# **Annex-1. Template for Terms of Reference**

**Terms of Reference**

External Expert for Project Monitoring / Evaluation

of

[Project title (AFoCO Project Number)]

1. **Background**

In accordance with the respective project agreement (MOU or MOA) and decisions made at the respective project steering/coordination meeting, the Secretariat for the Asian Forest Cooperation Organization developed an annual plan for project [monitoring/evaluation] in [YEAR].

The objective of project [monitoring/evaluation] is to [describe objectives, based on the project M&E guidelines and Project Document].

1. **Profile of the project subject to project [monitoring/evaluation]**

* Project Title:
* Project number:
* Duration:[ ] years (Month Year - Month Year)
* Budget: USD
* Participating country:
* Implementing Agency:

1. **[Monitoring/Evaluation] team**

The project **[monitoring/evaluation]** team is comprised of [NUMBER] members: (e.g. one (1) external expert (e.g. an expert nominated from the expert pool for project review) and one (1) member nominated by the Secretariat.)

* [NAME] Expert on [SPECIATIES]
* [NAME] Expert on [SPECIATIES]
* [NAME] AFoCO Secretariat

1. **Purpose and scope of work**

The purposes of this project [monitoring/evaluation] is are to:

* Develop detailed methodologies, quantitative and qualitative, based on the criteria;
* Review relevant project documents, focusing on the criteria;
* Review the progress of implementation against the Project Document and annual work plan;
* Identify the implementation issues, their impact and plan to resolve;
* Identify relevance of the project against national policy and local circumstances;
* Collect supplementary information (e.g. photos, maps, policy documents, etc.);
* Verify the negative and positive issues based on the criteria; and,
* Identifying sustainability issues, if any, and future potentials;

The scope of work for the [monitoring/evaluation] team is as follows:

* Development of [monitoring/evaluation] plan based on the information and materials provided by the Secretariat;
* Conduct of [monitoring/evaluation] activities by document review, field visits to project sites, meeting with stakeholder including local people involved in the project;
* Collect and submit supplementary data (photo, videos, policy documents, etc.) to the Secretariat; and
* Preparation and delivery of the [monitoring/evaluation] report with key findings and recommendations.

1. **Duration of consultancy**

The duration for the consultancy services will commence upon signing of the contract and complete upon submission of the [monitoring/evaluation] report.

1. **Required expertise and criteria**

The external expert must have the following expertise and criteria:

1. Strong professional knowledge and background in forest cooperation projects in Asia;
2. Practical experience on review and analysis of project implementation;
3. Fluent in English language skill;
4. Good interpersonal skill, experience in public communication, and good understanding of multi-cultural settings; and
5. Adaptation to flexible working environment.
6. **Deliverables and timeline**

|  |  |  |
| --- | --- | --- |
| Delivery date / time | Deliverables | Workload (day) |
|  | Development of [monitoring/evaluation] plan based on the information and materials provided by the Secretariat |  |
|  | Field mission  *\* Travel expenses including airfare, DSA, and accommodation is covered by the Secretariat.* | N/A |
|  | Preparation and delivery of the [monitoring/evaluation] report |  |
|  | Total working days |  |

1. **Service terms and conditions**

The fee for this service will be paid at the rate of USD xxx per working day before taxes based on the total workload calculated under section 7 above. The travel cost including airfare at actual rate, daily subsistence allowance, and accommodation will be provided according to the AFoCO staff regulations for the field mission. The Secretariat will pay the incumbent upon the completion of the services.

# **Annex-2. Template for Monitoring Plan**

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**Monitoring Plan**

|  |  |
| --- | --- |
| **Project Profile** | |
| Project Code |  |
| Project Title |  |
| Project Duration | Start date:  End date: |
| Implementing Agency |  |
| Participating Countries |  |
| Project Site |  |
| Main Objective |  |
| Budget and Source of Finance | Total: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_\_   * AFoCO: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_ * National: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_ * Others: US$ \_\_\_\_\_\_\_\_\_\_\_\_ (to be specified) |
| **Summary of Monitoring Report** | |
| Monitoring Period |  |
| Monitoring Site |  |
| Monitoring Check Points | * *(To include key issues and constraints.)* |
|  | |

