IUCN Meta-Evaluation

An Analysis of IUCN Evaluations

1994 - 2000

September 2000

Executive Summary

The External Reviews of IUCN (1993, 1996 and 1999) recommended that IUCN put in place a Monitoring and Evaluation System at regional and global levels capable of tracking progress and measuring the performance of IUCN programmes (Christofferson, 1993; 1996; Bruszt, 1999).

Acting on the recommendations of the Reviews, in 1997 the IUCN Management Board and Council agreed to put in place an M&E System in two phases. Phase I (1997-1999) focused on training and capacity building in monitoring and evaluation in five pilot regions, and to a limited extent, in Commissions and programmes at a global level. The purpose of this experimental phase was to provide a diagnosis of the type and scope of an M&E System that would be appropriate for IUCN, to create positive engagement in an evaluative culture of learning within the Union, and to improve skills and capacities in project and programme design, delivery, and M&E.

The 1999 External Review acknowledged that important progress was made in M&E during the first Phase, and recommended that IUCN continue to support M&E capacity building and skills development at regional and global levels. In addition, they recommended that IUCN institutionalize M&E through a policy and a set of standards for IUCN. The result of Phase One is that now, there is a broad consensus that M&E is an important part of the ongoing programming, learning, and organizational development in the IUCN at all levels.

The IUCN M&E Initiative hired Universalia Management Group, specialists in evaluation, to undertake a meta-analysis of evaluations carried out in IUCN from 1994 – June 2000 to assess the quality and scope of evaluations, and to develop an Evaluation Data Base for IUCN.

By consistently using an analytical tool, all documents labeled as evaluation reports were reviewed to ensure that they qualified for the assessment. The meta analysis presented in this document is the result of an assessment of the evaluation reports related to such areas as type of evaluation, location, specialization, report format, context, rationale, evaluation purpose, methodology, findings, and results. The various areas emerged from several sources and were agreed upon by IUCN.

A summary of the findings of the meta-analysis include the following:

- There have been a significant number of evaluations commissioned between 1994-2000 (81 evaluations that covered a wide spread of regions and thematic areas, as well as organizational evaluations).[1]

- In the majority of evaluations, it was difficult to discern the client or the intended audience of the evaluation. (Finding 3 & 5)

- Few described and linked the context to the evaluation, and as such, did not provide an understanding of the rationale and underlying assumptions behind the specific programme or project; (Finding 9)

- Few evaluation addressed issues of relevance and efficiency (they addressed effectiveness in most cases); (Finding 10)

- Descriptions of methodology, including instruments and approaches to data analysis, were lacking; (Finding 11)

- Most evaluations provided recommendations; however less than half provided data supporting their findings, and very few reported on lessons learned. (Finding 13)

- The more recent evaluations conformed more closely to basic evaluation standards than earlier ones.

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[1] Please note that though regions were asked to send their evaluation from 1994 onward to IUCN-Gland, some evaluations sent dated from year 1990 and year 1993.

In summary, while there is a significant amount of evaluation activity taking place, evaluations commissioned in IUCN between 1994-2000 have generally been far from best practice, and there is much room for improvement.

To address this assessment, the meta-analysis includes the following recommendations:

- As a matter of priority, IUCN should put in place an Evaluation Policy and the resources, training, and technical assistance needed to implement and maintain the Policy.

- Provide a set of standards to those engaging in evaluations that will help guide all their evaluation work, both internally and externally.

- Institute and maintain a yearly review procedure that will provide the Council with an assessment of the quality, quantity, and content of evaluation reports conducted within the Union.

Acronyms

ACRONYM	DEFINITION
BRAO	Bureau Régional d'Afrique de l'Ouest
IUCN	The World Conservation Union
IUCN HQ	The World Conservation Union Headquarters
M&E	Monitoring and Evaluation
SIDA	Swedish International Development Cooperation Agency
SDC	Swiss Agency for Development Corporation
DANIDA	Ministry of Foreign Affairs of the Kingdom of Denmark
NORAD	Norwegian Agency for Development Cooperation
DGIS	The Netherlands Ministry for Development Cooperation

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1. Introduction

External Reviews of IUCN (1993, 1996, and 1999) sponsored by IUCN's core donors (SIDA, SDC, DANIDA, NORAD, DGIS) were regarded as important steps in improving IUCN's accountability, performance, and sustainability. The Reviews called for IUCN to improve its accountability and capacity to learn from experience by putting in place a Monitoring and Evaluation System at regional and global levels capable of tracking progress and measuring the performance of IUCN programmes (Christofferson, 1993: 1996; Bruszt, 1999).

In 1997, acting on the recommendations of the Reviews, IUCN Management Board and Council agreed to put in place an M&E System in two phases. Phase I (1997-1999) focused on training and capacity building in monitoring and evaluation in five pilot regions, and to a limited extent, in Commissions and programmes at a global level. The purpose of this experimental phase was to provide a diagnosis of the type and scope of an M&E System that would be appropriate for IUCN, to create positive engagement in an evaluative culture of learning within the Union, and to improve skills and capacities in project and programme design, delivery and M&E.

The 1999 External Review acknowledged that important progress had been made in M&E during the first Phase, and recommended that IUCN continue to support M&E capacity building and skills development at regional and global levels. In addition they recommended that IUCN institutionalize M&E through a policy and set of standards for IUCN. The result of Phase One has been that there is now a broad consensus that M&E is an important part of the ongoing programming, learning and organizational development in the IUCN at all levels.

The IUCN M&E Initiative hired Universalia Management Group, specialists in evaluation, to undertake a meta-analysis of all evaluations carried out in IUCN from 1994 – June 2000 to assess the quality and scope of evaluations, and to develop an Evaluation Data Base for IUCN.[2]

The meta analysis presented in this report assesses the quality of evaluation reports in 39 fields, and presents conclusions and recommendations on what needs to be done to improve them. The sections below describe in detail the methodology used by Universalia, followed by a discussion of the main findings and presentation of the conclusions and recommendations.

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[2] Please note that though regions were asked to send their evaluation from 1994 onward to IUCN-Gland, some evaluations sent dated from year 1990 and year 1993.

2. *Methodology*

2.1 *Sources of Data: The Population*

In total, IUCN provided Universalia with 93 evaluation reports[3]. The reports were sent to Universalia in three phases. Phase I included 66 reports, Phase II included 9 reports, and Phase III included 18 reports. Universalia presented an earlier report to the M&E Coordinator analyzing the results of Phases I and II. The current report analyzes the combined data from Phases I, II, and III.

Each report was reviewed to ensure that it was an evaluation, using the Universalia definition that "an evaluation assesses the merit or worth of a targeted unit, policy, program, project, or organization." The analysis indicated that 12 reports[4] were not evaluations. In all instances, these reports were not considered evaluations because they did not make judgments about the work of IUCN, and only provided descriptive information about the area under review. For consistency, the same analytical tool was used for both groups of reports. However, reports that were not considered evaluations were omitted from the calculation of results. In all, this report reviews 81 IUCN evaluations. Exhibit 2.1 presents the number of evaluation reports in the data set per year.

Exhibit 2.1   Number of Evaluation Reports per Year[5]

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[3] Universalia received duplicate copies of three reports. They are not counted in the figures presented here.

[4] The list of these reports is found at the end of Appendix 1.

[5] The list of evaluation reports is found in Appendix I. Please note that though regions were asked to send their evaluation from 1994 onward to IUCN-Gland, some evaluations sent dated from year 1990 and year 1993.
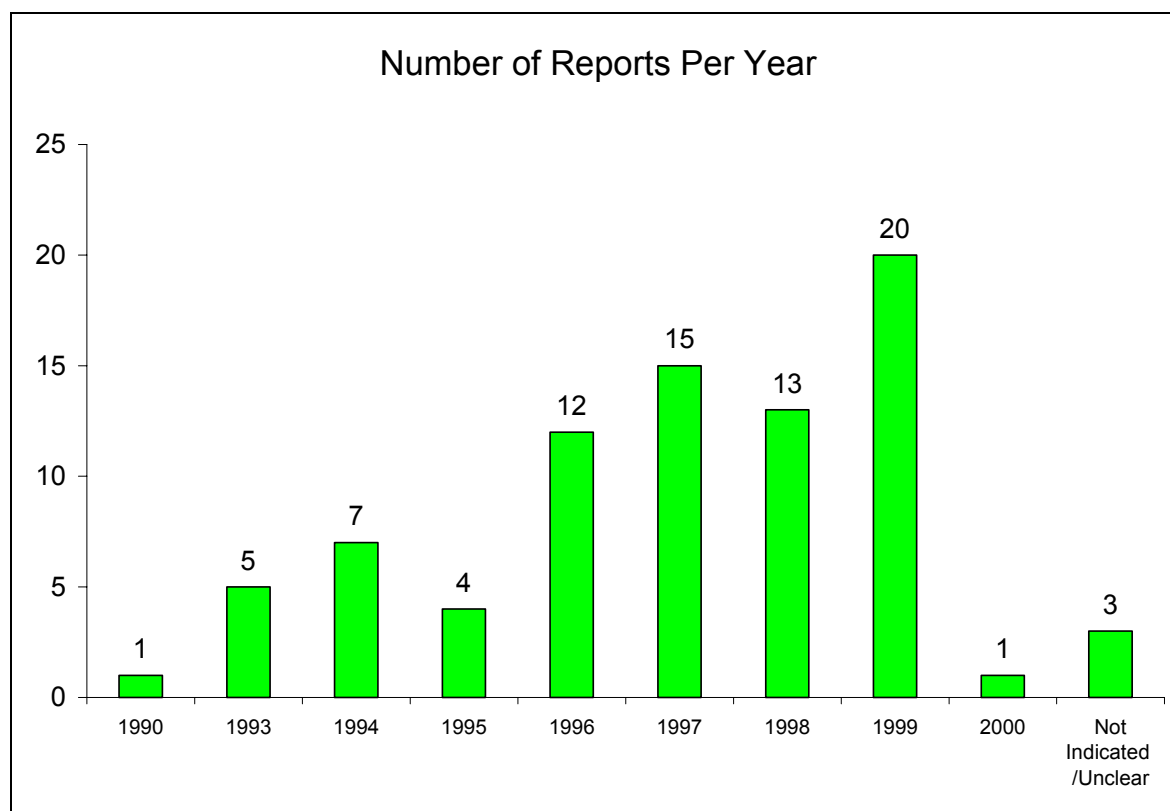
2.2   Instrument

