



Terms of Reference

For the Project End-Evaluation

Project Title:

**LDC - Resilience building in the fight against climate change in Rutana
province**

List of acronyms

ASBL	Association Sans But Lucratif
AVEC	Association Villageoise d'Epargne et de Credit
BMZ	German Federal Ministry for Economic Cooperation and Development
CBOs	Community Based Organisation
CCCD	Child-Centered Community Development
CPC	Child Protection Committee
CPP	Child Protection Policy
DAC	Development Assistance Committee
FGDs	Focus Group Discussions
HCB	Help Channel Burundi
KNH	Kindernothilfe
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organisations
OEC	Organisation for Economic Co-operation and Development):
PICD	Participatory Integrated Community Development
PRA	Participatory Rural Appraisal
ToC	Theory of Change
ToR	Terms of Reference
VSLA	Village Savings and Loan Association.

Introduction

Help Channel Burundi (HCB) is looking for a qualified consultant or team of consultants to conduct the project end-evaluation of a four-year project to improve climate change resilience. The evaluation is to be carried out in the period 9th December 2024 to 15th April 2025.

Help Channel Burundi (HCB) is a Christian non-governmental organization founded in 2003, recognized as a non-profit entity (ASBL) under Burundian law. Its vision is to foster a society that upholds human dignity, food security, sustainable livelihoods, environmental protection, and respect for human rights, including education, children's rights, and gender equality at national and regional levels.

HCB was officially registered as a non-profit organization on September 18, 2003, through Ministerial Decree No. 530/1359. A dedicated management team led by a national director oversees the daily operations, while a five-member supervisory board, which meets biannually, guides strategic decisions. The chairperson of this board also serves as the organization's legal representative, and a 12-member General Assembly convenes annually.

HCB is committed to empowering vulnerable and marginalized populations, ensuring they can realize their rights without regard to identity, gender, religion, or political affiliation. To enhance its contribution to sustainable development in Burundi, the organization developed a strategic plan for 2021-2025, focusing on six key intervention areas: (i) Food Security and Livelihoods, (ii) Environmental Protection, (iii) Children's Rights, (iv) Gender Equality, (v) Community Health, and (vi) Institutional Development.

Since 2015, HCB and Kindernothilfe have partnered on child rights and education projects in Bururi province. In 2019, HCB also led an emergency relief initiative in Muheka, assisting 485 families affected by a severe hailstorm. Their six-year collaboration has been highly satisfactory for both organizations. To facilitate further partnership, KNH commissioned an independent Organizational Financial Assessment in April 2021, which confirmed the partner's strong capabilities, paving the way for an expanded collaboration under BMZ funding.

Information on the project

The project to be evaluated is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ/ 75% of funding) and the German Child Rights Organization Kindernothilfe (KNH/ 25% of funding) under the funding title “LDC – Least Developed Countries”. The overall objective is the contribution to building resilience to the impacts of climate change in eleven communities in the Giharo municipality in Rutana province.

Since December 2021, HCB is implementing a project entitled “LDC-Resilience building in the fight against climate change in Rutana province”. The project ends in April 2025. The Project Locations are eleven communities from three zones of Giharo municipality, the largest of a total of six municipalities in Rutana province.

Rutana is located in the south-east of the country and borders Tanzania. The province is already severely affected by the consequences of climate change, which are particularly noticeable in the region through prolonged dry seasons and heavy rainfall with flooding and landslides. According to the IPC classification, Rutana is mostly in level 3 of 5 = "Crisis". Burundi and Tanzania benefit greatly from cross-border trade relations. Both countries agreed to strengthen bilateral cooperation as recently as July 21. Conflicts that could affect project implementation are not expected at the time of application.