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3. **Participants and Main Task for Monitoring**
4. **Budget Estimates**
5. **Monitoring Schedule**
6. **Implementation status of project activities, based on the document review**
7. **Appendix**

1. Introduction

*(To cover the decision of the PSC regarding the monitoring and its Terms of Reference)*

*(To cover the purpose of monitoring and current issues to be addressed)*

2. Monitoring scope and methodology

*(To describe the activities undertaken for the purpose of monitoring)*

*(To cover the specific methodology to check input/progress/output of each project activity, following the table below)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Activity No. | Activity | Performance Indicator | Monitoring Method | |
| Quantitative | Qualitative |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

3. Participants and main task for monitoring

|  |  |  |  |
| --- | --- | --- | --- |
|  | Name | Affiliation | Main task |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |

4. Budget estimates

*(The unit cost will follow the AFoCO financial regulation.)*

Airfare

Local Travel

Accommodation

DSA

Consultant Fee

Others (e.g. VISA)

5. Monitoring schedule

|  |  |  |  |
| --- | --- | --- | --- |
| Date / Time | Description | Responsible person | Venue |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

6. Implementation status of project activities, based on the document review

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Activity no. | Activity description | Planned | Completed | Observation and further checkpoints, if any, based on the document review |
|
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

7. Appendix

*(To add supplementary data, documents, etc. for the monitoring)*

# **Annex-3. Checklist for Monitoring Mission**

The following checklist contains a list of questions and actions that may guide the monitoring process. Not all questions and actions need to be considered/taken during the process.

|  |  |
| --- | --- |
| Criteria | Questions to be considered |
| Input | * Is finance available on time and in the right quantities and quality? * Is materials (procurement) available on time and in the right quantities and quality? * Are intangible inputs (e.g. human resources like staff qualifications, supportive mood of the project team, logistical support) located and available in the right place? * Is there any shortfall in resources? If so, why? * Is there any disaggregated unit cost for activities compared to the other project sites? (Too expensive? Too cheap?) * Are there issues to respond providing early warning of the kinds of logistical challenges that may limit project effectiveness? |
| Activities | * Are activities being implemented on schedule and within budget? * Are the scope of activities being implemented essential for the project success? * Are activities targeted what and where, following the project document and annual work plan? * Are there any comments and opinions from project stakeholders, and project surrounding local people, in terms of project implementation? * Are there issues to respond providing early warning of the kinds of activity implementations that may limit project effectiveness? * Are there any issues which evaluation, excluding the planned ones? |
| Output | * Are activities leading to the expected outputs? * How do project beneficiaries feel about the work? * Are the range of current and expected outputs essential for the project success? * Are there any difficulties to measure the project outputs? * Are there any similar outputs in different projects? If so, any lessons-learned to recommend to address issues from the project? * Are projects having high potential to be replicated in the future? If so, why? |

# **Annex-4. Template for Monitoring Report**

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**Monitoring Report**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project Profile** | | | | |
| Project Code | |  | | |
| Project Title | |  | | |
| Project Duration | | Start date:  End date: | | |
| Implementing Agency | |  | | |
| Participating Countries | |  | | |
| Project Site | |  | | |
| Main Objective | |  | | |
| Budget and Source of Finance | | Total: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_\_   * AFoCO: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_ * National: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_ * Others: US$ \_\_\_\_\_\_\_\_\_\_\_\_ (to be specified) | | |
| **Summary of Monitoring Report** | | | | |
| Monitoring Period | |  | | |
| Monitoring Site | |  | | |
| Monitoring Check Points | | * *(To include key issues and constraints.)* | | |
|  | | | | |
|  |  | |  |  |
|  | Signature | | Date | Name/Title |
| **Reporter** | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  | Signature | | Date | Name/Title |
| **Reporter** | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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2. **Monitoring Scope and Methodology**
3. **Findings and Issues**
4. **Supplementary Information**
5. **Recommendations**
6. **Appendix**

|  |
| --- |
| **Notes to the Authors & Readers**  The monitoring report is intended to provide regular and timely updates of project implementation progress as well as to identify any corrective actions needed for effective and efficient implementation of the project.  A designated person or team is expected to conduct a monitoring in timely manner according to the Terms of Reference provided by the Project Steering Committee (PSC) and submit the report(s) to the PSC as scheduled.  The following table of contents presents a sample list of items to be included in the monitoring report, however, the addition or revision of those items is recommended in pursuit of more effective and transparent delivery of the monitoring results.  Further guidelines for monitoring will be provided by the Secretariat. |

