of a particular phase of the project, at the end of its implementation cycle, or even years later (i.e. Ex Post), depending upon why the evaluation is being done and how results will be used.

Evaluations should be conducted approximately every 3 years for all projects and programs and follow Network Standards and office policy on evaluations. Note that in general for smaller projects, evaluations should still be conducted every three years or at mid-term and end-of-project.

## 5 What criteria should be used to evaluate a project/ programme?

WWF evaluations should address some or all of seven fundamental criteria, and a careful selection should be made from:

1. Relevance and Quality of Design
2. Coherence (assessment of alignment, synergy and compatibility of interventions)
3. Efficiency (of delivery of outputs)
4. Effectiveness (of delivery of intermediate results and outcomes)
5. Impact (on ultimate conservation targets[[1]](#footnote-1))
6. Sustainability (of progress, benefits, and impact realised)
7. Adaptive Capacity (monitoring, evaluation, adaptation, and learning)

# PART 2 Evaluation steps and operational guidelines

## 6 How should these evaluation guidelines be used?

These guidelines are a practical resource to help evaluation managers to:

* Define what is needed from an evaluation;
* Construct appropriate Terms of Reference;
* Oversee contracted external or internal evaluators;
* Make best use of evaluation results to improve project/programme performance.

In order to ensure that assessments contracted or led by WWF uphold the core principles for quality evaluations, please refer to the OECD DAC Quality Standards for Development Evaluation[[2]](#footnote-2).

Evaluations commissioned/conducted by WWF should generally seek to utilise the guidelines below, unless an external donor prescribes its own evaluation format/approach. Where this occurs, the evaluation manager should check whether there are major gaps in the donor format as compared to the WWF guidelines, and include extra questions to ensure that potentially all the important issues are covered by the evaluators. For the sample terms of reference (TOR), it is recommended that users simply copy and paste the outline into a separate document and then complete it as indicated by the guidance provided.

## 7 What are the basic steps of undertaking an evaluation?

The evaluation manager is the staff member who is assigned to supervise the process of organizing an evaluation. This can be a self-assessment or an internal or external evaluation.

The basic steps to undertake are:

* Form a reference group - including e.g. representatives of co-implementing partners, community groups, donors, management, M&E experts and the project manager;
* Draft a TOR for the evaluation - to reflect the areas of good practice within this guidance and/or areas of learning that stakeholders identify;
* Collect all relevant documents as input for the evaluators;
* Reference group engages with the evaluators to agree on the evaluation process;
* Support the evaluators in accessing information, locations and people who will be Key Informants, drawn from across the stakeholders;
* Engage with the reference group to discuss progress and solve challenges
* Organize the review by the reference group, and other relevant stakeholders as needed, of draft evaluation reports especially the approaches, conclusions and recommendations therein (inception report, final report, other deliverables)
* Do a quality assessment of the evaluation report and check against the TOR - ensure the evaluator has met all promised deliverables to quality before the final payment is issued;
* Organize a management response by a range of stakeholders to the evaluation conclusions and recommendations;
* Share the report with relevant stakeholders in a format that is appropriate

## 8 Recruitment of evaluators

When recruiting candidates, there are a variety of free recruitment websites that can be used, such as ReliefWeb, Indeed, the Peregrine community (formerly known as Pelican), Idealist, LinkedIn, Better Evaluation and the WWF jobs site.

When recruiting, it is common to perform a Request or Call for Proposals, where the advertisement provides a simplified ToR, and requests candidates to provide the technical and financial proposal. The evaluation manager may request help to shortlist and score candidates, ideally from those who are external to or independent of the project. The proposals are scored as objectively as possible, such that the selection can be easily justified. Examples of a scoring sheet can be found in the LEARN section on evaluation on the Unified Guidance site. Approval may be required for the selected candidates from the donor or another party.

Another option to recruit evaluation consultants would be to request an Expression of Interest (EoI) from candidates, particularly when a project is complex and the technical proposal will require thoughtful, back and forth discussion with the evaluation manager. In this case, consultants will submit their interest in a more simplified format, showcasing their qualifications and interest in the consultancy, and the evaluation manager will shortlist the candidates for the discussion and negotiation process. This will ensure that only the most qualified candidates are expending time and effort on the proposal and can increase the quality of the proposal to meet the needs of a complex project.

# PART 3 Main formats to be used: TOR and Report Structure

These guidelines present:

9 - An annotated **‘Evaluation Terms of Reference’** (ToR) outline for WWF project/ programme evaluations;

10 - An evaluation report structure;

## 9 Evaluation Terms of Reference Outline

 Provided below is a standard project/programme evaluation terms of reference (ToR) outline that users can copy, paste, and populate, per the guidelines provided. Sufficient time and careful thought should go into developing the ToR, which must state in clear and specific terms the purpose, focus, process, and products of an evaluation. This will ensure it serves as a guide for the evaluation team, those who have requested the evaluation, and those who will support it. Planning for an evaluation of a programme that has been co-implemented by partners, including communities, must include input from those partners. They should be consulted, perhaps represented on the evaluation steering group and at the very least their perspectives need to be integrated into the evaluation process.

Users are encouraged to adapt this template to ensure evaluations are tailored to focus on critical issues, information needs, and aspects of performance. For mid-term evaluations, the ToR would focus on performance or progress, whereas Final and Ex-Post evaluations would focus on effectiveness, impact and sustainability. Midterm evaluations would emphasize the need for recommendations to aid in the adaptive management of the project, whereas post-implementation evaluations would focus on lessons for future projects, phases, or initiatives.

Further guidance on developing evaluation ToRs and managing quality evaluations can be found below. For advice on good quality evaluation ToRs, feel free to contact members of the Global Learning, Adaptive Management and Impact (GLAM) group or your local M&E experts. There are references to additional materials from the LEARN section on evaluation on the Unified Guidance site.

**WWF [OFFICE OR OPERATING UNIT NAME]**

**Evaluation of the [NAME OF PROJECT OR PROGRAMME TO BE EVALUATED, PERIOD OF IMPLEMENTATION TO BE REVIEWED (E.G. FY 2020-2023)]**

***TERMS OF REFERENCE***

**DRAFT [DATE]**

|  |  |
| --- | --- |
| **Project/Programme Name(s)** |  |
| **Project/Programme Location(s)**  |  |
| **Project/Programme Reference Number(s)** |  |
| **Names of Project/Programme Executants (WWF Office, name of project/programme manager)** |  |
| **Project/Programme Duration (from start year)** |  |
| **Period to Be Evaluated** |  |
| **Potential Sites to Visit** |  |
| **Project/Programme Budget Sources and Amounts (for period to be evaluated)** |   |
| **Names of Implementing Partners (if relevant)**  |  |

**PROJECT/PROGRAMME OVERVIEW**

***Provide a brief description of the origin, purpose, and evolution of the project/programme and the surrounding context.*** *Include critical biodiversity, policy, social, and economic aspects. List the goals and objectives of the project/programme. Identify major stakeholders and their roles in the programme, their interests and concerns. Refer to background documents (e.g. project action plan/ logical framework) for further information. Make clear the current status of the project or programme (e.g. ending, continuing, going through redesign, or new strategic plan development, etc).*

**EVALUATION PURPOSE AND USE, OBJECTIVES, AND SCOPE**

***State clearly why the evaluation is being conducted and what fundamental purpose it will serve. More specifically, what objectives are to be met via the evaluation?*** *Focus on essential issues and be clear as to what the evaluation purposefully will not address.*

***Be specific as to what processes or decisions the evaluation will inform and in what timeframe*** *(e.g. to support a redesign of the project or broader programme strategy). Identify by name, title, and office/organisation: 1) the individuals who have initiated or commissioned the evaluation (and who therefore have final approval of the evaluation process and report); 2) those expected to act on the results, including the writing and execution of a management response; 3) those secondary audiences to benefit from learning generated by the evaluation and finally 4) describe who is responsible for the dissemination of results internally and/or outside the WWF Network and how this will be carried out.*

*This could be represented as in a table below:*

|  |  |  |  |
| --- | --- | --- | --- |
| ***Target audience of the final report*** | ***Objectives of the evaluation regarding the target group*** | ***Relevance, added value and benefit of the evaluation report for the target audience*** | ***Actions to be considered on the level of the target audience*** |
| *Project team* |  |  |  |
| *Project stakeholders/ Target groups (by name, category)* |  |  |  |
| *WWF implementing office(s) (Name)* |  |  |  |
| *WWF donor office (Name)* |  |  |  |
| *External donor (Name)* |  |  |  |
| *General public (Categories, Segments)* |  |  |  |

***Make clear the scope to be considered*** *(e.g. a single project, a portion of a programme funded by a specific donor, an entire portfolio or multi-donor programme, a certain period of implementation, a strategic line of action, or activities within a specific geography, etc.).*

**EVALUATION AND GUIDING QUESTIONS**

***Contextualise and select from the ‘List of Evaluation Criteria and Guiding questions’ in Annex A: identify which of the seven primary evaluation criteria will be the focus of the evaluation.******Within each of the selected evaluation criteria, choose and list the specific guiding questions to be addressed and adapt it to the specific project context and evaluation needs.***