The criteria used to assess the quality of IUCN evaluations emerged from discussions between the IUCN Monitoring and Evaluation Coordinator, M&E regional staff and Universalia. Universalia also reviewed evaluation standards manuals for the American Evaluation Society, the World Bank, the Inter-American Development Bank, and CIDA. As a result, thirty-nine fields and 10 sub-fields were identified to use as an instrument for analysis purposes. The database has three sections:

1) Report General Description: Information about type of evaluation, place (region), specialization area, etc.

2) Report Quality Descriptors: Indicators for clarity of purpose, methodology, clarity reporting, findings, etc.

3) Comments: Comments made by the meta-analysis team to expand on, or clarify data in fields. Content will be analyzed at a later date.

The specific fields and sub-fields are outlined in Exhibit 2.2. Please note that all fields are identified with a bullet point. Also note that there are sub-fields in section one only.

Exhibit 2.2   Fields and sub fields in meta-analysis instrument

SECTION 1: REPORT GENERAL DESCRIPTION	
FIELDS (IDENTIFIED WITH BULLET POINT)	SUB-FIELDS
• Report Title	
• Project or Program Evaluated	
• Name of Evaluators	
• Evaluation Team	
• Type of Evaluation	
• Evaluation Timing	
• Evaluation Client (Driver)	
• Evaluation Audience (Evaluation for)	
• Evaluation Location (Region)	
• Evaluation Location (Country)	If other, then specify
• IUCN Areas of Specialization	If other, then specify
• Date of Final Report	Month
	Year
• Evaluation Value	Amount
	Currency
	If 0, then note (whether it is 'not specified' or 'not clear')
• Value of Project/Program	Amount
	Currency
	If 0, then note (whether it is 'not specified' or 'not clear')

SECTION 2: REPORT QUALITY DESCRIPTORS	
FIELDS (IDENTIFIED WITH BULLET POINT)	SUB-FIELDS (NONE)

Report Format

- Table of contents
- Abstract/Executive summary
- List of acronyms
- Appendix-ToRs
- Appendix-Data collection instruments
- Appendix-Field visits
- Appendix-LFA
- Appendix-Action Plan

Context and Rationale

- Context Provided
- Clear description of project/program/etc. rationale
- Clear description of project/program/etc. goals/objectives
- Clear description of planned activities

Evaluation Purposes

- Purpose of the evaluation-Relevance
- Purpose of the evaluation-Effectiveness
- Purpose of the evaluation-Efficiency
- Purpose of the evaluation-Gender equity
- Purpose of the evaluation-Other

Methodological Clarity

- Methodology-Questions clearly identified
- Methodology-Data sources clearly identified
- Methodology-Data analysis techniques explained
- Methodology-Participatory approach used
- Methodology-Participatory approach described

Evaluation Results

- Clear main findings
- Clear recommendations
- Clear lessons learned

2.3   Data Analysis Procedure

Two consultants analyzed the data in three phases. Phase I encompassed 66 reports. Using Universalia's definition of evaluation reports, 58 reports were classified as evaluation reports, and 8 were not. Phase II included 9 reports, of which 7 were evaluation reports and 2 were not. Phase III included 18 reports, of which 16 were evaluation reports and 2 were not.

Each consultant took 3 to 4 hours to read the evaluation report, fill in the instrument presented above, and identify any concerns in the comments section of the instrument. The consultants held frequent meetings to clarify their ratings, establish guidelines and common definitions based on the literature, and compare their ratings. Where discrepancies occurred, the consultants returned to the definitions used to reach consensus. These procedures were used to ensure consistency of the data reported in this study.

Each evaluation had a corresponding Microsoft Access database sheet. The results from the database sheets were then tabulated in Microsoft Access, as well as imported into a spreadsheet in Microsoft Excel, where raw scores were converted to percentage scores for each of the database fields. These were then checked against the calculations performed in the database for consistency of results. The results presented and discussed below provide a description of the visible trends in the IUCN evaluation reports.

3.   Presentation of Findings

The data presented below represents the findings from the 81 evaluation reports reviewed. The findings are discussed in two main sections:

- The first are results providing a general description of the evaluation reports.
- The second is a description of the quality of the reports.

This report analyzed the whole population of evaluation reports. Results of the findings by region are presented in Appendices IV-XV. Please note that all results are rounded to the nearest percent, thus total scores for some fields may be slightly higher or lower than 100% if added.

3.1   Description of Evaluation Reports in the Population

The following is a discussion on the information provided by Section 1 of the database, Report General Description. The data below are intended to provide a general description of the population and to better contextualize the findings of the study. We used nine fields to discern the overall characteristics of the population. A brief description of each is provided below.

3.1.1   Type of Evaluation

The evaluation reports were categorized in one of five categories: project, program, organizational, other and commission.

Finding 1:   A majority of the evaluation reports (68%) were project and program reviews.

The majority of evaluation reports (68%) focused either on a project (38%) or a program (30%), whether implemented at the local, regional, or global level. Organizational reports comprised 16% of the population, and focused on such matters as the management of a regional office, or of IUCN as a whole.

12% of reports were categorized as "other," and included activity reports (neither project nor program), follow-up reviews, policy assessments, etc. The remaining 4% of reports focused on an IUCN commission.
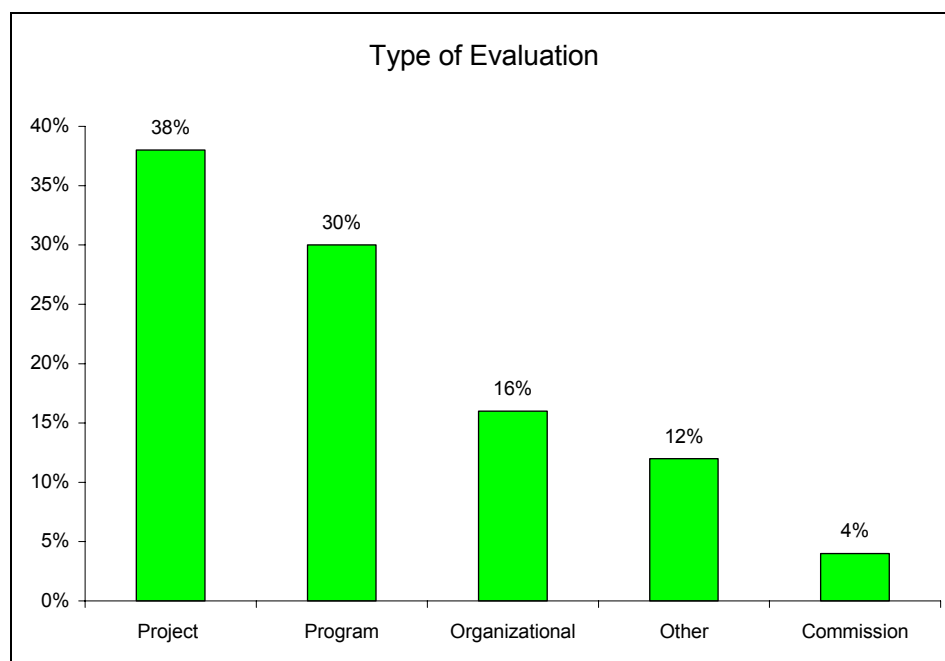
Clarification of Terms

Commission: The evaluation focuses on an IUCN commission(s).

Other: Includes self-assessments, policy assessments, and targeted analyses of IUCN bodies, units and roles.

3.1.2   Evaluation Timing

Evaluations occur at various stages of the life cycle of a project, program, or organization. In terms of timing, project and program evaluation reports were analyzed according to the cycles, namely start-up, mid, end, impact, or other.

Finding 2:   In the majority of evaluation reports, the timing was either not clearly stated or not specified.