1. Introduction

*(To cover the decision of the PSC regarding the monitoring and its Terms of Reference)*

2. Monitoring scope and methodology

*(To describe the activities undertaken for the purpose of monitoring)*

*(To cover the specific methodology to check input/progress/output of each project activity, following the table below)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Activity No. | Activity | Performance Indicator | Monitoring Method | |
| Quantitative | Qualitative |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

3. Findings and issues

*(To list significant observations with explicit description of the cause-effect relations and supporting evidences. Use of location map, photos, or graphical illustrations are highly recommended for better clarity.)*

3.1. Key findings and issues

*(To cover the specific issues to be addressed)*

3.2. Implementation status of project activities (as of monitoring mission)

*(To update the implementation status made before the monitoring mission, through observation of each activity, based on the on-site verification, interview, etc.)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Activity no. | Activity description | Planned | Completed | Observation |
|
| A | ***Inception meeting*** | | | |
| A.1 | *Inception meeting among the implementing countries* | *Q2, 2016* | *Q2, 2016* | *9 June 2016* |
| B | ***Establishment and maintenance of demonstration plots*** | | | |
| B.1 | *Site identification, surveying and mapping* | *Q3, 2016* | *Q2, 2017* | *It took time to complete site selection and project was launched at Zambales site on 3 Apr 2017.* |
| B.2 | *Vegetation assessment* | *Q1, 2017* | *On-going* | *Gathering of baseline data completed in Q2, 2018* |

4. Supplementary information

*(To provide any additional information not included in the sections above, but relevant to the purposes of overseeing the project progress. Optional. E.g. updated national policy, financial regulations on tax, other interviews of project-related personnel and/or reports of similar project theme, etc.)*

5. Recommendations

*(To describe and summarize general recommendations, in narrative, based on the analysis of monitoring result.)*

*(To specify findings and recommendations from the monitoring in the table below.)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Activity No. | Activity | Recommended Follow-up actions | Responsible Person/Body | by when |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

6. Appendix

*(To include audio-visual records of monitoring and any other relevant documents as to support the report)*

# **Annex-5. Template for Evaluation Plan**

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**(Mid-term/Ex-post) Evaluation Plan**

|  |  |
| --- | --- |
| **Project Profile** | |
| Project Code |  |
| Project Title |  |
| Project Duration | Start date:  End date: |
| Implementing Agency |  |
| Participating Countries |  |
| Project Site |  |
| Main Objective |  |
| Budget and Source of Finance | Total: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_\_   * AFoCO: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_ * National: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_ * Others: US$ \_\_\_\_\_\_\_\_\_\_\_\_ (to be specified) |
| **Summary of Evaluation Report** | |
| Evaluation Period |  |
| Evaluation Site |  |
| Evaluation Check Points | * *(To include key issues and constraints.)* |
|  | |

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2. **Outline of the Project**
3. **Evaluation Scope and Methodology**
4. **Budget Estimates**
5. **Evaluation schedule**
6. **Annexes**

1. Introduction and outline of the project

*(Clarify why evaluation of the Project was decided and describes the purpose of evaluations for AFoCO in general and the evaluation type, including any specific aspects.)*

* 1. Introduction
  2. Purpose of the evaluation

2. Outline of the project

*The intention of this section is to summarize the most essential information and facts to understand the project intervention. It gives a brief description of the project, including:*

* *relevant background, including origin of the project;*
* *development objective;*
* *main problems to addressed;*
* *specific objective(s) and outputs;*
* *project rationale;*
* *starting date, duration and date of any former evaluation; and,*
* *executing agency and collaborating agencies.*

Table x. Outline of the project

|  |  |
| --- | --- |
| Title |  |
| Duration |  |
| Budget |  |
| Target countries |  |
| Objectives |  |
| Details |  |
|  |
|  |
|  |
| Beneficiaries |  |
| Expectation |  |
| Executing agency |  |