*The purpose of the evaluation or considerations such as the maturity of the programme or constraints of time and money may imply that some criteria are more relevant or timely to assess than others. For example, in most cases, the impact on ultimate conservation targets cannot be perceived in a short timeframe.*

**METHODOLOGY CONSIDERATIONS**

***Outline expectations regarding the methodology the evaluator is to apply****, including:*

* ***Whether the evaluation is to be a desk analysis of existing documentation;*** *or a desk analysis of existing documentation plus collection of new information via phone, survey, etc.; or an in-depth analysis including desk review, new information collection, and a visit to the project/programme site/countries/region (see Annex C for considerations in choosing the overall evaluation approach). A mix of methods is recommended to ensure qualitative and quantitative data and evidence is assessed and referred to by the evaluators.*
* ***The level of engagement*** *in the evaluation planning of community members, especially Indigenous Peoples – whether FPIC has already been given for the evaluation, or if that will need to be part of the process.*
* ***Core documents the evaluation should consult (list in an annex to the ToR)****. These should include, at a minimum, project/programme documents, technical reports, available and analysed monitoring data, WWF policies,*[[3]](#footnote-3) *any relevant past evaluations and associated management responses. Key WWF project/programme and Network staff to be consulted (list in an annex to the ToR). Additional reference documents also could be listed (e.g. regional strategic plans; government plans; analyses that support understanding of context; the* [*Good Practice Project Management Self Assessment Tool*](https://docs.google.com/spreadsheets/d/1vADh1v17lR-4yVBcwclecfQIir5F3tas/edit#gid=255698053)*, Back to the Office Reports from supervision visits, Minutes from Steering Committee Meetings, etc.).*
* ***Key external partners and stakeholders to be consulted*** *(list in an annex to the ToR).*
* ***An indication that evaluators are to adhere to the ‘principles for ensuring quality evaluations’*** *see OECD DAC quality standards*[[4]](#footnote-4)*.*
* ***A list of key deliverables, which may include an Inception report, a presentation of initial findings, any newly collected data, draft report and final report.***

***Once evaluators are contracted, they should be asked to provide an inception report, which will elaborate in detail the evaluation methodology they intend to follow,*** *linking to the key evaluation criteria and questions to specific research questions to data sources to data collection tools or methods. It is important to note that elaborating an evaluation methodology may lead evaluators to recommend changes to the scope, timing, or even allotted budget for an evaluation, as it is not uncommon for those commissioning evaluations to underestimate what may be required to support a credible review of a project/programme.*

**PROFILE OF EVALUATOR(S) AND WWF SUPPORTING RESPONSIBILITIES**

***Evaluators.*** Describe the profile(s) needed to perform the evaluation (see Annex B for more guidance). Mention the required team composition (external/internal or combination, international/local or combination). Define the structure of the team, including roles and responsibilities.

Detail the specific expertise, skills, and experience required (e.g. technical knowledge, familiarity with the country/culture, language proficiency, evaluation experience, participatory techniques, facilitation and interviewing skills, survey design or data analysis capacity, etc.).

***WWF Support.*** Identify by name WWF staff who will be tasked with consolidating and providing necessary information to the evaluation. Also identify staff who will make any logistical arrangements that may be needed.

**EVALUATION PROCESS, DELIVERABLES, AND TIMELINE**

***Using the table below or a similar tool, define a timeline for preparation, implementation (including a preliminary visit itinerary, if appropriate), report drafting and revision, and debriefing.******Be clear as to the desired products of the evaluation process*** *(e.g. de-briefing notes/workshop, draft and final report, presentation of findings to different audiences etc.), ensuring that evaluators know that their reports should include Part A and Part B (below).*

*Annex B also provides guidance for managing quality evaluations, which can help with the articulation of desired evaluation products.*

***Specify actions and timing to ensure a management response and follow-up action.*** *The participation of the implementing team, evaluation manager and technical advisors is key in reviewing the evaluation recommendations, management response and developing the subsequent new proposal or adapted plans, but they cannot be part of an external evaluation team. Annex B of these guidelines provides both a shorter version - and further guidance for carrying out each of the tasks outlined below.*

|  |  |  |
| --- | --- | --- |
| **Major Evaluation Task/Output** | **Dates or Deadline** | **Who is Responsible** |
| Evaluation Terms of Reference finalised, including budget | Insert target date. | Person commissioning evaluation, in consultation with those funding it. |
| Evaluator(s) Recruited: Advertise using a summary of the ToR, short list, interview and negotiate terms with best candidate | Initiate search as soon as there is a good draft of the ToR and budget;Allow 10 days (min) for the advert and time for the selection process | Evaluation manager/steering group |
| Evaluator(s) Contracted | .Negotiate adapted ToR based on their skillset and advice; contract | Evaluation manager, consulting with local offices |
| Evaluation information request sent to relevant sources | Should be sent within 1-2 weeks of finalising the ToR. | Coordinated by Evaluation Manager  |
| Sources provide requested information | Usually requires at least 2 weeks– not full time work, but to pass around spreadsheets, get various pieces compiled, etc. | Supply of information: staff of project/programme being evaluated; donors; WWF partner offices |
| Evaluation Team reviews project/programme information | 1 week for some back-and-forth between evaluator(s) and programme for requests. Ensure at least 2 days for analysing TOR and clarifying requirements, 3 days for reading. | Evaluation team, with the evaluation manager in coordination with staff of the evaluated programme. |
| Evaluation Team delivers Inception Report to Evaluation Manager | Should be sent 1-2 days following the one week review of project data and allow for a day or two of discussion with the Evaluation Manager to revise the methodology as necessary. | Evaluation team. |
| Project/programme team arranges for evaluator’s visit (if planned), including WWF and stakeholder interviews, site visits, and logistics | Starts as soon as dates for visit are set. In practice about 4 months for the total lead in time necessary before an evaluator’s visit. | Local offices/partners and evaluation team negotiate dates taking into consideration local conditions. |
| Evaluation Team visits the region (if required).  | Usually 1 to 2 weeks. This maybe as much as 21 days for more complex programmes. | Evaluation Team, working with evaluated project/programme staff, partners and community members  |
| Evaluation Team briefs those relevant on preliminary findings. | 1 day at end of region or country visit or within 1 week thereafter. | Evaluation Team briefs Evaluation Manager, partners, community representatives programme leadership |
| Evaluation report drafted and circulated to relevant staff. | Usually requires 3 to 4 weeks. | Evaluation Team to write and pass to the Evaluation Manager. |
| Project/programme team review report findings | 2-week review and comment period | Evaluation Manager and Evaluation Team run process. |
| Evaluation report finalised and approved by person/people who commissioned the evaluation. | Date should be determined based upon when the evaluation results are needed. Evaluation manager can then work backwards to develop the rest of the timeline table. | Evaluation Team finalises the report based upon comments received. Evaluation Manager reviews and gives final approval of report. |
| Presentation of evaluation results to Evaluation Manager, evaluated programme partners, community representatives, and relevant Network staff. | Within a month of finalising report. | Evaluation Team |
| Management response developed by programme leadership (see Annex B, Table D template). | An in depth response within 1 month of receiving the report to be annexed to the final report.  | Evaluation Manager and evaluated programme |
| 6- to 12-month check-in on progress on management response. | 6 to 12 months post-report. | Evaluation Manager |
| 1-2-year check-in on progress on management response. | 1-2 year post report on the management response. | Evaluation Manager |

**BUDGET, FUNDING, AND PAYMENT TERMS**

***Include an estimated budget that details costs for consulting fees, international travel and visas, local transport, accommodation and food, taxes, communications, translation, printing etc.*** *Indicate which offices or programmes will provide funding to support the evaluation (and what funding gaps remain) and detail any cost-sharing agreements (see Annex C for general guidance on time and funding required for different types of evaluations). If the evaluation team includes WWF Network staff, clarify and indicate who will cover costs for their time and expenses. Alternatively - and increasingly normally,, you could request that applicants provide their own financial proposal being clear on the maximum budget available for the evaluation.*

*Also include evaluator payment terms. It is good practice to stagger the payment, keeping an amount back to ensure that the report is produced on time and at a desired level of quality (Table 1). Below is a typical payment split to consider as an example:*

|  |
| --- |
| **TABLE 1. AN EXAMPLE TABLE OF EVALUATOR PAYMENT TERMS.** |
| **Schedule of Payments to Team Leader** | **Due Date** | **Payment %** | **Total €** |
| Submission of Evaluation Plan  |  | 25% |  |
| Submission of draft evaluation outputs |  | 50% |  |
| Final payment on approval of evaluation outputs |  | 25% |  |
| Total Payment |  |  |  |

## 10 Evaluation report structure

To support more systematic recording of evaluation findings to advance WWF’s broader organisational learning, all evaluators should follow, to the extent possible, the evaluation report structure below (Part A) and complete the summary table (Part B), to be attached to the evaluation report. These provide standardised frameworks for summarising evaluation findings and support sharing results internally and externally.

**Part A - Report Table of Contents**

The following provides a basic outline for an evaluation report. While this should be easily applied to evaluations of simpler projects or programmes, adaptation will be needed to ensure reports of more complex programmes (e.g. Country Offices, multi-country regions, landscapes and seascapes, Network Initiatives) are well organised, easy to read and navigate, and not too lengthy.