Part of Giharo's population has migrated in recent years. These are returnees who left the country due to the unrest between 1972 and 1993 and who came to land-rich Giharo after the conclusion of the Arusha Peace Agreement of 2000, having lost their former landholdings. The selected eleven communities are all located at the foot of the Nkoma mountain range and are part of the same watershed. Agriculture and, to a lesser extent, animal husbandry are the main livelihoods. The main crops are rice, maize and beans; sorghum, bananas, sweet potatoes, taro, groundnuts and peas are produced on a small scale. Off-farm activities include sand and building stone extraction from the rivers and rock formations, and charcoal production for the population of Giharo and neighbouring Tanzania. No other climate and environment related interventions by national or international actors are currently being carried out at the project site.

The following problems are addressed by the project:

Yield losses due to extreme weather events and erosion: Although three annual cropping seasons are possible, there is a strong trend towards declining yields in Burundi. This is mainly due to more frequent extreme weather conditions, which particularly make themselves felt in heavy rainfall and increased periods of drought. In the project feasibility study, 70% of the smallholder farmers surveyed confirmed a crop loss due to drought, flooding and/or erosion in the period 2019 - 2020, with only 23% of respondents¹ implementing activities to protect their fields. The project design includes activities for the establishment of contour lines and the reforestation of hillsides to reduce flash flooding of fields and villages. Fortification of riverbanks reduces the ongoing widening of the riverbed and the associated loss of arable land. Agroforestry practices and soil-conserving land management counteract soil loss. The promotion of organic fertilisation increases humus content and water retention capacity. High-yielding and fast-maturing varieties shorten the cultivation period and drought-related crop losses. Furthermore, simple forms of drip irrigation are introduced and tested.

Low local capacity for environmental protection and climate change adaptation: With its activities, the project contributes to important strategies and objectives of the Burundian government, which e.g. in its *Nationally Determined Contribution (NDC)* foresees environmental education and capacity-building measures for the conservation of the natural environment and adaptation to climate change. The project will work with existing (local councils, communal councils, authorities) and newly established structures (environment protection committees,

¹ In the feasibility study

environmental clubs, savings and credit groups) to build knowledge and capacity and to mainstream environmental conservation and climate change adaptation measures into development plans at the local and communal levels.

Low income and nutrition diversity: As in other parts of the country, the majority of the population in Rutana lives below the poverty line. The project promotes the establishment of savings and credit groups to give the vulnerable population access to savings and credit opportunities and to contribute to resilience building. The groups serve as a platform to promote animal husbandry and fruit cultivation, to increase agricultural production through improved inputs and cultivation techniques, and to develop additional sustainable income-generating activities.

A structural disadvantage of women: Women do most of the agricultural work and are mainly responsible for feeding their families. However, they hardly benefit from the agricultural yields and proceeds. They are also disadvantaged in terms of their access to agricultural inputs, capital and extension services. The power relations within the family in favour of the men often mean that even available resources are not used for the benefit of the family. Through educational measures, campaigns and work with family development plans, the project strengthens the role of women in their families and communities.

Objective of the Evaluation

The overall objective of the final evaluation is to monitor the project's implementation progress and assess the achievement of intended intermediate outcomes.

For this final project evaluation, a mixed-methods approach that combines both quantitative and qualitative indicators for assessing outcomes and outputs, relevance, efficiency, project impact, effectiveness and sustainability of the project is recommended. Quantitative indicators will track measurable progress, while qualitative assessments will explore the skills acquired through the project.

This evaluation should analyse the overall outcomes and the effectiveness of the methods used. It will document lessons learned, identify best practices for scaling up, thus outlining areas needing further investment. This comprehensive evaluation will provide HCB with guidance for developing strategies to sustain the project's results and inform the planning of future projects.

Purpose of the project evaluation

Rationale for the evaluation

The evaluation of the project "*LDC – Resilience Building in the Fight Against Climate Change in Rutana*" is initiated by KNH in collaboration with HCB, the implementing partner in Burundi. This evaluation aims to assess the effectiveness of efforts in Rutana province to address climate change challenges, particularly in agricultural sustainability and community empowerment. Given the significant investment and the urgent context of climate vulnerability, the evaluation will

provide insights into project performance and inform future initiatives. This evaluation will be conducted on the project's targeted beneficiaries through focus group interviews, document reviews, and analysis of regular monitoring data.