3. Evaluation Scope and Methodology

*The intention of this section is to:*

1. *elaborate the purpose of the evaluation, and the reason for undertaking it;*
2. *elucidate the scope and focus of the evaluation referring to the Terms of Reference for the evaluation mission;*
3. *introduce the mission members, profession, nationality, further relevant background; and,*
4. *set out the approach of the task; sources of data, collection methods and measures adopted to ensure reliability of data collected. (e.g. documents studied, field visits, meetings, feedback on preliminary findings, the duration of the evaluation), based on the criteria of evaluation: relevance, effectiveness, efficiency, impact, and sustainability.*

3.1. Evaluation scope

*(Evaluation of AFoCO projects adopt the OECD/DAC criteria and indicators for evaluation – Relevance, Effectiveness, Efficiency, Impact, and Sustainability – and each specific evaluation factors are developed based on them. Under the evaluation criteria, the evaluation questions can be composed at each stage of the project logical framework.)*

3.2. Evaluation methodology

*(Based on the indicators developed, research portfolio will be set up, and the evaluation matrix will be established consisting of detailed evaluation criteria, and quantitative/qualitative research method).*

* Evaluation Frame and Research Portfolio

*(To check ‘x’ at each box where the method will be used to evaluate the corresponding criteria)*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Method  Evaluation criteria | e.g. Document analysis | e.g.  Data and statistics analysis | e.g.  Interview with the local people and beneficiaries | e.g.  Interview with the project stakeholders and implementers | e.g.  Questionnaire survey of targeting group | e.g.  On-site field trip and survey |
| Relevance |  |  |  |  |  |  |
| Effectiveness |  |  |  |  |  |  |
| Efficiency |  |  |  |  |  |  |
| Impact |  |  |  |  |  |  |
| Sustainability |  |  |  |  |  |  |

* Evaluation Matrix

|  |  |  |  |
| --- | --- | --- | --- |
| Evaluation criteria | Detailed Evaluation Criteria | Indicator/checkpoints | Research Method |
| Relevance | e.g. Consistency with the AFoCo agreement |  | e.g. Document |
| e.g. Alignment with the country needs and strategy |  | e.g. Document and interview |
| … | … |  |
| Effectiveness |  |  |  |
| Efficiency |  |  |  |
| Impact |  |  |  |
| Sustainability |  |  |  |

3.3. Participants and main task for evaluation

|  |  |  |  |
| --- | --- | --- | --- |
|  | Name | Affiliation | Main task |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 |  |  |  |

4. Budget estimates

*(The unit cost will follow the AFoCO financial regulation.)*

Airfare

Local Travel

Accommodation

DSA

Consultant Fee

Others (e.g. VISA)

5. Evaluation schedule

|  |  |  |  |
| --- | --- | --- | --- |
| Date / Time | Description | Responsible person | Place |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

6. Annexes

*(To add supplementary data, documents, etc. for the evaluation)*

# **Annex-6. Checklist for Evaluation Mission**

The following checklist contains a list of questions and actions that may guide the evaluation process. Not all questions and actions need to be considered/taken during the process.