**Title Page**

Report title, project or programme title, and contract number (if appropriate), Date of report, Authors and their affiliation, Locator map (if appropriate)

**Executive Summary *(between 2 to 4 pages)***

Principal findings and recommendations, organised by the core evaluation criteria from the TOR.

**Table of Contents**

**List of Acronyms and Abbreviations**

***Body of the report (perhaps no more than 25 pages)***

1. **Introduction (max 3 pages)**
* Concise presentation of the project/programme characteristics
* Purpose, objectives, and intended use of the evaluation (reference and attach the ToR as an annex)
* Evaluation methodology and rationale for approach (reference and attach as annexes the mission itinerary; names of key informants; a list of consulted documents; and any synthesis tables containing project/programme information used in the exercise; limitations of the methodology/evaluation.)
* Composition of the evaluation team, including any specific roles of team members
1. **Project/Programme Overview (max 5 pages)**
* Concise summary of the project or programme’s history, evolution, purpose, objectives, and strategies to achieve conservation goals (attach theory of change including conceptual model, results chain or logical framework and project monitoring system as annexes)
* Essential characteristics: context, underlying rationale, stakeholders and beneficiaries
* Summarise WWF’s main interest in this project or programme
1. **Evaluation Findings (3-5 pages)**
* Findings and lessons learned organised by each of the selected core evaluation criteria, including sufficient but concise rationale.
* Tables, graphics, and other figures to help convey key findings
1. **Recommendations for this project (3-5pages)[[5]](#footnote-5)**
* Recommendation organised each of the core evaluation criteria and the findings, including sufficient but concise rationale – recommendations should be specific, actionable and numbered.
* Suggestions for any modifications to the project theory of change.
* Project/programme performance rating tables to provide a quick summary of performance and to facilitate comparison with other projects/programmes (see the Summary Table Part B, below).

**Annexes**

* Terms of Reference
* Evaluation methodology detail
* Itinerary with key informants
* Documents consulted
* Project/programme theory of change/ logical framework/ conceptual model/ list of primary goals and objectives
* Specific project/programme and monitoring data, as appropriate
* Summary tables of progress towards outputs, objectives, and goals
* Maps
* Recommendations summary table

**Part B. (Recommended) Evaluation Summary Table**

Evaluators are to assign the project/programme a score assessing the extent to which the project/programme embodies the description of strong performance as described in the table below:

5: Excellent; 4: Very Good; 3: Good; 2: Fair; 1: Poor; N/A: Not Applicable; D/I: The criterion was considered but *data were insufficient* to assign a rating or score

Evaluators are also to provide a brief justification for the rating and score assigned. Identify most notable strengths to build upon as well as highest priority issues or obstacles to overcome. Note that this table should not be a comprehensive summary of findings and recommendations, but an overview only. A more comprehensive presentation should be captured in the evaluation report and the management response document. Even if the report itself contains sensitive information, the table should be completed in a manner that can be readily shared with any internal WWF audience.

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria** | **Description of Strong Performance** | **Evaluator Score** | **Evaluator Brief Justification** |
| **Relevance and Quality of Design** | 1. The project/programme addresses the necessary factors in the specific programme context to bring about positive changes in conservation elements – biodiversity and/or footprint issues (i.e. species, ecosystems, ecological processes, including associated ecosystem services) and human wellbeing.  |  |  |
| 2. The project/programme has rigorously applied key design tools including involvement of partners and community members, as appropriate, in the design |  |  |
| 3. The project/programme has identified the right opportunities or strategies to respond to key threats |  |  |
| **Coherence** | The project/programme interventions are synergistic with, and provide value to **other interventions** by the same actor in-country. They also are harmonized and consistent with **other actors’ interventions** in the same context.  |  |  |
| **Efficiency** | 1. Most/all programme activities have been delivered with efficient use of human & financial resources and with strong value for money.  |  |  |
| 2. Governance and management systems are appropriate, sufficient, and operate efficiently. |  |  |
| **Effectiveness** | 1. Most/all intended outcomes were attained. |  |  |
| 2. There is strong evidence indicating that changes can be attributed wholly or largely to the WWF project or programme |  |  |
| **Impact** | 1. Most/all goals—stated desired changes in the status of species, ecosystems, ecological processes, human wellbeing—were realised. |  |  |
| 2. WWF actions have contributed to the perceived changes |  |  |
| **Sustainability** | 1. Most or all factors for ensuring sustainability of results/impacts are being or have been established.  |  |  |
| 2. Scaling up mechanisms have been put in place with risks and assumptions re-assessed and addressed - as relevant. |  |  |
| **Adaptive Management** | 1. Project/programme results (outputs, outcomes, impacts) are qualitatively and quantitatively demonstrated through regular collection and analysis of monitoring data.  |  |  |
| 2. The project/programme team, involving key stakeholders, uses these findings, as well as those from related projects/ efforts, to strengthen its work and performance |  |  |
| 3. Learning is documented and shared for project/programme and wider learning  |  |  |

**Resources for Implementing the
 WWF Project & Programme Standards**

# Annexes to the Evaluation Guidelines:

# Resources and Tools

**June 2020**

In these Annexes relevant additional **resources and tools** are presented, i.e. complementary templates and guidance to support the development of a ToR and the management of an evaluation:

1. **Annex A:** A list of the **seven evaluation criteria** accompanied by examples of possible guiding questions to support assessment of each criterion is provided. Given the unique context of each project and/or time and resource constraints, it is possible that the evaluation manager will prioritize some criteria over others, e.g. the evaluation may provide more intensive analysis on design, effectiveness and efficiency and less emphasis on sustainability and impact.
2. **Annex B:** General guidance on **managing quality evaluations**, including topics such as preparing the ToR, hiring evaluators, typical steps, and tools to review evaluation reports to ensure quality products, etc.
3. **Annex C:** A table listing **different types of assessments and evaluations** and general guidance on resources required for each type.

## Annex A: Menu of Evaluation Criteria and Guiding Questions

The seven recommended evaluation criteria are presented below, accompanied by lists of sample guiding questions. Since evaluation ToRs should be designed to meet the specific needs of the project’s/programme’s managers and funders, the lists of questions below may require prioritization, modification, skipping and/or adding (or all of these!).

**Criterion 1: Relevance and Quality of Design**

**Relevance and quality of design is a measure of the extent to which the project/ programme design represents a necessary, sufficient, and appropriate approach to achieving changes in key factors (e.g. direct and indirect threats, opportunities, stakeholder positions, enabling conditions) necessary to bring about positive changes in targeted elements of biodiversity/footprint/human wellbeing (i.e. species, ecosystems, ecological processes, including associated ecosystem services that support human wellbeing).**

Assessments of relevance and quality of design must consider how the project/programme was originally planned; how the design has changed over time; the theory of change; and the validity of underpinning assumptions. Mid-term evaluations also may make recommendations regarding the future design/approach, taking into account changes in key contextual factors or status of targeted biodiversity/footprint/human wellbeing issues that have occurred since the project/programme start. Also critical to assess is the rigour that was applied in designing the project/programme, as this is a predictor of the extent to which the intervention has a strong foundation and will remain relevant over the course of its implementation.

**Key Questions to Assess Relevance and Quality of Design**

For the project/programme as originally conceived, as well as its future (if there are plans to continue), assess the quality of design and the relevance of decisions and plans with regard to the following factors:

1. **Conservation targets and related goals (biodiversity, species, ecosystems, ecological processes, including associated ecosystem services, threats, drivers, human wellbeing):** Should be clearly defined, prioritized, and justified, with SMART[[6]](#footnote-6) goals defined for each that indicate the desired future condition of those elements. *Ask: Is there a clear and relevant definition of ultimate conservation success in terms of improved status of conservation targets, threat reduction and/or human wellbeing?*
2. **Relevance to context, priorities of stakeholders, and objectives***:* Pressures, drivers, enabling conditions, opportunities, and key factors necessary for sustainability should be well understood, with clear rankings for threats and priorities set for action. Stakeholder (including donor and government) interests should be well understood and the project/programme should be relevant given their external priorities or interests. Interrelationships among all key factors should be portrayed using a conceptual model or similar tool. SMART objectives should be defined, indicating desired future condition of key contextual factors (i.e. threats, stakeholder views, etc).  *Ask: Has the project/ programme focused on and does it remain relevant to issues of highest priority?*
3. **Environmental and Social Safeguards Framework** (ESSF) **and Social Policies**. If relevant, the project/programme should provide a link to existing ESSF-landscape screenings and management plans and make transparent, how it integrates in the framework and how gaps should be closed, if any. *Ask: Did the project/programme link its actions to the ESSF-Risk Assessment, and Environmental and Social Management Plan in the relevant ESSF-landscape? Are necessary activities and funding included in workplans and budgets, if a gap was identified between the existing mitigation measures and additional risks triggered by the project/programme? Were there the entry points in the complaint mechanism sufficiently communicated to local communities and stakeholder? Has the ESSF enabled due adherence to WWF’s social policies on human rights, gender and IP?*
4. **Suitability of strategic approach:**Should represent a necessary, sufficient, cost-efficient, appropriate (for WWF), and ‘best alternative’ approach to attaining stated objectives and, ultimately, goals. The theory of change should be portrayed in clear and logical terms and ideally include result chains. *Ask: Is the theory of change clear? Has the project/programme taken and will it continue to take the best, most efficient strategic approach?*
5. **Sufficiency of project portfolio***:* If assessing a programme, the portfolio of contributing projects should present a coherent and logical body of work to achieve stated objectives. Elements that should be exited or transitioned into a new phase should be highlighted, as well as gaps in alignment between the project portfolio and programme objectives and goals. *Ask: Does the project portfolio ‘add up’ to a necessary and sufficient approach to achieving programmatic success?*
6. **Relevance to WWF priorities***:* Project/programme should represent something WWF should do given the WWF programme/office and Network priorities.  *Ask: Does the project/programme make a clearly aligned and meaningful contribution to Global Practice Outcomes?*

**Criterion 2: Coherence**

**Coherence measures the compatibility of a project intervention with other interventions (particularly policies) in a country, sector or institution.** This can include internal coherence and external coherence. Internal coherence addresses the synergies and interlinkages between the project interventions and those carried about by the same sector or institution in country. External coherence measures consistency and compatibility of the interventions among different sectors, but in the same context. This criteria helps avoid duplication as it should be assessing added value of the interventions. Coherence can also help with understanding the role of an intervention within a particular system, including synergies and trade-offs.