Specific Information and Decision – Making Needs

The evaluation should address specific information needs including the effectiveness of strategies in improving crop yields and reducing losses due to weather events; the impact of the project on enhancing local capacity for environmental protection and climate adaptation; changes in income and nutritional diversity through savings and credit groups; the empowerment of women in agriculture and decision-making; community engagement in project activities; the sustainability of introduced practices; and lessons learned to inform future interventions..

Overreaching Evaluation Objectives

The overarching evaluation objectives are to assess the project's effectiveness in enhancing resilience to climate change for 2,200 families in eleven communities, evaluate the adoption of sustainable natural resource management practices, analyse improvements in local capacities for environmental protection and adaptation, determine the effectiveness of newly established environmentally friendly income-generating activities, and assess the empowerment of women in decision-making, representation in local bodies, and participation in development planning.

Key Users of the Evaluation Report

Key users of the evaluation findings will include the project implementer HCB who will use the insights to refine their approaches; government authorities at local and national levels, who aim to align their policies with successful community-based resilience strategies; community leaders and members, who will gain a deeper understanding of effective practices and potential areas for further support; KNH who is interested in evaluating the impact of their investments and ensuring accountability, Bengo as the BMZ's agent for project approval, contracting and project monitoring, and the BMZ as the major donor.

Evaluation Questions

The evaluation aims to systematically assess the project's contributions to enhancing resilience against climate change in Giharo municipality. It will focus on the effectiveness of strategies, capacity building, income diversification, and women's empowerment, addressing key questions aligned with the evaluation criteria.

The following questions should be answered as a minimum:

Relevance:

-How well do the project activities align with the needs and priorities of the 2,200 families in the eleven communities regarding climate resilience and sustainable livelihoods?

-To what extent the design of the project was appropriate and realistic in technical, organizational and financial terms?

Effectiveness:

-To what extent have erosion mitigation measures (e.g., contour lines, agroforestry) been adopted by households, and what impact have these measures had on crop yields and soil conservation?

-How effective have the training programs been in enhancing local capacities for environmental protection and adaptation to climate change?

Efficiency:

-How efficiently have financial, human and material resources been utilized in implementing the project activities, particularly in relation to capacity-building initiatives and the establishment of income-generating activities?

Impact:

-What changes (intended or not intended/ positive or negative) have occurred in the livelihoods and income sources of families involved in the project, particularly concerning diversification and access to savings and credit groups?

-How has the project influenced women's roles and decision-making power within families and communities?

Sustainability:

-What measures have been put in place to ensure the sustainability of the practices introduced by the project, particularly in natural resource management and income generation?

-How likely are the community structures (e.g., environmental committees, youth clubs) to continue functioning effectively after project completion?

Cross-Cutting Issues:

-How has the project addressed gender equality and women's empowerment in its interventions, and what measurable outcomes have been observed?

-To what extent have community members participated in the project activities, and how has this participation influenced project outcomes?

Scope of the Evaluation**1. Geographical coverage**

The evaluation will cover the eleven communities in the Giharo municipality of Rutana province, specifically assessing activities in the following zones:

Zone	Communities
Butezi	Butezi, Kibingo, Mwebeya, Rubanga, Shasha
Gakungu	Gakungu, Mugombwa, Muremera

Giharo	Giharo, Nkurye, Kigunda
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2. Target groups and groups' sizes

The evaluation will involve various stakeholders, including project beneficiaries. Target groups consist of 75% of participants implementing erosion protection measures and identifying new income sources, smallholders adopting new cultivation techniques, and families using savings and credit groups. Environmental committees and youth clubs who are also engaged in protection efforts. Households are expected to develop family plans aimed at increasing women's representation in local bodies and management positions to 40%.