Information on the timing of the evaluation was not provided in 80% of reports. In 52% of the cases, the timing was not clearly stated. Most interesting is that many of these evaluations indicated they wanted to provide data for the next phase of a project or program, making it unclear to the reader as to how they should be classified. In over a quarter of the reports (28%), there was no mention of evaluation timing with respect to the cycle. Finally, 12% of evaluation reports were mid-term reviews, while 4% were end-term reviews and 4% were categorized as "other" (see definition in the box below).

Evaluation Timing

Category	Percentage
Not clear	52%
Not specified	28%
Mid	12%
End	4%
Other	4%
Impact	0%
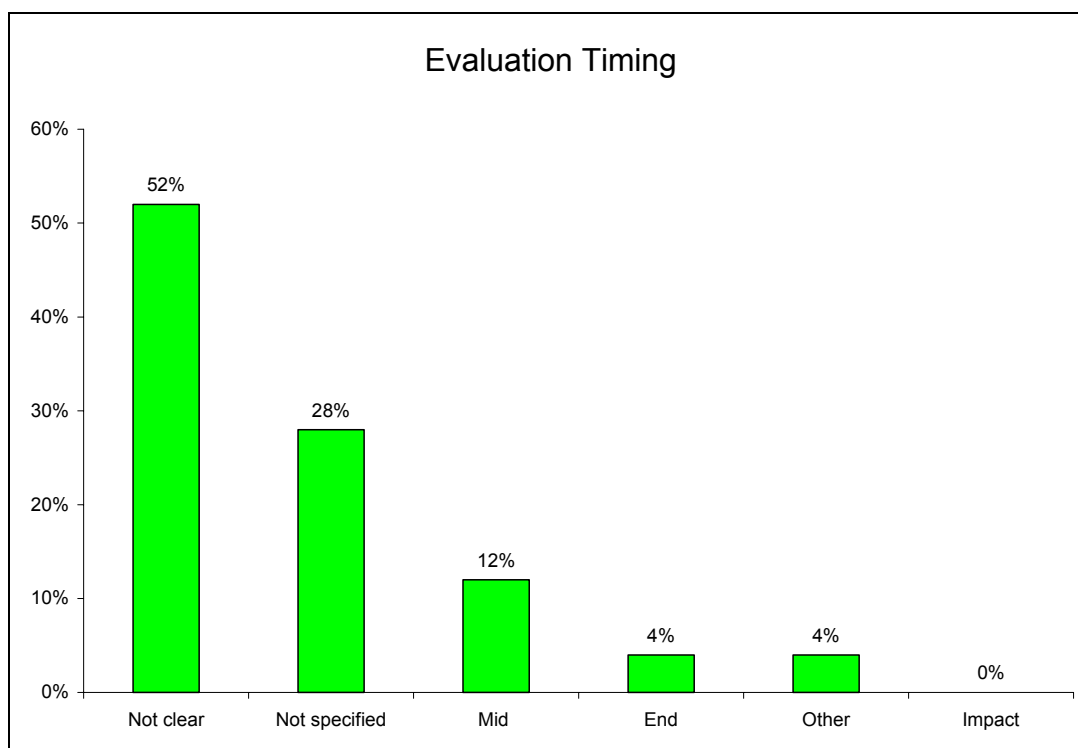
Clarification of Terms

Not clear: The timing of the evaluation was not clearly stated as mid, end, or impact. Alternatively, project phases were mentioned, suggesting that the evaluation was intended as a formative assessment for the next phase, yet this was not clearly stated in the report. In certain cases, a specific time period was mentioned.

Not specified: The timing of the evaluation was not mentioned anywhere in the report.

Other: Selected when the unit being reviewed may not be a program or a project. Also selected when another time period – such as annual assessment/review or specific years – was mentioned.

3.1.3   Evaluation Client (Driver)

Evaluations are commissioned for particular groups. Different evaluation client groups need different types of information and make specific demands on an evaluation. This field attempted to describe who commissioned the evaluation. The categories for this field were IUCN, donor, or mixed.

Finding 3:   In the majority of the reports, it was difficult to assess the client of the evaluation.

In 58% of the reports, it was difficult to discern the body who commissioned the evaluation because the information was either not specified (20%), or not clear (38%). This was especially true in cases where it seemed that several partners (IUCN, donors, etc.) were involved in the evaluation process.

In 20% of the cases, the client was specified as a donor or a combination of donors, whereas in 17% of the cases, it was specified as an IUCN commissioned evaluation. Five percent of the evaluation reports stated that the client was mixed, i.e. commissioned by IUCN and either a donor or an external partner.
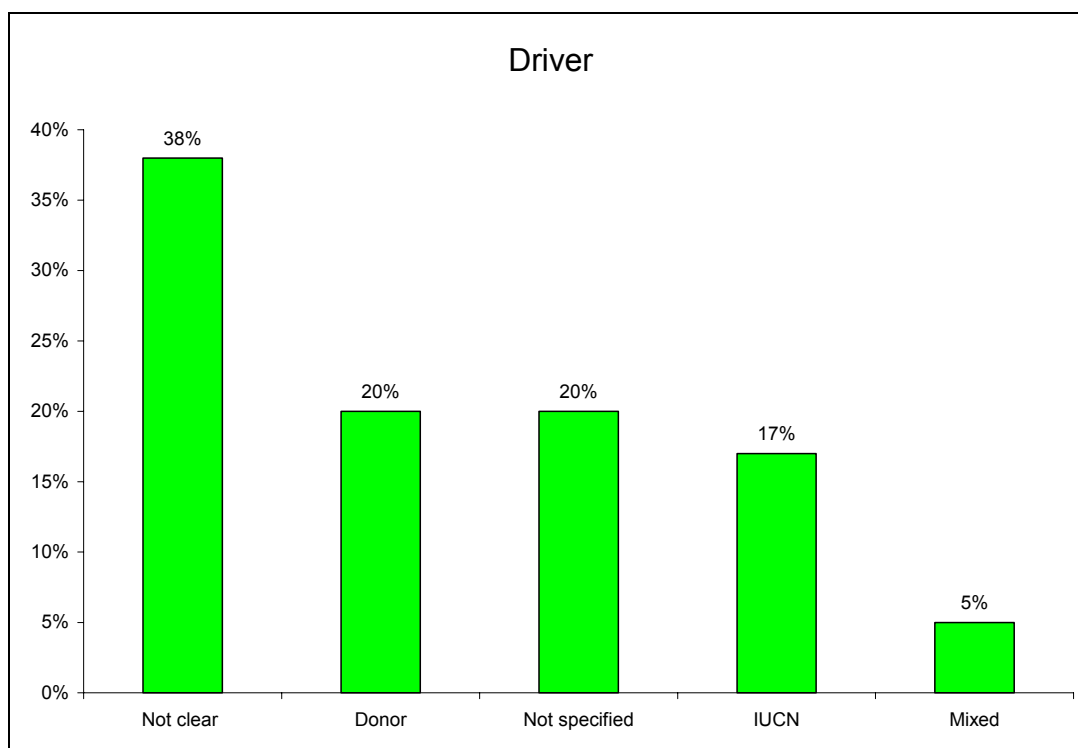
Clarification of Terms

Mixed: IUCN and a donor or an external partner.

Not clear: The client was ambiguous. Not clear was selected in cases where it was ambiguous to discern who the evaluation was commissioned by, specifically in cases where it seemed that it might be mixed or donor or IUCN driven. In the case of program/project evaluations or self-assessments, it was unclear as to whether or not the evaluations and assessments were driven by a project/program, IUCN HQ, or another IUCN body.

Not specified: The client of the evaluation was not mentioned anywhere in the report.

3.1.4   Evaluation Team

It is important for IUCN to know who is conducting formal evaluations for the Union. Thus this field was intended to provide information on who comprised the evaluation team and what the member's professional/organizational affiliation was. The choices were: IUCN staff, IUCN members, mixed, or third party.

Finding 4:   The composition and background of the evaluation team was described in the majority of reports.

The names, composition, professional background, and organizational affiliation of the evaluators were specified in the majority of the reports (64%). The data indicates that external evaluators executed 33% of the evaluations, i.e. they were not professionally affiliated to IUCN. A mixed team, usually composed of IUCN staff and external consultants, conducted 21% of reports. IUCN staff conducted only 10% of evaluations.

In 36% of the cases, however, it was difficult to ascertain the affiliation of evaluation team members as 19% of the reports did not specify the background and organizational affiliation, and another 17% were unclear.

Clarification of Terms

Not clear: The professional background and/or organizational affiliation of the evaluators are not provided.