**Key Questions to Assess Coherence**

**CoQ1** **Internal Coherence**: Does this project have internal coherence, such that the project interventions create synergies and interlinkages with other interventions in country/landscape by the same sector or institution? *Ask: Do the project interventions provide an added value to same sector interventions?*

**CoQ2:** **External Coherence:** Does this project have external coherence, such that the interventions of this project are consistent and provide complementarity, harmonisation and coordination with other sectors within the same context? *Ask: Do the project interventions provide an added value and complement/coordinate with other sector’ interventions in the same context/landscape?*

**CoQ3.** **Fit to baseline**: High coherence would mean that the project is leveraging and complementing existing interventions in country/landscape to address the same issue or environmental problem *Ask: What baseline interventions in the country (or countries) /landscapes are being leveraged and complemented by the project interventions? How well does the intervention fit?*

**Criterion 3: Efficiency**

**Efficiency is a measure of the relationship between outputs (i.e. the products or services of an intervention) and inputs (i.e. the resources that it uses).** Outputs are the immediate observable results over which the managers of the intervention have a large degree of control. An intervention can be thought of as efficient if it uses appropriate, sufficient, and least costly avenues to achieve the desired outputs (i.e. deliverables) and meet desired quantity and quality: the Economy and Efficiency aspects of VFM.

The quality of the inputs and the outputs is an important consideration in assessing efficiency: the most economical resource is not necessarily the most appropriate and the trade-offs between the quantity of outputs and their quality are key factors of overall performance. Furthermore, assessing the efficiency of an intervention generally requires comparing alternative approaches (e.g. use of human and financial resources, design of work flows, division among roles and responsibilities) to achieving the same outputs.

**Key Questions to Assess Efficiency**

1. **Financial & Administrative Resources**
* Are the financial and conservation plans consistent with one another (i.e. sufficient financial resources to support planned conservation activities; priorities have been developed against different funding scenarios)? Are there improvements to be made in financial planning and resourcing?
* Is there a fundraising strategy being implemented resulting in sufficient funds flowing to the project/programme?
* Are appropriate administrative and financial management policies and practices being followed?
* Is actual spend in line with the budget?
* Are there savings that could be made without compromising the quality of results delivered?
1. **Use of Time:** Are there thorough, well founded work plans being implemented according to plan, monitored, and adapted as necessary?
2. **Human Resources:** Are human resources (i.e. WWF programme, WWF Network, and via partnerships) appropriate, adequate, efficiently organized and operating effectively (e.g. include considerations of capacity needs and gaps, communications, division and clarity of roles and responsibilities, processes for evaluation and improvement)?
3. **Resource use:** Is the project/programme delivering value for money in that costs are reasonable given the outputs and outcomes generated?
4. **Resource Leverage:** What amount of money has been leveraged (if relevant) on the basis of the financial support provided?

**Criterion 4: Effectiveness**

**Effectiveness is a measure of the extent to which the intervention’s intended outcomes—its specific objectives or intermediate results—have been achieved.** More explicitly, effectiveness is the relationship between an intervention’s *outputs*—its products or services or immediate results—and its *outcomes*—the intended changes in key factors affecting conservation targets (e.g. threats, behaviours, enabling conditions for conservation).

Evaluating the effectiveness of an intervention involves:

1. Measuring for change in the observed outcome (e.g. has the deforestation rate declined?).
2. Assessing the extent to which the change in the observed outcome can be attributed to the intervention strategies (e.g. did the ecotourism project lead to the decline in deforestation rates?).
3. Ensuring that the views of key stakeholders, eg community members, of what changes are needed, are represented as outcomes and are progressing.

In some cases, interventions and their outputs are simply not sufficient to guarantee outcomes. At best, a programme strives to produce those outputs that have the greatest likelihood of catalysing the intended outcomes. As a result, in many cases, attribution can be the primary challenge to assessing effectiveness, and difficulty increases with the size, scale, and complexity of the project or programme. Consequently, attribution is often expressed in terms of likelihood rather than evidence and must be founded upon a clear theory of change.

Other challenges to assessing effectiveness often include:

* Non-existent or poorly defined project/programme objectives (e.g. intended outcomes are not stated as measurable change over time in targeted key factors)
* Unrealistic and/or conflicting objectives
* Lack of measures of success and/or regularly collected data.

To address these challenges, often an evaluator must start by working with the programme or project to be evaluated to clarify objectives and measures of success against which effectiveness can be assessed.

**Key Questions to Assess Effectiveness**

1. **Planned result versus Achievement**: Focusing on stated objectives, desired outcomes, and intermediate results (as opposed to delivery of activities and outputs), what has and has not been achieved (both intended and unintended)?
2. **Significance of Progress**: What is the significance/strategic importance of the progress—or any lack thereof—made to date? To what extent have targeted key factors—drivers, opportunities, threats —been affected to the degree they need to be to achieve the stated goals?
3. **Factors Affecting Effectiveness**: Which strategies are proving to be effective, and which are not? What anticipated and unanticipated factors have promoted or impeded the programme’s progress? What supporting or impeding factors might affect successful implementation in the next planning period?
4. **Coordination & Communication**: To what extent has coordination/communication been effective within and between the implementation team, stakeholders, partners and participants, as well as donor offices in the Network and external donors? Are there well developed internal and external communications strategies being implemented to good effect (e.g. providing reach and/or spread)? What factors have hindered good communication and coordination? What could be done differently to improve this?
5. **Stakeholder engagement**: Are the stakeholder engagement processes inclusive, gender-sensitive and accessible for all community members? Have stakeholders been engaged at the right level for each of them throughout the project cycle? Is there clear indication of increasing capacity? Is there an effective complaint mechanism in place (usage of entry points, follow-up process, documentation etc.)?
6. **Improving Effectiveness**: What lessons can be taken and applied to improve effectiveness in the coming years? Whose view on effectiveness counts – has a mutual understanding been reached?

**Criterion 5: Impact**

**Impact is a measure of all significant effects of the conservation intervention, positive or negative, expected or unforeseen, on targeted biodiversity/footprint issues – e.g. species, habitats, and ecological processes, ecosystem services, human well being**

Whereas effectiveness focuses on the intended outcomes of an intervention, impact is a measure of the broader consequences of the intervention at local, regional, national, or global levels. Impact assessment should measure the extent to which the stated Vision and Goals are being attained; the evidence to support this in terms of measurable changes in the baselines; and the level of attribution of those changes to WWF. Depending on the timeframe of the goal, the impact may or may not be achieved during the programme’s lifetime.

Assessing impact is essential in a comprehensive evaluation, although it is typically very challenging to do. For example, it is difficult to attribute rigorously broad effects of a project/programme on observed changes in biodiversity or environmental health. In the conservation field today, this is commonly exacerbated by a) a lack of good baseline data or even necessary scientific understanding of the systems to be impacted and b) an absence of regularly collected monitoring data or evidence. Usually and at best, evaluations of the impact of conservation interventions make conclusions derived from simplified cause and effect relationships and use evidence of outcomes that logically could lead to impact. One must estimate the ‘without scenario’: what would have happened if the intervention had not taken place or if it were done differently (i.e. the counterfactual). An estimate can be obtained by asking stakeholders what they believe would have happened if either the project/programme had not taken place, or if WWF or partners had not been involved or a different approach had been used.