Direct target group:

The direct target group for the project is 3740 beneficiaries consisting of:

- 1,782 girls and women (47.65%)
- 1,958 men

Broken down by gender and activity, the following allocation results:

Activity	Men	Women	Total involved
VSLA (AVEC) members	1.100	1.100	2.200
Communal Council	231	99	330 (current composition)
Local (hill) Councils	77	33	110
Environment school club members	275	275	550
Environment out of school youth club members	275	275	550
Total	1.958	1.782	3.740

Indirect target group

The project indirectly targets the entire municipality population of 89,920. This includes:

- 25,238 women
- 23,466 men
- 41,216 children

Stakeholders

Direct stakeholders are women's groups, youth environmental clubs, out-of-school youth groups, school leaders, local council leaders, local government representatives, administrator office, DCE, OBPE, BPAE office and Governor Office.

NB: The consultant should suggest preliminary sample sizes in their technical offers.

Methodology

The evaluation of the project "LDC – Resilience Building in the Fight against Climate Change in Rutana" is expected to employ a mixed-methods approach that combines both quantitative and qualitative methods. The evaluation will be conducted in alignment with human rights principles, emphasizing non-discrimination, participation, empowerment, transparency, and accountability. Child rights principles, including the best interests of the child, survival and development, and participation, will also guide the methodology.

Key elements of the methodology should include:

1. Methods to Be Employed:

Quantitative Methods: Use standardized surveys to collect data from a representative sample of project participants, focusing on indicators related to resilience, income diversification, and women's empowerment. The community beneficiaries' survey will also consider survey on diverse impact, and change due to the project implementation.

- **Qualitative Methods:** Conduct in-depth interviews and focus group discussions with community members, stakeholders, and project staff to gather insights into experiences, challenges, and success stories.

1. Data Collection Tools:

- Utilize participatory rural appraisal (PRA) tools, questionnaires, and effect chain analysis to assess changes and impacts systematically.
- Consider employing an influence matrix to understand the relationships between project activities and outcomes.

2. Information Sources:

Data will be collected from a range of sources, including:

- Project reports, baseline data, and earlier evaluation reports provided by Help Channel Burundi.
- Monitoring data, financial records, and documentation of training and capacity-building activities.
- Input from key informants, such as target group members, local government officials, community-based organizations, and partnering organizations.

3. External Data:

- Assess relevant local, regional, and national data to contextualize findings and compare them with similar projects, ensuring a comprehensive evaluation perspective.

4. Stakeholder Involvement:

- Engage various users and stakeholders throughout the evaluation process, ensuring that community members, including children and youth, are consulted in a manner that respects their rights and perspectives. This may involve tailored activities to gather their input on project impacts and suggestions for improvement.

NB: The methodology should clearly outline how the chosen methods and tools will address the evaluation criteria. Given the limited initial information, interested consultants may be invited to submit a revised proposal with more detailed methodological elements if their initial submission is too vague.

To be considered:

1. Desk study

The consultant will conduct a desk study by reviewing all planning and design documents, the 43 months proposal, annual plans, and annual reports, and monitoring data collected and analysed. HCB plans to recruit someone for an external consultant. The team should be diverse and well-rounded, combining technical expertise in agriculture, climate change, gender issues, and local context with strong M&E skills.

2. FGDs

The project evaluation is intended to enable organizational learning. From each group of stakeholders, a sample is invited to a meeting. In each group, small individual surveys are used as well as focus group discussions. This would be done at one or more of the main locations where the project is implemented. Groups to invite to sample are children, teachers, community leaders, youth groups, and CBOs.

Also, case Studies can be adopted to identify and document specific success stories or challenges targeted beneficiaries face, providing detailed narratives that illustrate qualitative outcomes.