|  |  |
| --- | --- |
| Criteria | Questions to be considered |
| Relevance | 1. To what extent are the project objectives still valid? / How valid are the project objectives? 2. Does the problem analysis confirm the results of the Project identification? Can the results of the Project identification be confirmed by the analysis of the problem? 3. Are the activities and outputs of the project in line with/relevant to the overall aim and the fulfillment of the project objectives? 4. Are the activities and outputs of the project in line with/relevant to the expected impacts and outcomes of the project? 5. Does the project clearly comply with AFoCO's objectives, AFoCO's strategic priorities and the target country's national efforts in the relevant sector? 6. Considering the project objectives, Is the project budget amount appropriate? Are the costs of each activity suitably allocated? 7. Is the project rationale appropriate based on the analysis of the linkages of the logical framework? 8. Are the outputs essential and adequate in realizing the specific objectives of the project? 9. (Action) Assess the contribution of stakeholders to the project design. 10. (Action) Assess the status of ownership of the project. 11. (Action) Assess stakeholder and partner agency(ies) commitment to the project. 12. (Action) Assess the suitability/relevance of the project design (vertical logic rationale; level of details; logic, indicators, verification means, assumptions; management of risks, etc.). |
| Effectiveness | 1. To what degree were the objectives met / likely to be met? 2. What were the key factors that were found to have an influence on the achievement (or non-achievement) of the objectives? 3. Are there more appropriate technical, financial or administrative approaches that can improve the effectiveness of the project? 4. (Action) Assess the technical or scientific intrinsic quality of the project proposal. 5. (Action) Assess the relevance of rationale of the project proposal in achieving its objectives. (This may include analyzing its logical framework critically and examining external factors which may influence the success of the project.) 6. (Acton) Conduct a risk assessment and assess the probability of success. 7. (Action) Assess the effectiveness of unexpected situation management and evaluate the approaches taken in comparison with other possible alternative approaches. 8. (Action) For ongoing projects, assess the validity of the project design, (This includes reviewing the logical framework and providing suggestions for revision when required.) |
| Efficiency | 1. Were activities cost-efficient? Did the project activities achieve the expected outcomes with minimum possible cost inputs? 2. Were objectives achieved on time? Were the project objectives attained without delay? 3. Was the chosen project implementation approach the most efficient one available (as compared to other alternative approaches)? 4. Are the activities and related inputs essential and adequate in realizing the outputs of the project? 5. (Action) Assess the technical, financial and managerial aspects of project implementation. (These include the usage of norms, standards and rules associated to technical and administrative actions, coordination of project staff, organization of the project reports, accounting documents and data, etc.) 6. (Action) Assess the allocation of inputs, including its timing and suitability, indication of whether they are being provided on time and at the estimated costs; indication of likely future trends in Inputs allocation considering the current situation; indication of cost effectiveness through the use of unit costs, comparative costs per beneficiary, etc; 7. (Action) Assess the internal monitoring of the project. Project internal monitoring; 8. (Action) Assess procurement procedures and the employment of consultants.   (Action) Assess the commitment of the recipient country |
| Impact | 1. What has happened as a result of the project or project and why? What is the consequence of the implementation of the project and why has this happened? 2. What real difference has the activity made to the beneficiaries? What are the actual impacts of the project activity on the beneficiaries? 3. Is there a clear understanding of the field or sub-sector involved and of its main characteristics? Has the field/sub-sector involved and its main characteristics been clearly understood? 4. Has adequate consideration been given to the environmental impact and stakeholder, including local community, participation and ownership? Have environmental impact, project stakeholders such as the local community, and aspects such as participation and ownership been adequately considered? 5. assessment of the post-project situation and of the specific conditions of its intended direct or indirect beneficiaries as compared to the Pre-project situation and expectations; assessment of whether this post-Project situation is likely to change additionally, in what direction and over what period; (Action) Compare the pre project situations and expected outcomes with the post project situations and specific conditions of the intended beneficiaries (both direct and indirect). Assess the possibility of any changes that may occur in the post project situation and direction and period the change. 6. assessment of the achievement of the Project Specific Objective(s) and of its contribution to the Development Objective; critical analysis of the validity of the Assumptions made; presentation of the Indicators of achievement for each level of the Project elements;  (Action) Assess the attainment of the specific objectives of the project and how it contributes to the development objective; carry out a critical analysis of the legitimacy of the assumptions made; and present the indicators of achievement for each project element level. 7. assessment of unexpected effects and impacts either harmful or beneficial, and presentation of the reasons for their occurrence; (Action) Assess all unintended effects (both harmful or beneficial) and describe the reasons for their occurrences. 8. (Action) Assess the environmental impacts that have resulted from the project and compare them with the expected impacts. 9. (Action) Assess the all related or unrelated and harmful or beneficial impacts of the project implementation on local communities. |
| Sustainability | 1. To what degree did the positive impacts of the project continue after donor funding was no longer provided? 2. Which key factors influenced the fulfillment and non-fulfillment of project sustainability? 3. Will the results of the Project be sustainable, financially and in other ways? Can the sustainability of the project results be ensured, financially and in other aspects? 4. elaboration on the availability of human resources and financial and institutional provisions to guarantee sustainability (Action) Explain in detail, the availability of manpower as well as financial and institutional provisions to assure sustainability. |