**Key Questions to Assess Impact**

1. **Evidence of Change**: To what extent has the project attained its stated vision and goals, in terms of outcomes effecting positive change in biodiversity quality, ecosystem services and human wellbeing? Discuss observed impacts at all appropriate scales—local, landscape, national, regional, global, and present evidence?
2. **Contribution:** How confident can we be that that WWF activities contributed to the perceived changes…? What is the likelihood that these changes would have occurred in the absence of the project/programme? Has the counterfactual been examined, (at the very least by asking stakeholders to estimate the “without scenario”)?
3. **Unforeseen consequences**: Were there any unforeseen impacts (whether positive or negative)? Did any risks from the ESSF Risk Assessment materialise? Could anything have been done differently to repeat or avoid these unforeseen consequences and to have acknowledged them earlier as emerging consequences? Were the mitigating actions (i.e. in the ESMP) taken sufficient and well-received? Are the measures in the ESMP integrated in the general project structure, workplan, budget and do they produce positive change in the local communities? What is the impact of the established ESSF in the project/programme context?
4. **Increasing impact:** How might the programme increase its impact and what would be the associated human and financial capacity needs? How was the process of increasing impact understood at the design stage (e.g. project replication, good practice guidelines through policy change, multi-stakeholder processes) and is there evidence that this has happened or is likely to happen?

### Criterion 6: Sustainability

**Sustainability is a measure of whether the benefits of a conservation intervention are likely to continue after external support has ended.**

Sustainability is in many ways a higher level test of whether or not the conservation project/programme has been a success. Far too many conservation initiatives tend to fail once the implementation phase is over because the new responsible parties do not have the means or sufficient motivation for the activities to go further. Sustainability is becoming an increasingly central theme in evaluation work since many agencies are putting greater emphasis on long term perspectives and on lasting improvements.

It is difficult to provide a reliable assessment of sustainability while activities are still underway, or immediately afterwards. In such cases, the assessment is based on projections of future developments based on available knowledge about the intervention and the capacity of involved parties to deal with changing contexts. The assessment is based on whether key sustainability factors (from the areas below) have been considered and designed into the intervention from the onset. Beyond the key questions presented herein, Annex D provides an overview of aspects of sustainability that must be considered for a PSP supported programme.

A conservation intervention’s sustainability hinges mainly on six areas. These sustainability factors should be taken into account throughout the design and implementation cycle in addition to being assessed in the evaluation, and include:

* *Policy support measures:* Policies, priorities, and specific commitments of the recipient supporting the chances of success.
* *Choice of technology:* Choice and adaptation of technology appropriate to existing conditions.
* *Socio-cultural aspects:* Socio-cultural integration. Impact on, buy-in and leadership by various groups (gender, ethnic, religious, etc.) in programme design, implementation and monitoring. Counterpart ownership.
* *Institutional aspects:* Institutional and organisational capacity and distribution of responsibilities between existing bodies.
* *Economic and financial aspects:* Evidence of economic viability and financial support.
* *External factors:* Political stability, economic crises and shocks, overall level of development, balance of payments status, and natural disasters.

**Key Questions to Assess Sustainability**

1. **Evidence for Sustainability:** Is there evidence that the following key ingredients are being established or exist to the extent necessary to ensure the desired long-term positive impacts of the project or programme?
* Necessary policy support measures.
* Adequate socio-cultural integration, including no negative impact on affect groups (e.g. by gender, religion, ethnicity, economic class) and/or on benefits realized by them, as well as ensuring necessary motivation, support, and leadership by relevant individuals and groups.
* Adequate institutional and organisational capacity and clear distribution of responsibilities among those organisations or individuals necessary to ensure continuity of project/programme activities or impacts. For example, local government, educational or religious institutions (e.g. schools, pagodas).
* Technical and economic viability and financial sustainability.
* Technology (if applicable) that is appropriate to existing conditions and capacity.
1. **Risk and Mitigation:** What external factors could have a high or medium likelihood of undoing or undermining the future sustainability of project/programme positive impacts? (e.g. political stability, economic crises and shocks, human rights situation, overall level of development, natural disasters, climate change). Is the project/programme adequately anticipating and taking measures to ensure resilience to these?
2. **Exit—Phase Out Plan:** Based upon existing plans and observations made during the evaluation, what are the key strategic options for the future of the project/programme (e.g. exit, scale down, replicate, scale-up, continue business-as-usual, major changes to approach)?

### Criterion 7: Adaptive Capacity

**Adaptive Capacity is a measure of the extent to which the project or programme regularly assesses and adapts its work, and thereby ensures continued relevance in changing contexts, strong performance, and learning.**

Assessments of adaptive capacity must consider the rigour with which the project/programme goes about monitoring, evaluating, and adapting its work. Although periodic external evaluations help to improve performance over time, it is even more critical that managers themselves are taking appropriate steps to know whether their work continues to be relevant, efficient, and effective, to have intended impacts, and to lead to sustainable solutions. Beyond this, the responsibility is upon all WWF staff to consolidate and share learning to improve overall organisational performance over time. Finally, by summarizing monitoring and evaluation practice and therefore the availability of data necessary to support evaluations, assessments of adaptive capacity provide some indication of the confidence with which project/programme results can be reported.

**Key Questions to Assess Adaptive Capacity**

1. **Applying Good Practice:** Did the team examine good practice lessons from other conservation/ development experiences and consider these experiences in the project/programme design? How well was the complaints mechanism followed – and the concerns of local people addressed?
2. **Monitoring of status:** Did the project/programme establish a baseline status of conservation targets and key contextual factors? Is there ongoing systematic monitoring of these?
3. **Monitoring of efficiency, effectiveness, impact**:
* Did the project/programme track intermediate results that are part of a theory of change (including results chains) that clearly lay out anticipated cause-effect relationships and enable definition of appropriate indicators?
* Is there ongoing, systematic, rigorous monitoring of output delivery, outcome attainment, and impact measurement, with plausible attribution to WWF’s actions?
* Are adequate steps taken to ensure regular reflection on efficiency, effectiveness, and impact by the project/programme team and partners? Is monitoring information being used to support regular adaptation of the strategic approach?
* Are lessons documented and shared in a manner that is promoting learning by the project/programme team and the broader organisation?
* What percentage of overall staff time and funding is dedicated to project/programme monitoring, adaptation, and learning? Are there any staff positions dedicated more than half-time or full time to support these efforts?
1. **Learning**: Identify any exceptional experiences that should be highlighted regarding what worked and didn’t work (e.g. case-studies, stories, good practices)?
2. **Risk Assessment**: How often were the original risks (incl. ESSF where relevant) and assumptions revisited during the project cycle? Were the risks assessed adequately enough and were external assumptions identified realistically? How were mitigation strategies identified and responded to by the project team to optimize?

## Annex B: Managing Quality Evaluations

A shorter version of the process could be like this:

|  |  |  |
| --- | --- | --- |
| Steps | What | Deadline |
| 1.  | Submission of proposal |   |
| 2.  | Selection of the candidates |   |
| 3.  | Signing the contract and finalising the ToR |   |
| 4.  | Document review |   |
| 5.  | Organising the data collection (schedule and development of tools) |   |
| 6.  | Data collection:Field Visit / Interview etc |   |
| 7.  | Draft evaluation report |   |
| 8.  | Final evaluation report |   |
| 9.  | Presentation of the final evaluation |   |

This section provides some additional guidance for carrying out each of the major tasks listed in the Terms of Reference evaluation timeline in Section 2 of the Guidelines. Box B also provides a checklist for programme/evaluation managers to use to ensure the key steps are undertaken in the process.

**Drafting the Evaluation Terms of Reference**

*Core drafting team.* As the primary end users of the evaluation results, in an ideal scenario the project/programme team, co-implementing partners and community members, any line managers, and relevant donors should all be actively involved in defining the ToR *(using the template provided in these guidelines)*. In reality it will be one or two people taking the lead and collecting as much input as possible. Particular attention should be given to defining clearly what key questions must be answered (refer to the criteria in Annex A) and what products are needed—including how they will be used, when, and by whom (including donor requirements). The group also should give careful thought to how to design the ToR and process to promote buy-in to evaluation results, critical thinking, capacity building, and learning among the project/programme team and other involved staff and partners.

*Governance.* In some cases it can be helpful to form a small evaluation steering committee or reference group, made up of representatives from the various groups closely involved in the process. The final ToR should be endorsed by this group, or by whoever commissioned the evaluation (e.g. a donor or senior line manager). It is strongly recommended that an evaluation that is mandated is not run ‘top-down’ only, unless it is intended to accomplish nothing more than to fulfil donor or senior manager information needs.

*When to start.* As it can often take some time to prepare for an evaluation process, drafting the terms of reference and contracting the evaluators (see below) should be initiated as soon as the need for an evaluation is identified. Wherever possible, those commissioning evaluations should work with the project/programme to be assessed to schedule the evaluation to ensure that it will not conflict with other commitments or events, will feed logically into the project/programme adaptive management cycle, and be coordinated or even merged with other evaluations with similar scope (e.g. those conducted by other donors for the same programme).

### Contracting the Evaluator(s)

*Who and when.* The selection of the evaluator or evaluation team is the responsibility of the individual or office commissioning the evaluation, or the evaluation steering committee if one is formed. It is recommended that the project/programme leaders are given an opportunity to assess candidate evaluators to ensure that there is no past conflict of interest or other reason a particular individual may not be well suited to the exercise. Wherever possible, a transparent and open procurement process (that adheres to applicable donor procurement rules) should be used for selecting the evaluator(s). As stated above, it can take several months to identify appropriate evaluators, so the process should be initiated as soon as a basic draft of the ToR is completed.