Not specified: Neither the names nor the affiliation of the evaluators are mentioned anywhere in the report.
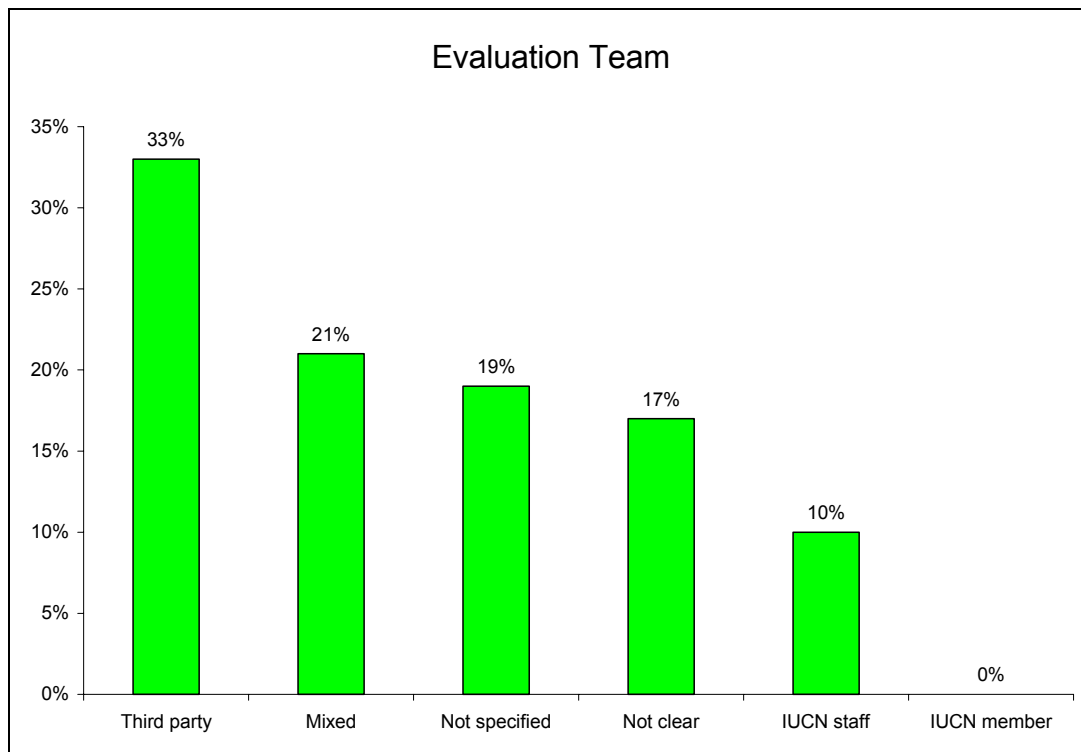
3.1.5 Evaluation Audience

Generally, most evaluations have multiple audiences and reports should be geared to specifically address them and their concerns. This field was used to describe the intended audience(s) of each evaluation report. Any specific evaluation report could be for the Commission, council, country, donor, general assembly, Gland HQ, mixed, program, region, or other.

Finding 5:   It was difficult to discern who the intended audience of the evaluation reports was.

For the majority of cases (54%), it was not possible to ascertain the specific audience of the evaluation report. Specifically, in 10% of cases, the intended audience of the evaluation was not specified, and in 44%, it was not clear. In cases where the final audience was mentioned, the highest percentage of reviews (14%) was intended for a mixed audience – usually for IUCN and a donor. Eleven percent of the evaluations were intended for the donor.
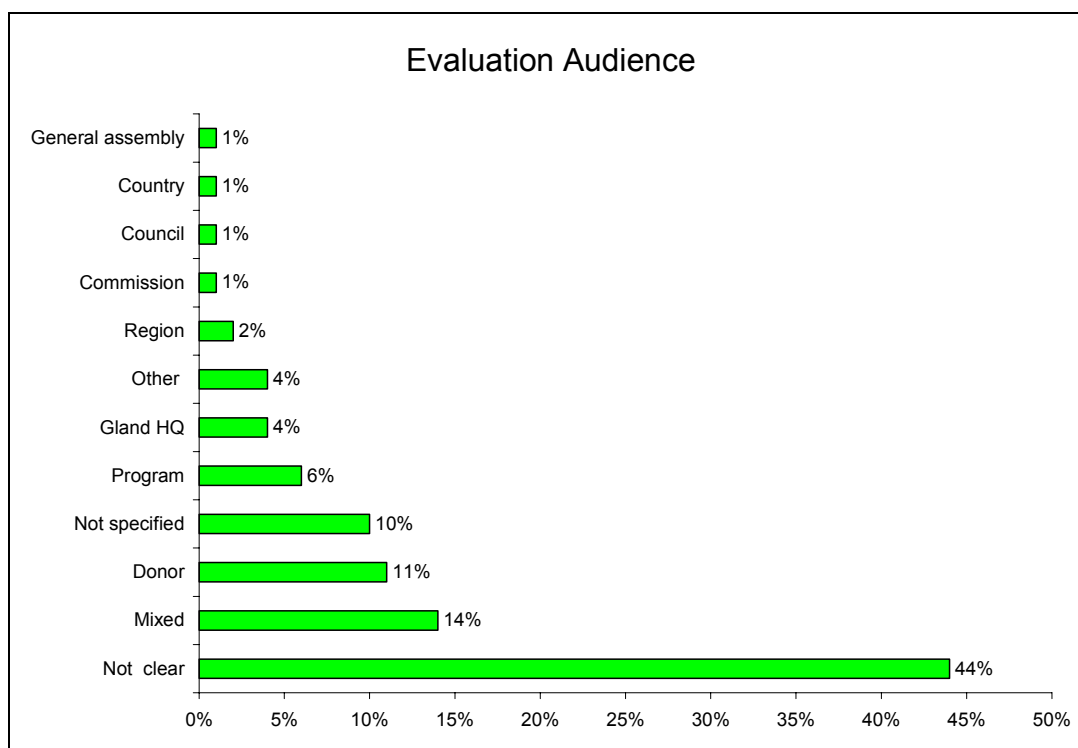
Clarification of Terms

Other: For a specific project or organization.

Not clear: Ambiguity with respect to the final audience of the evaluation. Specifically in terms of project/program internal reviews, most often it was unclear if the final report was intended for IUCN HQ, program or project specific teams, or donors. Not clear was also chosen in instances where evaluation reports stated they were intended for IUCN, but did not specify exactly which body or organization.

Not specified: Not mentioned anywhere in the report.

3.1.6   IUCN Areas of Specialization

This field was intended to provide information on which content areas were evaluated. Several areas of content specialization were identified from the IUCN website (January 2000 version). However, after receiving the second draft report compiling results for the first and the second phases, the Evaluation Unit of IUCN-Gland suggested that Universalia narrow down the list of content areas to better reflect IUCN program themes. The areas selected included: Biodiversity, Conservation strategies, Education and Communication, Forests, Marine and Coastal Areas, Natural Resource Management, Organizational, Protected Areas, Social and Economic Policy, Wetlands and Water Resources, as well as Other. The category "Unclear" was added in cases where the area of specialization was not specified or difficult to identify.

On the whole, the evaluations spanned a large range of content areas, but the four areas with the most evaluations were: (1) Organizational (27%), (2) Conservation Strategy (17%), (3) Natural Resource Management (15%), and (4) Forests (11%).

IUCN Content Area

Content Area	Percentage
Unclear	4%
Other	0%
Wetlands & water resources	4%
Social & economic policy	2%
Protected areas	2%
Organizational	27%
Natural resource management	15%
Marine & coastal areas	5%
Forests	11%
Education & communication	5%
Conservation strategies	17%
Biodiversity	7%
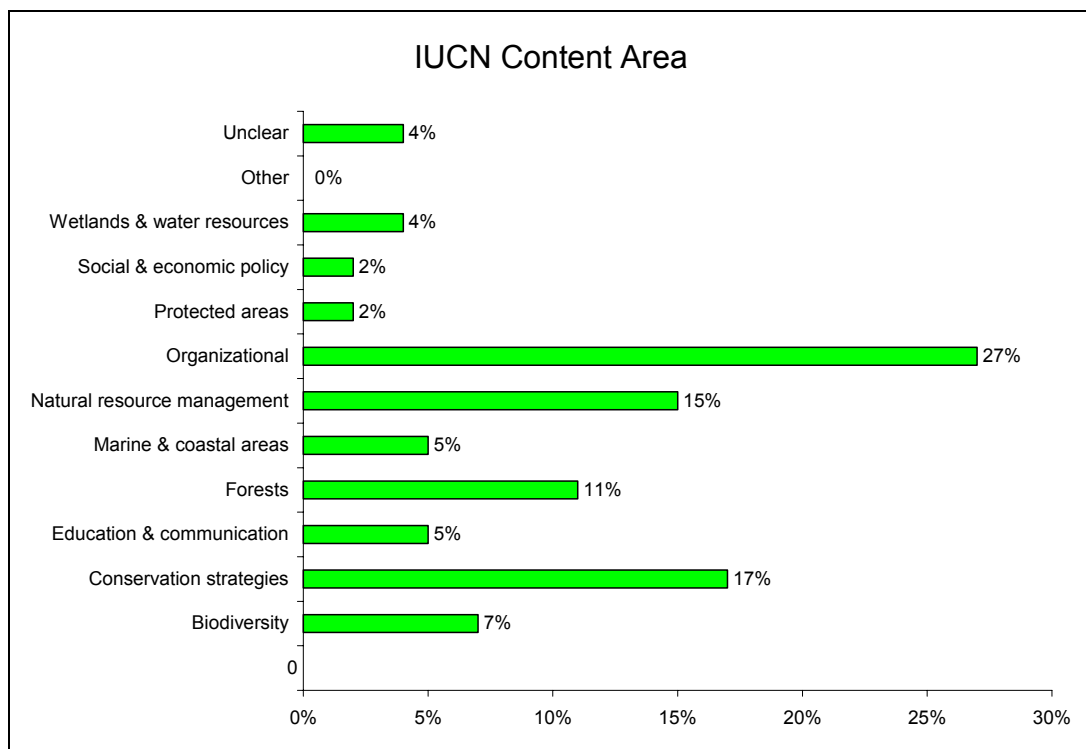
3.1.7   Evaluation Location (Region)

This field was intended to explore whether or not the evaluation population covered all programming regions of IUCN.