* Additional issues specifically for mid-term evaluations

|  |  |
| --- | --- |
|  | Questions to be considered |
| Mid-term evaluations | 1. Do the external events thus far coincide the expectations of the project team/developers? 2. In particular do their assumptions still appear valid? If not, why not? Are the assumptions of the project team/developers still valid? if they are not, assess the reasons why. 3. Has progress so far matched the implementation plan? If not, can action be taken to restore or improve the original Project track? If not, what should be done? Is the project progressing according to the implementation plan? If it is not, are there any actions that can be taken to rectify or improve the situation and put the project on the right track? 4. Is the Project still valid in terms of its Specific Objective(s) and planned Outputs? Does any change need to be made? Is the project still justifiable by its specific objectives and planned outputs? Is it necessary to make any changes? 5. Is the project budget and its initial cost effectiveness still reasonable? 6. Are the expected impacts materializing? If not, what should be done? Are the expected outcomes of the project occurring? If they are not, are there any actions that can be taken? |

* Additional issues specifically for ex-post evaluations:

|  |  |
| --- | --- |
|  | Questions to be considered |
| Ex-post evaluations | 1. What happened to the Project, and what are the problems that were encountered? 2. Were the Inputs provided as planned and were work schedules observed? 3. Were the expected Outputs achieved? 4. What problems (if any) caused delays (if any) and what consequences did this have for implementation? Are there any problems which lead to delays in the project and what are the impacts of these problems and delays on the implementation process? 5. Was the project adequately managed and executed? 6. Are the actual costs arising from the project similar to the budget provided? 7. Were the specific objectives of the project applicable? 8. Have the specific objectives of the project been attained? 9. Were there any changes to these objectives during implementation process? 10. Were there unexpected results and impacts, either harmful or beneficial? Were there any harmful or beneficial results or impacts that were unintended? 11. Who are the actual beneficiaries of the project? 12. Could it have been possible to achieve the specific objectives of the project with reduced costs or via an alternative project design? 13. What are the key lessons learnt from the implementation of the project? 14. What are the positive or negative factors that contributed to the corresponding success or failure of the project? 15. Does the project present new challenges or issues that require examination during the design of subsequent interventions? 16. What direct recommendations arise either for future similar Projects or for the continued operation of this one? Are there any recommendations derived directly from the project that can contribute to the implementation of similar projects in the future or to the continued operation of the project itself? |

# **Annex-7. Template for Evaluation Report**

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**(Mid-term/Ex-post) Evaluation Report**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project Profile** | | | | |
| Project Code | |  | | |
| Project Title | |  | | |
| Project Duration | | Start date:  End date: | | |
| Implementing Agency | |  | | |
| Participating Countries | |  | | |
| Project Site | |  | | |
| Main Objective | |  | | |
| Budget and Source of Finance | | Total: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_\_   * AFoCO: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_ * National: US$ \_\_\_\_\_\_\_\_\_\_\_\_\_ * Others: US$ \_\_\_\_\_\_\_\_\_\_\_\_ (to be specified) | | |
| **Summary of Evaluation Report** | | | | |
| Evaluation Period | |  | | |
| Evaluation Site | |  | | |
| Evaluation Check Points | | * *(To include key issues and constraints.)* | | |
|  | | | | |
|  |  | |  |  |
|  | Signature | | Date | Name/Title |
| **Reporter** | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| **Reporter** | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| **Reporter** | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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|  |
| --- |
| **Disclaimer**  The opinion, views, and recommendations provided in this evaluation report do not (NOT) represent the official view and position of the Asian Forest Cooperation Organization (AFoCO) Secretariat, but those of authors of the report. This report is based on the information and provided and observation made during evaluation mission. For further information and clarification, please contact (Name / E-mail address) and/or (Name / E-mail address). |

1. Introduction

*(To clarify why evaluation of the Project was decided and describes the purpose of evaluations for AFoCO in general and the evaluation type, including any specific aspects)*