3. Measuring the key indicators of the progress of the project

Several key indicators that the evaluation team should look for to assess its effectiveness, progress, satisfaction, and overall success. The evaluation team can propose its methodology for measuring the key indicators of the project. A quantitative questionnaire will be designed to be addressed to a representative sample to measure the level of satisfaction. The qualitative data from the focus group discussions and in-depth interviews with the key informants will be used to gain insight into factors explaining the level of community satisfaction.

This survey can be an activity before the start of an FGD with focus group discussions with community child protection structures, allowing the community to actively participate in the evaluation.

4. Interviews with key stakeholders

Apart from this, key informant interviews are ongoing, regular project planning and monitoring data are analysed and presented in the report. The people to be interviewed will include local government officials, project staff, and community leaders. Community authorities will participate not just as information sources but also to validate the workshop outcomes. The consultant will present the evaluation results to key stakeholders, including beneficiaries, child protection structures, local council leaders, environmental committee representatives, women's groups, youth environmental clubs, Help Channel Burundi staff, partner organizations, agricultural and community development officials, and climate resilience and sustainable agriculture experts.

5. Reflection meetings

The consultant uses the feedback from the methodology including FGDs, interviews, desk reviews, and drafts of the report. The M&E coordinator of HCB will review and comment on the report, and finally, the consultant will write a final report. KNH will also be involved for reviewing the preliminary report

Deliverables/ Expected work and objectives

The consultant (team)

- Plans the overall evaluation process in collaboration with HCB's staff. To this effect there will be a meeting of HCB staff and consultants.
- Shall prepare the data collection tools (e.g. questionnaires, interview guidelines, observation sheets...) both in English and in Kirundi for comment before the actual work.
- Needs to realize document review, a stakeholder analysis and conduct physical interviews with HCB staff in order to gain knowledge of the project, its progress and clients, and the organization.
- Shall submit an inception report with their evaluation methodology, timelines, and data collection tools within two weeks of contract signing.
- Tests the tools in the field with the presence of HCB staff in order to ensure that the right terminology is used and the questions are fully understood by the respondents.
- Is responsible for data collection during project evaluation. The evaluator will be assisted by HCB staff.
- Conducts FGDs with at least 100 participants, satisfaction survey with at least 60 participants, and interviews with at least 5 key informants².
- Collects and review secondary sources from BPAAE and governor office.
- Realizes a reflection session with HCB staff, where draft findings are presented and in-depth sense-making of the data is done. Two days of exchange meeting with beneficiaries' representatives and stakeholders will be organized to have an input in evaluation results.
- Will present a draft evaluation report and a validation session with HCB staff, stakeholders, and beneficiaries on the draft content of the report will feed into the final report. KNH will also be involved for reviewing the final report
- will present a final project evaluation report³

Additionally, the consultant (team) will provide weekly updates summarizing completed activities, initial findings, and any challenges encountered. A mid-evaluation meeting will be held to discuss preliminary findings and make any necessary adjustments to the evaluation plan.

All deliverables, including reports and presentations, should be written in English and, when necessary, translated into Kirundi for local stakeholders.

Consultant Requirements and Selection

² For the relevant persons, see Annex 2.

³ For the structure, see Annex 4.

Proposals can be submitted by individual consultant or consultant teams, depending on their strengths and expertise. In case of teams, it should be clearly stated which team member has which function in the evaluation process and which services are being performed by the individual members. Additionally, a gender-balanced evaluation team is an advantage. Local consultants are preferred.

1. Required Qualifications and Experience

- A minimum of five years of experience in conducting evaluations, with at least three completed evaluations in relevant sectors. Submitting a reference study is an advantage.
- Should hold at least a Master's degree in a relevant field (e.g., social sciences, rural economics, and development studies).
- Relevant experience in both qualitative and quantitative evaluation methods.
- Fluency in English, Kirundi and French.
- Demonstrated expertise in agriculture, climate resilience, and community development is crucial.
- Familiarity with the socio-economic context of Burundi.