Finding 6:   The population of evaluations covered all IUCN programming regions, and evaluations commissioned globally had the largest set of evaluations.

The evaluation reports covered all IUCN programming regions. Specifically, the top regions were: (1) Global (21%), (2) West/Central Asia and North Africa (20%), (3) Meso-America (11%), Eastern Africa (11%), South and South East Asia (10%) and West Africa (9%). There were only 4% of the evaluation reports for Europe and Southern Africa, and one evaluation for North America and the Caribbean. There was no evaluation report from Oceania, however we note that at present although this is an IUCN statutory region, there is no IUCN regional office or programme.

Evaluation Location (Region)

Region	Percentage
West Africa	9%
West/Central Asia & North Africa	20%
Southern Africa	4%
South America	5%
South & South East Asia	10%
North America & Caribbean	1%
Meso- America	11%
Global	21%
Europe	4%
Eastern Africa	11%
Oceania	0%
Central Africa	5%
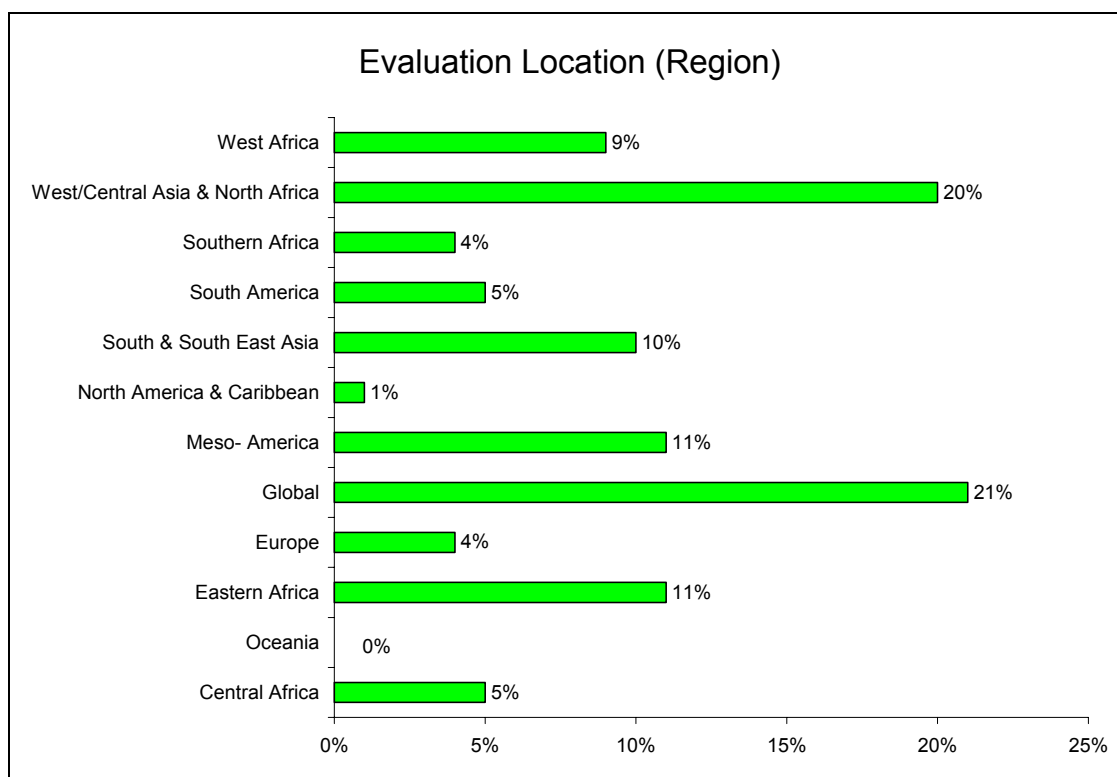
Clarification of Terms

Global: selected when evaluations dealt with a global thematic program or the IUCN overall program.

West/Central Asia and North Africa: Pakistan is included as part of the West/Central Asia and North Africa region. All evaluations included in this category were from Pakistan.

3.1.8   Evaluation Location (Country)

This field was added to provide a general sense of the countries in which evaluations were carried out.

Finding 7:   Evaluation reports are widely scattered across countries

A wide variety of countries were reviewed. Pakistan and IUCN global thematic programs had the greatest number of reviews, each with 20%. Various countries in Meso-America were second at 10%. In total, 20 countries were separately reviewed, while many others were included in regional reviews. The clarification of terms provides a more comprehensive list of the countries included in regional reviews. It should be noted that the total percentage adds up to 96% as aggregated percentages per country are rounded.
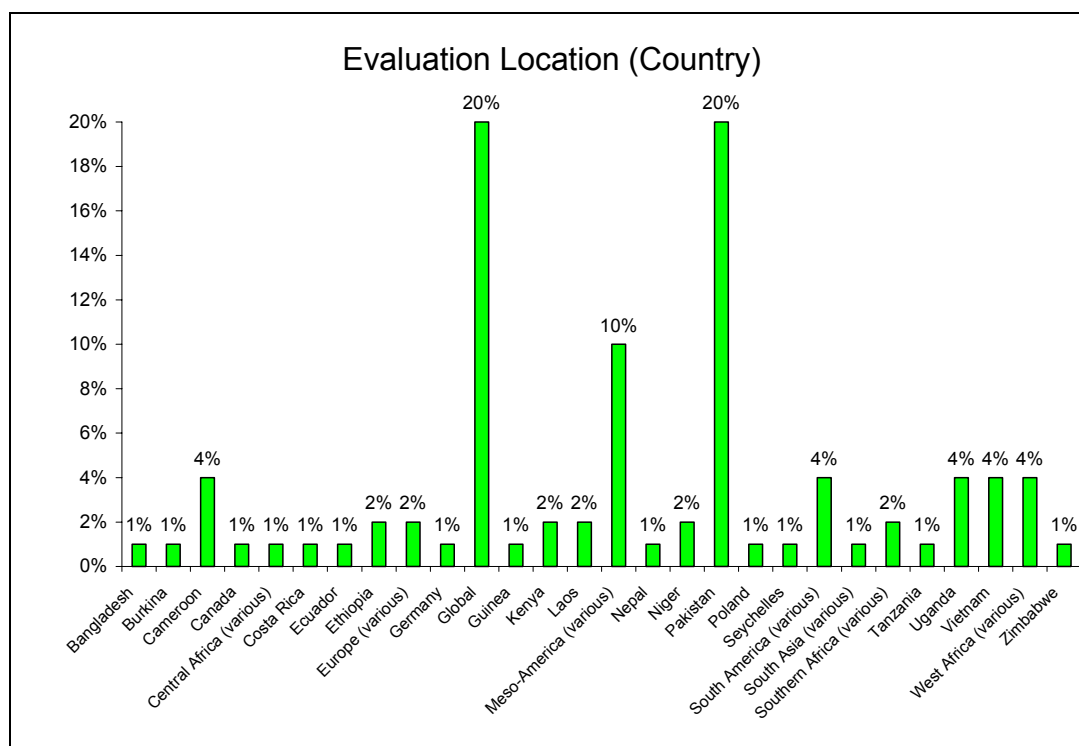
3.1.9   Project Value and Evaluation Value

Clarification of Terms

The term "various" is used when reviews are regional and encompassed selected countries in the region.

Europe (Various): All countries in IUCN Region 7 East Europe and Region 8 West Europe.

Meso-America (Various): Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama.

South America (Various): Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay and Venezuela.

South and South East Asia (Various): Bangladesh**,** Cambodia, Lao PDR, Nepal, Philippines, Sri Lanka, Thailand, and Vietnam.

Central Africa (Various): Cameron and Gabon.

Southern Africa (Various): Botswana, Malawi, South Africa, and Zimbabwe.

West Africa (Various): Benin, Burkina Faso, Ghana, Guinea-Bissau, Mali, Mauritania, Niger, Nigeria, and Senegal.

Finally, there was an attempt to ascertain both the value of a project/program and the cost of the evaluation. On the whole, the data indicate that 63% of reports did not specify the cost of the project/program, and that in 11% of the cases, it was not clear. The option "not clear" was selected in cases where the budget was provided at a specific point, but it was difficult to determine the overall value of the project/program/etc. Only one report provided information regarding the value of the evaluation.

3.2   Findings of Evaluation Reports Analysis: Quality Considerations

The following section is a presentation of the findings related to some of the qualitative areas of an evaluation. The indicators selected are derived from various evaluation standards manuals, and cover the following evaluation areas:

1) Report Format

2) Context and Rationale

3) Evaluation Purposes

4) Methodological Clarity

5) Clarity of Evaluation Results

3.2.1   Report Format

It is generally accepted that a report follows a format with specific components to ensure that information is clearly relayed. Basic components include a table of contents, a list of acronyms, an executive summary, an LFA providing the project/program plan, and various appendices providing additional relevant information.

