

WRITING THE EVALUATION REPORT: GENERAL TIPS

- **The report should include an introduction of the joint programme (JP)**, including the JP's title, timeframe, intervention logic, goals, intended outputs and outcomes, its link to MDGs, the UNDAF and national priorities, the scale of the intervention, total budget, geographic location, and beneficiaries.
- **The analysis should be guided by the evaluation questions included in the TOR** (and all questions must be addressed), but these should not be seen as a template for the structure of the report. The narrative of the report should follow a logical structure, provide context, and present the findings in a clear and concise manner.
- **The answers to the evaluation questions should be given within a context.** For example, when discussing the design of a programme, it is important to describe the design itself before formulating an assessment of its relevance. Overall, the report should be easy for the reader to understand and follow.
- **The analysis should be evidence-based.** The evaluator's statements should be backed up by evidence. Rather than citing a stakeholder's opinion on a specific issue or simply stating the evaluator's point of view, assessments should be based on valid and reliable facts and data sources (documents, surveys, triangulation of informants, etc.) -- this makes up the internal validity of the evaluation.
- **The evaluation should provide an assessment of the level of achievement of programme results.** First, the evaluation should describe the programme's planned activities, outputs and outcomes. Based on these, the evaluation should assess the programme's actual achievements using sound indicators and other data sources. It is critical for the evaluation to distinguish the effectiveness of programme implementation (activities undertaken and outputs developed) from achievement of programme results (the outcomes of the interventions and its longer-term impacts). Where sufficient information is not available to make an assessment, this should be indicated in the report.
- Key issues that need to be addressed by each evaluation are:
 - To what extent **gender mainstreaming and inequalities**, the two cross-cutting issues of the Fund's joint programmes, have been incorporated **in programme design and implementation**.
 - The quality of the **JP's M&E framework** and the **communications plan** (both, internally, among implementing partners, and externally, to communicate with the larger public).
 - The **level of financial progress** of the JP, both in terms of funds committed and disbursed.
 - The extent to which the JP **implemented the recommendations from the mid-term evaluation**, and whether these helped to improve the overall quality of the programme.
 - It is absolutely essential that the report provide an **overall assessment of the added value of using a multi-agency/ multi-sectoral approach** in the case of the programme evaluated.

- **The evaluation conclusions should not be a repetition of the analysis.** The conclusions build on the findings from the analysis, but go one step further by highlighting the key overall insights, successes and shortcomings of the programme.
- **The lessons learned should add value to the evaluation – they should not duplicate the conclusions or recommendations.** They should consider potential implications of the report findings beyond the scope of the JP evaluated, such as for future policy-making or development programming.
- **The report should not mix analysis and conclusions with recommendations.** While the recommendations should be based on the analysis they should not be incorporated in the evaluation findings. Rather, they should be presented in a separate section at the end of the report.
- **The evaluation recommendations should be based on its findings and conclusions, and be clear, realistic, and actionable.** For each recommendation, the target audience/ stakeholders, scope, and timeframe (long-term vs. short-term) should be clearly defined.