*Internal vs. external evaluators.* Evaluations may be led by individuals from within the WWF Network or by outside consultants and contractors. Donor requirements should be reviewed as some have clear guidance on independence of evaluators for the size of the grants made. Evaluators from within the WWF Network (who should still be external to the programme under evaluation) may bring the advantages of:- drawing upon existing Network capacity and knowledge, lower cost, promoting internal Network technical exchange and relationship building, and ensuring learning from the evaluation is retained by Network staff. This supports direct application of the evaluation findings as well as broader learning by our organisation. When working with an internal Network evaluator, it is critical to ensure that s/he has no vested interest in the project/programme being assessed (e.g. if s/he is a member of an office funding the project).

External evaluations are typically more costly to WWF but can have the advantage of providing an entirely outside approach and perspective. Regardless of whether internal or external evaluators are used, the commissioner of the evaluation should ensure the evaluation approach is consistent with these guidelines.

*Team composition.* The size and makeup of the evaluation team should align to the project/programme being assessed. Very large, complex, multi-faceted projects/programmes and/or very in-depth evaluations will require a multi-disciplinary team, whereas more straightforward evaluations or desk assessments may require only a single evaluator. At times, budget constraints will limit the number of evaluators that can be contracted. In such cases, those commissioning the evaluation should think creatively to identify individuals willing to work pro bono (e.g. retirees with appropriate experience), individuals from within the WWF Network whose programmes will cover their time, or interested volunteers willing to work for reimbursement of expenses only.

At a minimum, the evaluator or evaluation team collectively should possess the following characteristics:

* Well qualified with demonstrated experience conducting evaluations similar to the one being commissioned. For WWF, this typically means the evaluator(s) must have strong and demonstrated experience considering: conservation and development components; relationships across scales of action from site to national to international; and realities involved in balancing strategic objectives with operational or financial constraints.
* Proven ability to both assess past effectiveness and provide strong strategic thinking on future direction.
* Relevant educational background, qualification, and training in evaluation, including familiarity with Open Standards/PPMS/Unified Guidance.
* Technical knowledge of, and familiarity with, the evaluation methodology.
* Sensitivity to local beliefs, manners, and customs and ability to act with integrity and honesty in interactions with stakeholders: demonstrating understanding of safeguarding approaches at community level especially – and of human rights based approaches.
* In most cases, excellent written and oral communication skills in English, plus fluency in relevant local languages.
* Demonstrated ability to generate high quality, rich, readable products on time and in line with expected deliverables.
* Orientation and approach is collegial and facilitates learning and analysis by project/programme teams themselves.
* Cross cultural professional experience and strong active listening skills

An evaluation team should be gender balanced, geographically diverse, and include at least one professional from the region concerned. Lead evaluators of a team must also possess strong management skills and have a proven ability to guide group work.

*Individual ToRs.* Once evaluators are selected, terms of reference should be defined for each individual on the team, regardless of whether s/he is from the WWF Network or external. This ensures that roles, responsibilities, deliverables, expectations, and agreements regarding coverage of costs are clear from the start (plus external contracts will require a ToR to be attached). Evaluation teams also should be provided with a briefing packet that outlines the task at hand (i.e. the evaluation ToR), gives further detail on the evaluation approach—including the visit to the project/programme location if applicable, and shares the CV of each team member.

### Information Requested from the Project/ Programme Team

Invariably, the project/programme being reviewed will need to supply the evaluation team with key documents: supplemental information that responds to the evaluation framework (e.g. project and staff lists, budgets), suggestions for internal and external consultations, as well as ideas for site visits (if relevant), etc. Ideally, the programme team will have been anticipating the evaluation and set aside time to provide such information. Nonetheless, requests for information should be sent by the evaluator(s) well in advance of when it is actually needed (i.e. several weeks at a minimum). The evaluator should be very specific with regard to the documentation and additional information required, even providing templates to be completed. To be most efficient, it is recommended that the programme identifies a single individual to be the point of contact to consolidate and provide the requested information to the evaluation team leader.

In most cases, the evaluator will need to review the initial set of information provided and send a follow-up request for clarifications, corrections, completions, or additions. Time for this should be factored into the overall process. Once the information is sufficiently complete, it should be shared with the full evaluation team, allowing at least several days (for simpler evaluations) to several weeks for review and any desk analysis prior to any regional visit or intensive interview process.

### Evaluation Team Visit

In the course of defining the ToR, it will be decided whether the evaluation approach requires a visit by the team to the project/programme location. If a visit is needed, the lead evaluator should work with the project/ programme team to identify appropriate dates and set the basic itinerary (e.g. days at the central office, days at field sites). Typically, a visit will include:

* Discussions between the evaluator(s) and the project/programme team members, which may take the form of individual interviews, presentation and discussion sessions, or informal meetings.
* Review of key data sources to ensure completeness and accuracy.
* Interviews of select partners and other key stakeholders.
* Field verification of the results attributed to the project/programme.

It is the evaluators’ job to make clear what information will be collected during the visit and how it is to be provided (e.g. presentations, spreadsheets, etc.). Typically, it is best if the project/programme advises on which partners and key stakeholders would be valuable to interview. The project/programme team and the evaluator will then need to decide who will arrange staff and stakeholder interviews and local logistics, as these are often more easily done by the project/programme team itself.

Regardless of the exact information collection approach, in accordance with the principles outlined at the start of these guidelines (e.g. transparency, participation, utility), the evaluators’ visit to the project or programme location should involve the staff and their close partners in the questioning and critical thinking process in order to promote self-analysis as well as buy-in to evaluation findings and recommendations. The results of those consulted should provide a holistic and balanced perspective on the project/programme being evaluated and therefore include perspective of the staff themselves (from project/programme and the broader Network) plus any external key informants.

If logistically possible and acceptable to whomever commissioned the evaluation, it is often advisable for the evaluation team to provide the project/programme team with an overview of its preliminary findings and recommendations. This allows an opportunity for face-to-face consideration of the evaluation results, which can help with ensuring accuracy, responsiveness to the purpose and objectives of the evaluation, and buy-in by the project/programme team.

### Evaluation Report

*Drafting.* Section 3, Part A of the evaluation guidelines provides the outline Table of Contents for evaluation reports. Although this template can be modified as necessary to align to the final ToR, to ensure consistency across WWF’s evaluations, evaluators should, at a minimum, complete and attach to their reports an Evaluation Summary Table with scoring (Section 3, Part B). This provides a concise reporting of the evaluators’ scoring against the seven core evaluation criteria.

The time required to draft the report will depend on the depth and complexity of the exercise, with desk analyses taking perhaps as little as a week, and multi-country programme evaluations taking as much as several months.

*Review and Comment.* Once a full version of the report is drafted, the project/programme team, its line managers, and its key stakeholders (e.g. Network partner offices or close external partners) should be given the opportunity to review and comment on the report. Feedback should be requested in two forms: 1) corrections to errors or inaccuracies, in response to which the evaluators should edit the report; and 2) exceptions to, or clarifications of, the evaluations findings and recommendations, in response to which the evaluators may elect to change the report and/or append the reviewers’ comments as an addendum to the report.

*Evaluation Report Quality Assessment Criteria.* Once the report is submitted its quality ideally needs to be assessed by the person that commissioned the evaluation and the team being evaluated. With or without a facilitator, the team discusses and uses the score card in Part C below, to systematically assess the quality of the evaluation report. If the scorecard will be used, it is recommended that it is shared with the evaluation team in advance of the evaluation. A low score may provide the evidence for withholding a portion of the consulting fee until the report is improved.

Before final settlement of payments to the evaluators, the individual(s) commissioning the evaluation should have reviewed a fully final version to ensure completeness and quality (see Part C, below for report review criteria) and then solicit sign-off by any necessary parties (e.g. donors, line managers, etc).

### Evaluation Follow-up

Although the most critical step in any evaluation process, follow-up on findings and recommendations is often quite weak. To ensure that evaluations truly enhance WWF’s effectiveness, every exercise must be accompanied by a timely composed management response that includes an action plan (see Part D for a management response sample template).

The project/programme leader should have primary responsibility for the management response, although in most cases, commitments for follow-up action will be needed from the various WWF Network staff closely supporting the project/programme. It may be advisable to give a virtual presentation or hold a follow-up workshop or at least with key stakeholders to ensure that recommendations made in the evaluation are reviewed, understood and developed into actions. Good practise is that the line managers, relevant donors, and the project/programme team should review progress on the management response action plan six months following the evaluation’s conclusion and then annually after that, as part of the project’s/programme’s adaptive management process.

### Sharing Evaluation Results

WWF is in the process of developing a central online repository to house project and programme evaluation reports. In the spirit of transparency and broader organisational learning, those commissioning evaluations are asked to ensure that resulting reports are uploaded to Insight Conservation Project Management (CPM) database and sent to internal staff where appropriate. If reports contain very sensitive information, at a minimum, the evaluation ToR plus the Summary Table should be uploaded. The report executive summary or an edited version would also be very helpful to share. Increasingly Governments are asking for Transparency norms to be followed and public uploading of evaluations: this needs to be tracked in each participating country.

It is recommended that the programme manager considers whether a public facing document should be produced as part of the evaluation process in order to capture the lessons learnt and provide a means to share them with external audiences. This will require more resources – time, staff and money and therefore this needs to be reflected in the budget and ToR of the consultants.