2. Ethical Standards

Child Protection Policy

The evaluator adheres to the Child protection policy of Help Channel Burundi's child protection policy. He/she will sign the policy and heed all regulations.

Transparency: The evaluator maintains open communication regarding evaluation processes and findings.

Confidentiality: Protect the privacy of participants and safeguard sensitive.

Anti-Corruption Policies: Adherence to anti-corruption measures during the evaluation process.

Roles and responsibilities

HCB through the project management

- Will support the evaluation by arranging transportation for evaluators, organizing workshops and focus group discussions with stakeholders, and providing accommodation.
- will supply necessary data and documents, including the project proposal and objectives upon contract signing, baseline data reports two weeks prior to fieldwork, monthly monitoring reports, previous evaluation reports on request within a week of signing, and essential policies such as the Child Rights Protection Policy and Code of Conduct at the start of the evaluation.

The consultant (team)

- Is responsible for carrying out the evaluation within the intended period and in the required quality while providing all listed deliverables.
- Must notify the employer as soon as he/she becomes aware of any circumstances likely to delay the work. The evaluator will take all reasonable steps to minimize these effects.

Timeframe

This ToR is published in 20th of November to 4th of December 2024.

The evaluation must take place during December 2024 up to end of February 2025. The evaluation team is expected to visit the project area during the second and 2nd, 3rd and 4th week of January 2025.

Phase	Activity	timeline
Conclusion of contract	Signing the contract	9 th of December 2024
Inception phase	Documents reviews, preparation of methodologies and data collection methods, developing data collection tools, face-to-face interviews with HCB staff	9 th -20 th of December 2024
Field visit	Field data collection and analysis	6 th -30 th of January 2025
End phase	Writing of the draft of report	Up to 22 th of February
End phase	Submission of the Draft evaluation report	End of February, 28 th of February 2025
End Phase	Feedback from HCB staff and comments from donors	15 th of March 2025
End phase	Discussion of the Evaluation Results and Recommendations with Stakeholders : Validation meeting	30 th of March 2025
End phase	Final report	15 th of April 2025

Mode of Payment

Payments for the evaluation will be made as follows:

30% upon Signing of the Contract

40% upon Submission of the Draft Report

30% upon Approval of the Final Report

Proposal Requirements

Interested consultants for this consultancy assignment are expected to submit a technical and financial proposal on the basis of the TOR. The technical proposal should be prepared according to standard, including all necessary information that indicates the competence of the consultant, their understanding of the assignment and their preparedness to take and conduct the assignment. Accordingly, the proposal is expected to contain the following minimum requirements:

- Consultants' understanding of the content and essence of the TOR
- Profile of the consultant/consultancy firm focusing on information relevant to the task at hand.
- CVs of key personnel who will be engaged in the assignment

- A detailed technical proposal with information about what data are to be collected from what sources to answer the evaluation questions (e.g. in the form of an evaluation matrix), suggested sample sizes, information about human resources to be employed in the evaluation with their different functions and a suggested evaluation schedule.
- A detailed and transparent financial proposal.

Submission of Applications

Interested consultants are expected to send the technical and financial proposals as well as any attachments, if applicable, to Executive Director by HCB (info@helpchannelburundi.org & nduwayojberc@yahoo.fr and Helena Dietz by KNH (helena.dietz@knh.de).

Submission deadline: 4th December 2024 before 12:00

Remedying Defects

Help Channel Burundi may at any time notify the evaluator of any defect or outstanding work. The Consultant shall remedy, at no cost to the organization, any defect in the design, quality of materials, or workmanship of the evaluator. Failure to remedy defects or complete outstanding work within a reasonable time of the HCB's notice shall entitle HCB to carry out all necessary work at the Consultant's expense.