2. Evaluation Scope and Methodology

*(To elaborate the purpose of the evaluation, and the reason for undertaking it)*

*(To elucidate the scope and focus of the evaluation referring to the Terms of Reference for the evaluation mission)*

*(To introduce the mission members, profession, nationality, further relevant background)*

*(To set out the approach of the task; sources of data, collection methods and measures adopted to ensure reliability of data collected. (e.g. documents studied, field visits, meetings, feedback on preliminary findings, the duration of the evaluation), based on the criteria of evaluation: relevance, effectiveness, efficiency, impact, and sustainability)*

2.1. Evaluation scope

*(Evaluation of AFoCO projects adopt the OECD/DAC criteria and indicators for evaluation – Relevance, Effectiveness, Efficiency, Impact, and Sustainability – and each specific evaluation factors are developed based on them. Under the evaluation criteria, the evaluation questions can be composed at each stage of the project logical framework.)*

2.2. Evaluation methodology

*(Based on the indicators developed, research portfolio will be set up, and the evaluation matrix will be established consisting of detailed evaluation criteria, and quantitative/qualitative research method).*

* Evaluation Frame and Research Portfolio

*(To check ‘x’ at each box where the method will be used to evaluate the corresponding criteria)*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Method  Evaluation criteria | e.g. Document analysis | e.g.  Data and statistics analysis | e.g.  Interview with the local people and beneficiaries | e.g.  Interview with the project stakeholders and implementers | e.g.  Questionnaire survey of targeting group | e.g.  On-site field trip and survey |
| Relevance |  |  |  |  |  |  |
| Effectiveness |  |  |  |  |  |  |
| Efficiency |  |  |  |  |  |  |
| Impact |  |  |  |  |  |  |
| Sustainability |  |  |  |  |  |  |

* Evaluation Matrix

|  |  |  |  |
| --- | --- | --- | --- |
| Evaluation criteria | Detailed Evaluation Criteria | Indicator/checkpoints | Research Method |
| Relevance | e.g. Consistency with the AFoCo agreement |  | e.g. Document |
| e.g. Alignment with the country needs and strategy |  | e.g. Document and interview |
| … | … |  |
| Effectiveness |  |  |  |
| Efficiency |  |  |  |
| Impact |  |  |  |
| Sustainability |  |  |  |

2.3. Participants and main task for evaluation

|  |  |  |  |
| --- | --- | --- | --- |
|  | Name | Affiliation | Main task |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 |  |  |  |

2.4. Research limitations

*(To describe the limitations of the evaluation research)*

3. Outline of the project

*(To summarize the most essential information and facts to understand the project intervention. It gives a brief description of the project, including:*

* *relevant background, including origin of the project;*
* *development objective;*
* *main problems to addressed;*
* *specific objective(s) and outputs;*
* *project rationale;*
* *starting date, duration and date of any former evaluation; and,*
* *executing agency and collaborating agencies.)*

Table x. Outline of the project

|  |  |
| --- | --- |
| Title |  |
| Duration |  |
| Budget |  |
| Target countries |  |
| Objectives |  |
| Details |  |
|  |
|  |
|  |
| Beneficiaries |  |
| Expectation |  |
| Executing agency |  |

4. Key Findings and Lessons Learned

4.1. Findings

1) Achievements of the Project

*(To describe the achieved outputs compared to the planned ones)*

2) Process of project formulation and implementation

*(To review on the process of project formulation and implementation, as considering stakeholders, appropriateness of project design, etc., based on the evaluation criteria)*

3) The Project proposal appraisal process

*(To check whether observed failures of the project could been predicted in advance at the stage of development of project proposal)*

*(If not, describe what kind of indicators would be needed to prevent the failures)*

4.2. Lessons learned

*(To describe the corresponding lessons learned.)*

5. Conclusions and Recommendations

5.1. Conclusions

*(To highlight outstanding conclusions according to the headings used in Section 4.)*

5.2. Recommendations

*(To describes recommendation grouped according to the five criteria of evaluation: relevancy, effectiveness, efficiency, impact and sustainability)*

6. Appendix

*(To include audio-visual records of monitoring and any other relevant documents as to support the report)*