## Sample Management Response Template

Columns in grey might be completed by the evaluation team. Columns in white are to be completed by the project/programme senior leaders. Adapt as needed

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Recommendation** | **Management Response**  | **Management Response Actions**  | **Timeframe**  | **Person(s) Responsible**  | **Tracking Status**  | **Tracking Comments**  |
| ***Copy recommendations or recommendation grouping below.***  | ***Agree/ disagree (explain why if you disagree)?*** ***Prioritisation (low, medium, high)?***  | ***Indicate what actions should be taken in response***  | ***Indicate the deadline for each action to be completed.***  | ***Indicate who within WWF will carry out the action.***  | ***When you assess progress, update to indicate: Behind Schedule, On Track, Ahead of Schedule***  | ***Provide any comments related to the status of each action.***  |
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| [OPTIONAL] Evaluation Report Quality Assessment Form |
| **Title of Evaluation Report:****Name of Evaluation Manager:****Name of Evaluation Report Reviewer:****Budget and time frame allocated for this evaluation:**  |
| **Criteria and Rating – Evaluation Report Quality** | **Unable to assess = 0** | **Unacceptable = 1** | **Correct but weak = 2** | **Satisfactory = 3** | **Good or Excellent = 4** |
| **A. Meeting the needs**: Does the report precisely describe what is evaluated including the intervention logic and its evolution? Does it cover the appropriate period of time, target groups and areas? Does it fit the terms of reference? |  |  |  |  |  |
| **B. Relevant scope**: Did the report present an assessment of relevant outcomes and achievements of project objectives as a set of outputs, results and outcomes/impacts examined fully, including both intended and unexpected interactions and consequences? (0.3 weighting) |  |  |  |  |  |
| **C. Defensible design**: Is the evaluation design appropriate and adequate to ensure that the full set of findings answers the main evaluation questions? Did the explanation of methodological choice include constraints and limitations? Were the techniques and tools for data collection provided in a detailed manner? Was triangulation systematically applied throughout the evaluation? Were details of participatory stakeholder consultation process provided? Whenever relevant, was there specific attention to cross-cutting issues (vulnerable groups, youth, gender equality) in the design of the evaluation? |  |  |  |  |  |
| **D. Reliable data:** Have sources of qualitative and quantitative data been identified? Is credibility of primary (e.g. interviews and focus groups) and secondary (e.g. reports) data established and limitations made explicit? Did the report include an assessment of actual project costs, co-financing, leverage and/or value for money? Did the report include an assessment of the quality of the project M&E system and its use for project management? |  |  |  |  |  |
| **E. Sound analysis**: Is quantitative and qualitative information appropriately and systematically analysed according to the state of the art so that evaluation questions are answered in a valid way? Did the report present a sound assessment of sustainability of outcomes or impacts? Were interpretations based on carefully described assumptions? Were contextual factors identified? Were the cause-and-effect links between a project/programme and its end results (including unintended results) explained? |  |  |  |  |  |
| **F. Credible findings:** Do findings follow logically from, and are they justified by, the data analysis and interpretations based on carefully described assumptions and rationale? Did the findings stem from rigorous data analysis? Were they substantiated by evidence? Were findings presented clearly? |  |  |  |  |  |
| **G. Validity of the conclusions:** Does the report provide clear conclusions? Are conclusions based on credible results? Are they unbiased? Was the report consistent and the evidence complete and convincing, and were the ratings substantiated when used? Were conclusions based on credible findings? Were they organized in priority order? Do the conclusions convey evaluators’ unbiased judgment of the project/programme? (0.3 weighting) |  |  |  |  |  |
| **H. Quality of Lessons:**  Were lessons supported by the evidence presented and readily applicable in other contexts? Did they suggest prescriptive action? (0.3 weighting) |  |  |  |  |  |
| **I. Usefulness of the recommendations:** Did recommendations specify the actions necessary to correct existing conditions or improve operations (“who?” “what?” “where?” “when?”). Can they be implemented? Did the recommendations specify a goal and an associated performance indicator? Did recommendations flow logically from conclusions? Were they strategic, targeted and operationally feasible? Did they take into account stakeholders’ consultations whilst remaining impartial? Were they presented in priority order? (0.3 weighting) |  |  |  |  |  |
| **J. Clear report:** Does the report clearly describe the project/programme evaluated, including its context and purpose, together with the procedures and findings of the evaluation, so that information provided can easily be understood? *To ensure report is user-friendly, comprehensive, logically structured and drafted in accordance with international standards.*  |  |  |  |  |  |
| **K. Delivered on time:** Was the report delivered in a timely manner, or was it delivered early or late? |  |  |  |  |  |
| **Taking into account the contextual constraints on the evaluation, the overall quality rating of the report is considered. Q Rating = 0.3\* (B+G+H+I)+ 0.1\*(A+C+D+E+F+J+K)** |  |  |  |  |  |

## Annex C: Different Types of Evaluations and Resources Required

Apart from mid-term evaluations and final evaluations there are several types of evaluations, reviews, and assessments that can be commissioned either with independent external consultants, Network staff or internal M&E specialists; the key ones are highlighted here. Please note that costs can be reduced by combining external independent consultants with WWF staff external to the programme and/ or national consultants or research organisations; the ***costs provided here (in Euros) are indicative only*** for the purposes of budgeting sufficient funds for an evaluation. There are trade-offs between budget, time, use of independent external consultants, and method of the evaluation; some short guidance on these issues is provided.