Indicators included in the evaluation area of the report format were selected to assess whether or not reports clearly presented the evaluation process, the results, and the recommendations in a systematic way that could be understood by stakeholders. This included issues of assessing whether a standardized report format exists, and if there was proper identification of background information relevant to the analysis.

Finding 8: **There was a great amount of variability in report format leading to a lack of clarity in the identification and dissemination of important information.**
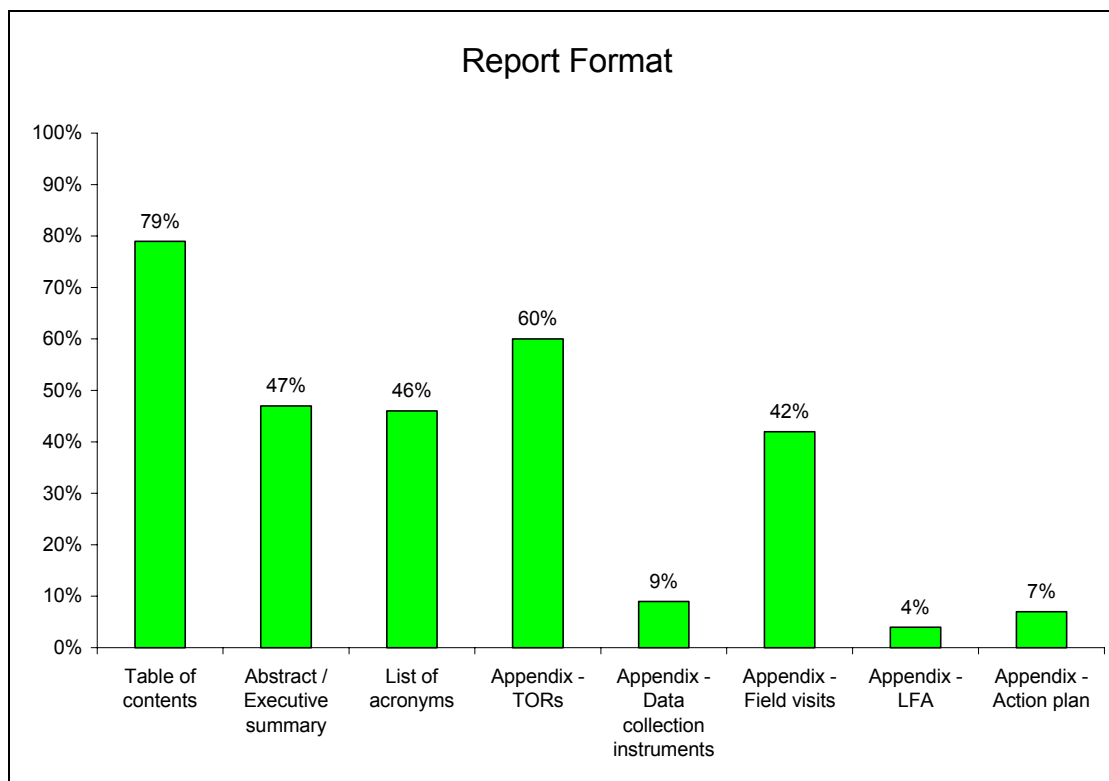
Report Format

Discussion of Findings

The data indicated that there is a great divergence of scores in report format, ranging from 4% for the component "Appendix-LFA," to 79% for "Table of Contents." The scores under this area seemed to form two clusters: (1) Low range: data scores in the low range were less than 10%, and (2) Mid-high: data sores for components ranged from 40% to 79%.

The low range of scores are for the components of Appendix-LFA (4%), Appendix-Action plan (7%), and Appendix-Data collection instruments (9%). This indicates that the weakest component of the report format is the appendix section, which can provide relevant information on the data collection instruments and specific project plans.

The mid-high range of scores cover a variety of components: Appendix-Field Visits (42%), List of Acronyms (46%), Abstract/Executive Summary (47%), Appendix ToRs (60%), Table of Contents (79%). It is important to note that even in the case of Table of Contents, where there is the most agreement, 21% of the reports are lacking this component.

Therefore, the data indicate that a standardized report format either does not exist, or is not frequently used, making it difficult for stakeholders to quickly access relevant information.

3.2.2   Context and Rationale

The context within which an evaluation takes place is an important background piece for readers of the evaluation. Political uncertainty, war, and famine are extreme cases of how context could affect a project and thus lead to an inappropriate evaluation. Similarly, it is the situation or context within a country that provides the basis of the work done there. The context provides the rationale for a project or program, as well as giving insight into relative results. To understand the evaluation, it is important that the context or situation is explained. In the absence of this understanding, it is difficult to assess the underlying conditions that may contribute to the obtained results.

This area assessed whether or not the evaluation provided information about rationale, description of context, and identification of goals. This is important in order to judge whether or not the findings are valid and any conclusions are justified. To accurately assess both the relevance and validity of an evaluation study, it is important to provide sufficient background on the project, program, or organization under review.

Finding 9:   In most evaluation reports, the context was briefly described. However, relatively few evaluations linked the context to the evaluation, and as such, did not provide an understanding of the rationale and underlying assumptions behind the specific program/project/organization.

Context and Rationale bar chart: Context provided 78%; Clear description of project/etc. rationale 6%; Clear description of project/etc. goals/objectives 67%; Clear description of activities 74%.
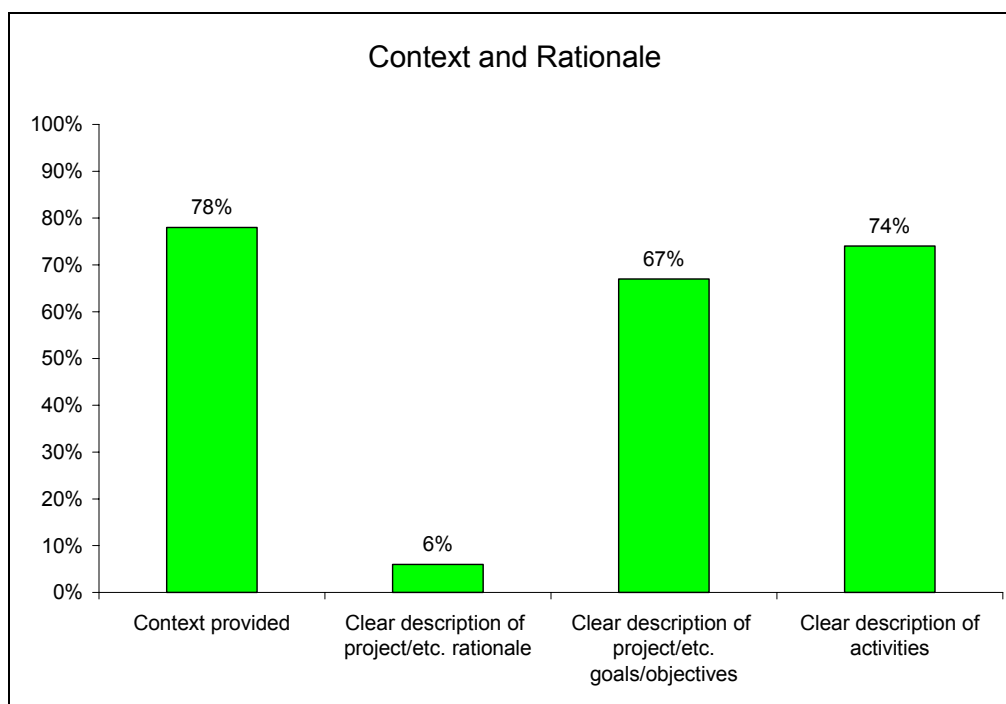
Discussion of Findings

The majority of the reports addressed 3 out of the 4 components identified in the area of evaluation context. The major and quite significant divergence in this area was in the component "Clear description of project/program rationale" which was only addressed by 6% of reports. The divergence is quite apparent when compared to the other results indicating that 78% addressed project/program context, 74% had a clear description of project/program activities, and 67% gave a clear description of project/program goals/objectives.

Also of note is the fact that while 78% of the reports addressed project context, the majority of them (56%) only provide a narrow description ranging from a few lines to a few paragraphs. Extensive descriptions dealing with specific factors relating to the planning or implementation of the project/program in question are lacking.

Universalia

3.2.3 Evaluation Purposes

Evaluation purposes clarify the scope and focus of an evaluation and give rise to the major questions that guide an evaluation report. There is consensus in most evaluation standards manuals that evaluations generally assess effectiveness, efficiency, relevance, and impact. While it is not necessary for any one evaluation to cover all areas, and while there are other important areas to explore (e.g. gender equity), we would expect some coverage of these areas within a population of studies as exists in the IUCN data set.

Finding 10: While most evaluations reviewed the effectiveness of IUCN's work, few addressed issues of relevance and efficiency.