Approval and Termination of the Agreement

This agreement will only be effective if signed by both HCB and the evaluator. Any breach of the employer will have the mandate to terminate the agreement. The termination of the agreement does not guarantee any compensation to the evaluator.

Annexes

Annex 1. Evaluation Matrix

The evaluation matrix is an important tool for summarizing the evaluation design. First, the key questions for the evaluation are defined. These are then broken down into specific research questions. Then, data sources are identified for each specific research question, along with appropriate data collection tools or methods for each data source. This matrix is also useful for specifying the indicators by which specific questions will be evaluated.

Issues	Key Questions	Specific Research Questions	Data Sources	Methods / Tools	(Indicators)
Design					
Relevance					
Effectiveness					
Efficiency					
Impact					
Sustainability					
Cross-cutting issues					
(Other key issues as necessary)					

Annex 2. Key Informants

Below is a list of individuals to consult, along with their contact information. The list includes, but is not limited to, the following:

- Project Team members: HCB National Director, Program Director, project coordinator, PMEL officer, field staff
- Direct stakeholders such as women's groups, youth environmental clubs, out-of-school youth groups, school leaders, PTA representatives, CPC representatives, local council leaders, and local government representatives, colline's elected, administrator office, CDFC, DCE, OBPE, BPAE office, Governor representative, and police.
- Location to visit: All 11 collines from target area

Annex 3. Documents to consult

This is the list of important documents that evaluators should read at the outset of the evaluation and before finalizing the evaluation design. This should be limited to essential information that the evaluation team needs. Data sources and documents may include:

- HCB Standards for Project/ Program Management
- HCB/ KNH Project proposal
- Baseline Data Reports/ Monitoring Reports
- Latest Annual work plans
- Monitoring data and analysis of the data
- Latest full year's technical report,
- CPP for the organization
- Key outputs produced: research/ surveys conducted, Regulations and policies developed.
- Partnership arrangements e.g., agreements of cooperation with local governments
- The output of any organizational learning initiatives
- Other assessments e.g., self-assessments,
- HCB annual reports to KNH

Annex 4. Required Format for the Evaluation Report

Title Page, including project title and number, date of report, authors and their affiliations, HCB point of contact for the evaluation, etc.

Executive Summary:

- Brief project description and context
- Purpose and expected use of the evaluation.
- Objectives of the evaluation
- Summary of the evaluation methodology
- Main findings and conclusions, especially regarding the project's objectives/targets.
- Key recommendations
- Summary of lessons learned.

Acknowledgments

Table of Contents

List of Acronyms and Abbreviations

Main Report

- Audience and use of the evaluation
- Objectives of the evaluation
- Evaluation methodology, including the rationale for the choice of methodology, data sources, data collection and analysis methods, participatory techniques, ethical and equity considerations, and major limitations of the methodology.
- Composition of the evaluation team, including specific roles of team members
- The project description includes background, underlying rationale, stakeholders and beneficiaries, conceptual model, results chain or logical framework, and project monitoring system.
- Evaluation results, documented by evidence:
 - Design: quality and relevance
 - Effectiveness (progress towards objectives and results); contributions of stakeholders; constraints or problems encountered.
 - The efficiency of Planning and Implementation
 - Impact: progress towards vision and goals (often impact on biodiversity and livelihoods)
 - Sustainability and reliability of project/program impacts; capacity built; institutional and stakeholder issues.
- Conclusions: overview of results; reasons for successes and failures; innovations
- Recommendations (based on evidence and insights)
- Lessons learned with greater relevance can be generalized beyond the project.

Annexes to the evaluation report:

- Terms of reference for the evaluation
- Evaluation matrix
- Timetable
- List of individuals interviewed and of stakeholder groups and/or communities consulted.
- List of supporting documents examined.
 - Research instruments: questionnaire, interview guide(s), etc., if applicable
- Summary tables of progress towards outputs, targets, and objectives – referring directly to the indicators established for these in the project log frame.
- Short biographies of the external facilitator.