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| **Type of Evaluation or Assessment** | **Methodological Considerations** | **Typical Resources Required** |
| **Mid-term evaluations** are undertaken approximately half way through project or programme implementation (ideally just before the mid-point) or after regular intervals (typically every 3 years). These evaluations analyse whether the project/programme is on-track to deliver its expected outcomes, what problems and challenges it is encountering, and which corrective actions are required to improve the quality of the expected results. Evidence of adaptive capacity and learning will be expected, and including whether the systems are in place to enable adaptive management and learning. | For large programmes (e.g. global initiatives) of relatively long duration (over 10 years), the evaluation will emphasize different criteria. **Early stages of implementation** will see less impact, and will seek to adjust design quality elements to improve its effectiveness and efficiency, Evaluations in **later stages of implementation** should be more evidence of impacts (even if just perceived) and evidence of sustainability factors in place and beginning to take effect.  | Costs are variable depending upon the size and complexity of the programme. Typically for independent Consultants, including national & international:Less than three countries: one external consultant = Approx €25-€30K, 30-40 days |
| **Final Evaluations** are undertaken at the end of a project/programme funding cycle or at strategic point in time with the aim of assessing performance and determining outcomes and impacts stemming from the project/programme. They provide judgements on the quality of the design, actual and potential impacts, their sustainability and the operational efficiency and effectiveness of strategic approaches implemented. They also identify and consolidate any lessons of operational/organisational and strategic relevance for future project/programme design and implementation.  | Typically with Donor funded projects or programmes a final evaluation will be commissioned. Its findings need to feed into the next strategic cycle in a timely way. Field verification and validation of results will be required. It is essential to assess the original assumptions underpinning the theory of change (results chains/logical framework), and assess the effectiveness of mid-term recommendations or adaptive management processes. Encourage feedback and reflection with the implementation team.  | Costs are similar to above. Less than three countries: one external consultant = approx €25-€30K, 30-40 days. Three countries or more, two to three external consultants = Approx. €50-€70K, 40 – 50+ days. (rule of thumb: ~ 21 working days in the field is the maximum per consultant; more complex programmes require more consultants with a fixed timeframe and if primary data gathering is required) |
| **Self Reflections/Assessments** are reviews which are framed by the logical framework, (action plan) or the strategic framework and use basic reflection questions. They assess whether the strategic approach (theory of change) is working as expected, and capture lessons learnt. They can be facilitated as a reflection process to help in the preparation of writing the annual technical report (TPR). Self-assessments are monitoring devices that are used to guide strategic adjustments for adaptive management. (A “lite” evaluation table which frames this assessment is available on request). | For each objective, the implementation team can ask:* What was the planned result/target? –*Have we done what we said we would?*
* What was achieved? *- How are we demonstrating this difference?*
* Was this the right thing to do? *– What could we have done instead?*
* How can we do things better?  *- What have we learnt?*
 | This can be facilitated by the programme manager, or an external WWF staff. 1 to 2 days to facilitate, no more than 3 days to write up.Approx. €1K -€2K depending on the cost of venue hire and staff travel. |
| **Facilitated or Self Evaluations** are carried out by staff on the activities they manage. These evaluations monitor the extent of achievement of results, status of and challenges in project/programme implementation, budget management issues, gender issues, sustainability arrangements, impact and risks. Typically they require the team to synthesize results, either in response to an analytical framework requested by the evaluation team or decided upon by the implementation team.  | The **Good Practice Assessments** can be used as part of the self assessment, but ensuring that the team captures qualitative data and quantifiable data/evidence if it relates to an impact framework or logframe. The analysis from self evaluations can be presented to the evaluation team by members of the implementation team graphically or visually during the evaluation. This method can be part of an evaluation of a complex programme/GI/ portfolio | One consultant to facilitate the reflection process with the team and set up the common analytical framework and synthesize the results. Sample of evidence is provided to the evaluator, some of it photographic.10 days approximately, plus staff time. Approx. €3K -€6K |
| **Evaluating Policy Advocacy Interventions**: These are characterised by very long processes where achievement is measured in terms of what milestones (intermediate results) have been reached and what were the policy outcomes. The impacts of policy interventions can be projected and links made to conservation via the concept model, theory of change (including results chain) and assumptions can then be tested and explored. However, it is critical that the external context (situational analysis) has been monitored and the intervention has adapted and responded to the dynamic circumstances. The 6 criteria can be still used but the methodology needs careful design to ensure rigour. Ensure quotes are captured, and referenced to ensure legitimacy of evidence. | Unless the strategic approach is designed to link policy to demonstrate practice, these evaluations will not be able to verify physical changes or outcomes. Therefore validation methods will need to draw on various sources and techniques such as discourse analysis of media or documents, policy briefs, focus group discussions with wider stakeholders, and in-depth interviews with key stakeholders. To ensure rigour were there are a small number of key stakeholders, use stakeholder focus groups, face to face meetings and observation of team stakeholder interactions. Name them with broad categories to ensure anonymity. | One consultant is usual, but they need social science assessment skills and experience in the policy area being evaluated. 10 -12 days within a 6-8 week period (or more depending upon the availability of stakeholders) – estimate half day per interview/focus group discussion.At least 5 days analysis and possibly 2 days additional research. Approx. €10K -€15K.  |
| **Evaluating Stakeholder Engagement processes**: These are characterised by a large number of stakeholders involved in a series of face to face or virtual discussions/meetings/workshops, linked to creating standards/guidelines, and/or developing innovations and possibly leading to changes in attitude or behaviours or practices. Projected impacts from known and “measured” outcomes can be used when applying the 6 criterion. If possible ensure the evaluator can observe a typical Stakeholder engagement process either directly or its video coverage. | These programmes typically have outputs that can be assessed, but the outcomes and impacts are usually expected far into the future. Important outcomes may include the quality of the stakeholder engagement process and relationships (between them and/or the facilitation team). Seek to use techniques in the evaluation that enhance these outcomes (e.g. stakeholder meetings, facilitated questionnaires, face to face in-depth interviews, facilitated peer review).  | One to two consultants depending upon the complexity of the Stakeholder engagement process, ideally one with experience in action research. 20-25 days within a 3-4 month period (depending upon the availability of stakeholders and their peers and the lead in time required for facilitated group reflections). Similar extra days as above. Approx. €15K -€30K. |
| **Evaluations of Portfolios of Programmes**. Portfolios consist of several (4 to 8) related projects/programmes funded by a single donor. These are brought together or packaged by either an impact/results framework or a logframe linked to strategic government funding (DFID partnership agreements) or corporate strategic partnerships (e.g. HSBC,). Portfolio Evaluations are managed by the Portfolio Manager who may decide to combine them with a facilitated self evaluation that feeds information into the portfolio evaluation process (see above).The programmes within the portfolio may be evaluated separately (using the 6 criteria) and combined as a Portfolio level evaluation using some common questions (similar to those suggested for GIs) that respond to the interests of the Donor and portfolio performance.  | Each of the **component programmes** may undergo a self assessment questionnaire/or balance score card that monitors both qualitative and quantitative information, the extent of achievement of results, status of and challenges in project/ programme implementation, budget management issues, gender issues, sustainability arrangements, impact, risks and other Donor priorities. Depending upon the budget availability the evaluation team may verify the programme level results.The **Portfolio evaluation** design requires a specific set of methods to meet the demands of the donor (e.g. gender, climate impacts, pro-poor, value for money, see Annex D), asses the effectiveness of relationships, communication strategies and learning approaches used, and organisational effectiveness. | Two to three consultants, perhaps four depending upon the complexity of the portfolio and the specific interests of the donor. 20-25 days within a two to six month periodAt least five days analysis and possibly two days additional for presentations to the organisation.Three countries/sites or more visited, two to three external consultants = Approx. €60-€80K, 50 – 60+ days  |
| **Conservation Audits** Conservation Audits assess the quality of design, implementation, monitoring, and alignment either of a major programme or of an office and its project portfolio. Conservation audits also broadly consider issues regarding organisational structure, capacity, intra- and extra-programmatic relations, and funding.  | There was a strong focus on extent of adherence to the best strategic design and management practices outlined in the WWF Standards for Conservation Project and Programme Management. Information is derived from questionnaires, document review and semi-structured interviews with WWF staff and external actors. | Audits can involve a 10 – 15 days visit to the office, plus 7-12 days of analysis and write up. Approx. €3K -€6KThe audit tool is still available, ask Will Beale for information |
| ***Less Commonly Used Evaluation/Assessments – Be aware of these and the potential learning opportunities they provide.*** |
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| Management studies examine issues of particular relevance to the entire organisation. They focus on processes, governance, improvements in management practices, tools and internal dynamics. The specific areas of study, which may cover policies, strategies, partnerships and networks are identified by management (e.g. set chair) or governance bodies (e.g. shareholder group, trustees, programmes committee)  | Designed with the evaluation manager, specialist WWF staff and the donor office or department/division. The aim needs to be agreed. The methods are more likely to employ desk top studies, literature review and document analysis. A facilitated discussion of the results is recommended to ensure there is buy in. | Either 1-2 external consultants or WWF external to the area being evaluated. Need to have technical capacity in either organisational change or the technical area being evaluated or assessed.Approx. €10-€15K, if consultants are used. |
| Thematic Studies or Assessments extract and aggregate information on a specific theme, usually cross cutting such as CBNRM, Certification, Protected areas, gender, poverty and conservation, livelihoods,. They may involve different conservation strategies, and countries as well as make use of different types of evaluations perhaps supplementing this by some primary data verification methods.  | These are usually ad hoc studies, managed and commissioned by an office or regional office as and when needed. They can be used to inform strategy or policy development processes.They require use of primary data collection techniques and the analysis of both quantitative and qualitative data. | Research organisations are often more cost effective.Costs are variable depending upon the scope of the study. |
| Impact Assessments focus on understanding the impact of a programme as a sustained change in the status condition of intended targets or as an un-intended consequence of programme implementation. These can be a measure of both perceived impacts and actual impacts. Both are assessed to ensure there are not discrepancies, or if they do exit, they are understood. Impact assessments require the theory of change, (including the results chain/ logframe) to be explicitly known and clearly designed to add up to the delivery of a SMART goal (and linked to a target). Where appropriate socio-economic analysis of these impacts may be analysed.Conservation impacts often emerge between 7-10 years after programme implementation. These can be conducted as part of a post evaluation process which can be similar to a final evaluation but conducted after the programme implementation has finished, changed focus or been phased out. | Requires impact/outcome indicators to have been identified and their baseline status measured before the intervention started, so that later measurement will demonstrate the intended change beyond BAU results (i.e. attribution). It is recommended that stakeholders are asked to identify what they consider would have happened without the programme (i.e. counterfactual).To assess perceived impacts semi-structured interviews/facilitated questionnaires are conducted with stakeholders to assess what they consider has changed, why and how they have measured this change. These judgements/ perceptions are then verified and assessed through field observations or secondary data collection.  | Research organisations or teams provide the breadth of research survey experience required. Teams of between two-four people are likely but it depends on the size of the programme.Timeframe: 4-6 months. If this is commissioned for a PSP donor then tender procedures need to be strictly adhered to.Approx. €100K -€150K |
| Impact Evaluations are similar to impact assessment but they involve a more rigorous method. Impact evaluations involve counterfactual analysis of evidence, i.e. “a proof of or comparison between what actually happened and what would have happened in the absence of the intervention.” Impact evaluations seek to answer cause-and-effect questions. In other words, they look for the changes in outcome that are directly attributable to a programme. They permit the attribution of observed changes in outcomes to the programme by following experimental and quasi-experimental designs. | Measuring the counterfactual requires the use of techniques such as control groups for comparison, or randomised control trials, or matching. The experimental and quasi experimental techniques are designed to show counterfactual but also address in their design the following; confounding factors, selection bias, spill-over effects, contamination, and impact heterogeneity. These studies are normally associated with large policy implementation programmes in the health and education sectors and need to be designed as part of the programme design process to ensure rigour. | Specialised organisations, consultancies should be contacted such as 3IeTimeframes typically involve several years split between the design phase and after the implementation phase.Costs can range from €200K - €350K (i.e. for a typical development programme costing upwards of €35 Million)  |

1. Conservation target includes footprint targets, ecosystem services and human wellbeing. Consideration of impact also needs to ensure that any unintended effects on non conservation targets are understood. [↑](#footnote-ref-1)
2. <https://www.oecd.org/dac/evaluation/qualitystandards.pdf> [↑](#footnote-ref-2)
3. <https://sites.google.com/wwf.panda.org/networkstandards> [↑](#footnote-ref-3)
4. <https://www.oecd.org/dac/evaluation/qualitystandards.pdf> [↑](#footnote-ref-4)
5. If performing evaluation during implementation phase of project, such as a midterm evaluation. [↑](#footnote-ref-5)
6. The acronym ‘SMART’ stands for: **S**pecific, **M**easurable, **A**chievable, **R**ealistic/Relevant, and **T**ime-bound. [↑](#footnote-ref-6)