Evaluation Purposes
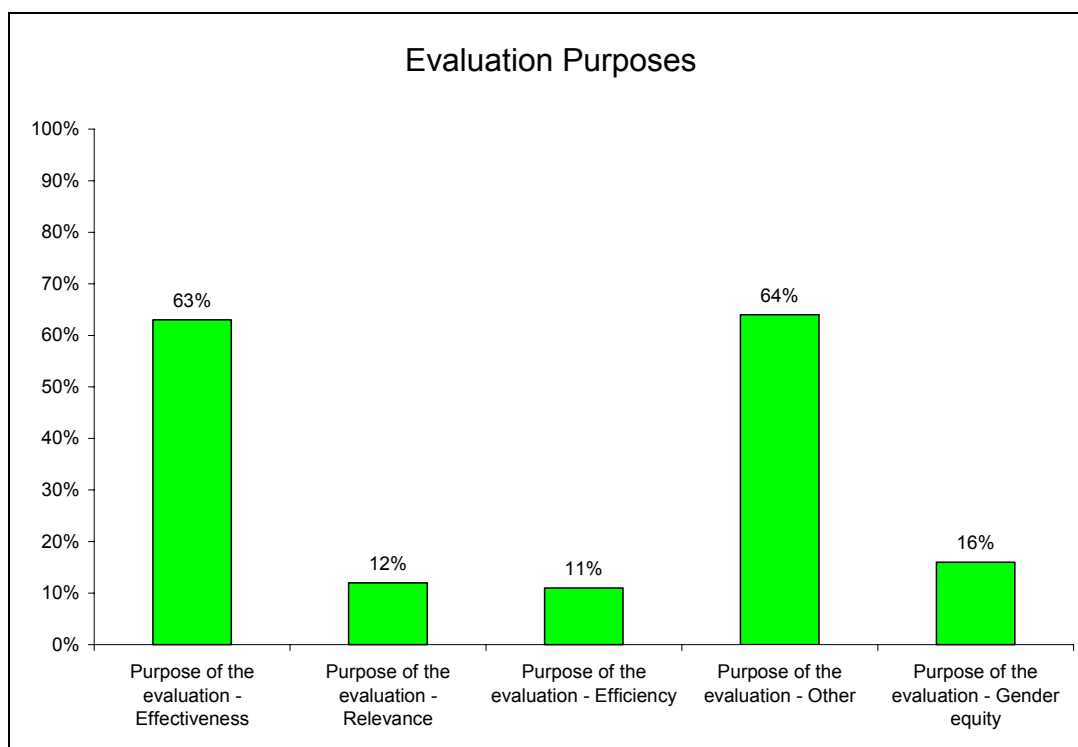
Discussion of Findings

The data indicate that only a few reports address the issue of relevance (12%) and efficiency (11%). On the other hand, the issue of effectiveness, i.e. assessing whether or not objectives are met, is addressed in the majority of reports (63%).

Another 64% of reports describe a purpose other than the four stated above. These purposes include assessing project feasibility, project/program impact, evaluating IUCN technical involvement, among others.

While gender equity is described as an evaluation purpose in 16% of cases, it is addressed at a superficial level in the majority of them.

3.2.4   Methodological Clarity

An important evaluation standard is to describe how the particular evaluation was executed. A detailed description of the methodology provides stakeholders with the information necessary to judge whether or not the findings and conclusions are defensible, valid, reliable, and systematically drawn. It is important in any evaluation study to identify all data collection and analysis sources and procedures in a detailed manner. The indicators in this area were selected to address specific issues of data collection and analysis.

Finding 11: In the majority of evaluation reports, descriptions of methodology including questions, instruments, and approaches to data analysis were lacking.

Methodological Clarity

Methodology - Questions clearly identified	Methodology - Data sources clearly identified	Methodology - Data analysis techniques explained
21%	72%	2%

Finding 12: Twenty-eight percent of the evaluation reports mentioned that a participatory approach was employed during the analysis, however, only 2% described the approach in detail.

Methodology - Participatory Approach Used

Methodology - Participatory approach used
28%

Methodology - Participatory Approach Described

a little	medium	a lot
17%	6%	2%
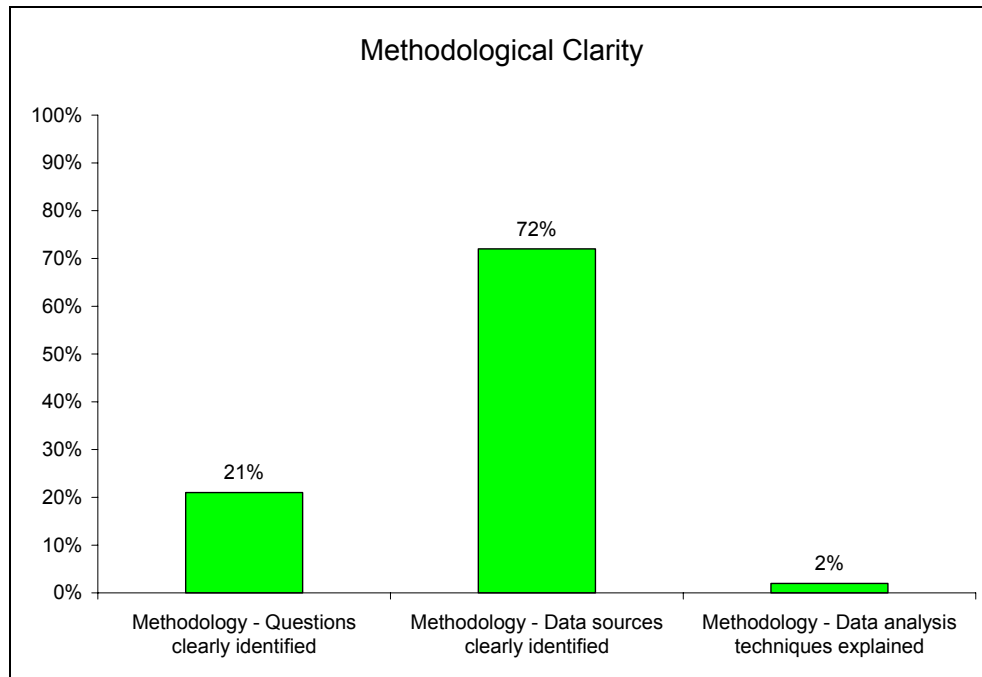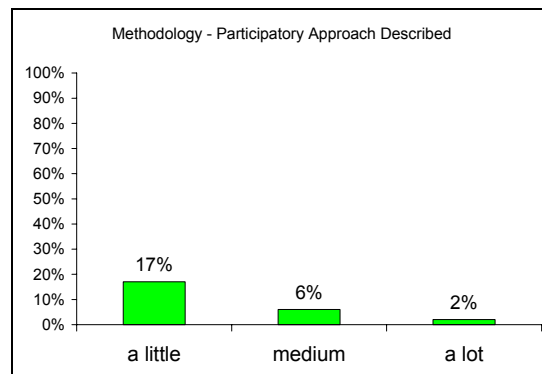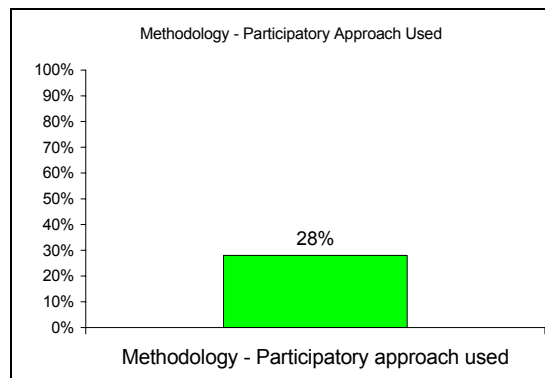
Discussion of Findings

The area of methodological clarity was among the weakest for the evaluation reports. The results of four of the five fields are well under 50%, ranging from 2% for the explanation of data analysis techniques and 21% for questions clearly identified, to 28% for the participatory approach used. (Note

that for the purposes of this analysis, "participatory approach" refers in the narrow sense to stakeholder involvement.) The only exception to this trend is for the component "Data sources clearly identified" which is addressed by 72% of the reports.

Of particular interest are the results for the participatory approach component, in which only 2% of those that mentioned they had used the participatory approach actually described it in detail. The majority of the reports that addressed the participatory approach provided a very brief description, simply identifying the stakeholders contacted for the evaluation (17%).

3.2.5   *Evaluation Results*

Evaluations need to explain what is found and provide the justification for judgments that are made. In this way, results can be judged and accepted (or rejected) by stakeholders. Within IUCN, evaluations are seen as formative learning tools. Specifically, in this context, evaluations should provide data-based findings upon which their conclusions and recommendations are founded. Without the link between a data-based finding and a recommendation, the basis for any judgment is unclear. As a result, the extent to which lessons learned for future programming were described in the reports is also assessed.

Finding 13: Most evaluation reports provided clear recommendations; however, less than half provided data supporting their findings, and very few reported upon lessons learned.
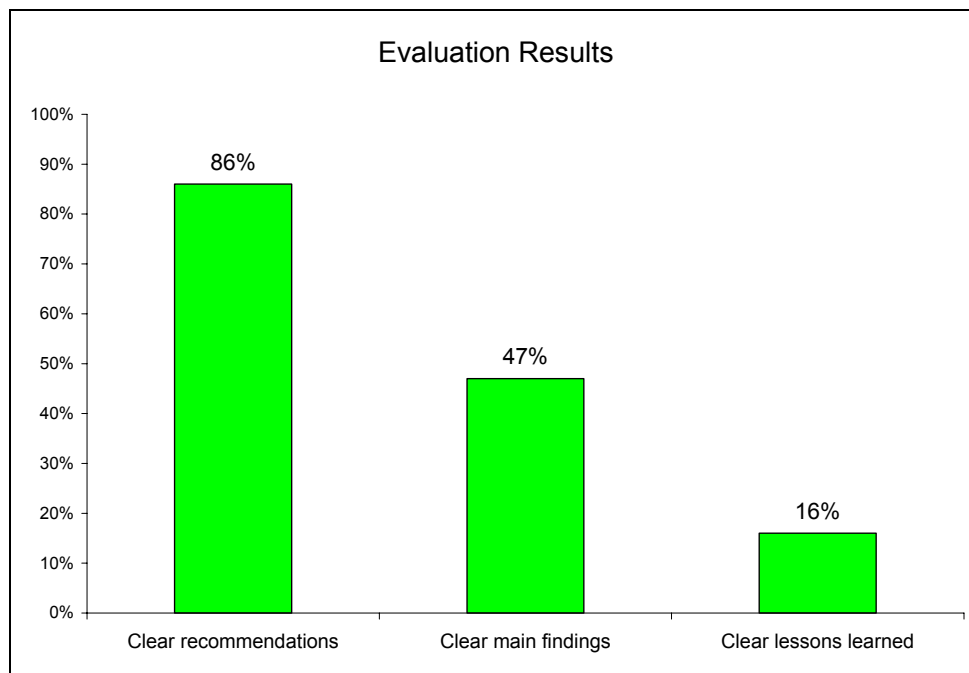
Discussion of Findings

A majority of evaluations reviewed provide clear recommendations. This was not the case for the other components under the area of evaluation results. Only 16% of evaluation reports provide a clear description of lessons learned, and less than half (47%) present clear findings. In the latter case, the category "somewhat" was added as it was found that some reports (31%) provided findings supported by data, however inconsistently. It was also found that evaluators did not often discuss the link between the data and the findings. Overall, 22% of reports do not provide data-based findings.

4. Conclusion

4.1 Introduction and Main Findings

Universalia was commissioned to conduct a meta-analysis of evaluations commissioned by IUCN from 1994-2000. A team of consultants examined 93 evaluation reports to assess the quality and scope of the evaluations. They categorized the reports into 39 separate fields that provided information related to various information on types of evaluations, context, purpose, rationale, methodology, clarity and so forth. Based on this assessment a set of major 13 findings were described, reflecting the status and quality of evaluations of IUCN since 1994.

The predominant finding is the lack of standardization that exists within evaluations in IUCN. Using a set of typical evaluation standards, most IUCN evaluations do not meet evaluation best practice requirements. This is not surprising, given that there is not as yet, an evaluation policy and standard norms for evaluation practice in the Union. It is interesting to note that the more recent evaluations conform more closely to basic evaluation standards than those done earlier.

While there is significant evaluation activity taking place across all programme areas, it is far from best practice, and there is much room for improvement. Many of the evaluations can be significantly improved with some very basic work. We recommend the following:

4.2 Recommendations

- As a matter of priority, to put in place an Evaluation Policy and the resources, training, and technical assistance needed to implement and maintain the Policy. Both staff and Council should indicate a need to proceed with this plan of action.

- This report and its conclusions should be shared and discussed with a wider audience, including the M&E regional staff and senior managers. Feedback from this reading audience, whether positive or negative, is encouraged.

- While undertaking this analysis, we noted that there are no standards in place for the evaluation process. Therefore, we believe it is important that those engaging in evaluations, whether internally or externally to IUCN, be provided with a set of evaluation standards that will help guide their work in a consistent manner. These standards should meet all the requirements of the IUCN Evaluation Policy.

- Evaluations are an important learning tool for any organization and the history of evaluation findings may lead to improvements in the way the organization conducts its affairs, including the monitoring, evaluation and reporting processes. To capture the information contained in the various IUCN evaluations, we recommend that an evaluation database and monitoring system be set up and updated regularly at global and regional levels.

- Once the Policy, Standards, and database are in place, steps should be taken to develop tools for M&E and other IUCN staff to support M&E standards, to maintain the database, and to institute training in the use of the tools, the standards and the database.

- Finally, we recommend that IUCN institute and maintain a yearly review procedure that will provide the Council with an assessment of the quality, quantity, and content of evaluation reports conducted within the Union.

Appendix I List of Evaluations by Region

South and South East Asia

DATE	REGION	TITLE	AUTHOR
December 1999	South and South East Asia	Sustainable Utilization of Non-Timber Forest Products Project Vietnam - Report of the Internal Review	William J. Jackson Nguyen Van San Harry Ven der Linde
October 1999	South and South East Asia	Capacity Building for Sustainable Tourism Initiatives Projects, Report of the Review/Evaluation Mission	Hum Bahadur Gurung and Le Dong Phuong
June 1999	South and South East Asia	Technical Review and Assistance Mission for the NTFP Project, Vietnam	Andrew W. Ingles
May 1998	South and South East Asia	Sustainable Utilization of Non-Timber Forest Products in LAO PDR	Deanna Donovan; Don Gilmour; Bounphon Mounda and Sisomphet Souvanthalysith
May 1997	South and South East Asia	IUCN–The World Conservation Union Nepal Country Office.	Peter Morgan, Robert Malpas
May 1997	South and South East Asia	An Evaluation of the Bangladesh Environment Initiatives Fund.	Imtiaz Alvi
February 1997	South and South East Asia	Sustainable Utilization of Non-Timber Forest Products LAO PDR, Report of Review and Evaluation Mission, December 1996	Don Gilmour and Chantaviphone Inthavong
September 1995	South and South East Asia	South and South East Asia Review Mission. Nepal, Sri Lanka, Vietnam, and Bangkok, August 13-September 1, 1995.	Javed Ahmed, Don Gilmour, Peter Hilslaire

West/Central Asia and North Africa

DATE	REGION	TITLE	AUTHOR
1999	West Central Asia and North Africa	IUCNP Education Unit. Self Assessment 1999	Not indicated.
October 1999	West Central Asia and North Africa	Pakistan Second External Annual Monitoring of Environment Rehabilitation in NWFP and Punjab (ERNP). Draft Final Report.	K.M. Fischer, Inge Garke, and Akbar Babar
June 1999	West Central Asia and North Africa	Partnerships for Sustainable Development in the NWFP-PSDN (July 1, 1998-June 30, 2001). A Self Assessment of the 1st Year.	Not indicated.
June 1999	West Central Asia and North Africa	Maintaining Biodiversity in Pakistan with Rural Community Development. Project Process Evaluation. Lessons Learned During the PRIF (Pilot Phase 1995-1999).	UNDP, GOP, IUCN
February 1999	West Central Asia and North Africa	Program Directorate. A Self Assessment.	Not indicated.
January 1999	West Central Asia and North Africa	Monitoring the Balochistan Conservation Strategy, Balochistan, Pakistan. Mission #3 (December 20, 1998-Januaary 7, 1999). Period Covered: August 1998-December 1998. Third External Monitoring Report.	Adil Najam, Nadeem Afzal
August 1998	West Central Asia and North Africa	Monitoring the Balochistan Conservation Strategy, Balochistan, Pakistan. Mission #2 (July 29-August 18, 1998). Period Covered: March 1998-August 1998. Second External Monitoring Report.	Adil Najam, Nadeem Afzal
July 1998	West Central Asia and North Africa	Report on the Second Internal Review BCS Project (for the period of March-June, 1998) (June 22-23, 1998).	IUCN Pakistan
June 1998	West Central Asia and North Africa	Pakistan Environment Program. Mid-Term Review Report.	Simon Miles, Bryan D. Bell, Tariq Qurashi, Athar Ali Khan
March 1998	West Central Asia and North Africa	Monitoring the Balochistan Conservation Strategy, Balochistan, Pakistan. Mission #1 (March 7-10, 1998). Period Covered: July 1996-March 1998. First External Monitoring Report.	Adil Najam, Nadeem Afzal
February 1998	West Central Asia and North Africa	Report on the Internal Review, BCS Project (Feb 10-14, 1998).	IUCN Pakistan
February 1998	West Central Asia and North Africa	Pakistan Environment Program Report of the Internal Mid Term Review. February 1998 Results: Outputs and Outcomes, July 1994-June 1997.	IUCN PEP, Government of Pakistan SDPI
March 1997	West Central Asia and North Africa	Sarhad Provincial Conservation Strategy (SPCS). SPCS Support Project, Phase II "Transition to Implementation" (April 1995-June 1998). Mid-Term Review (march 1-11, 1997). Report of the Mid Term Review Team.	Gerolf Weigel, Manuel Flury, Peter Hislaire, Omar Asgar Khan, Himayatullah Khan, Saneeya Hussain
April 1996	West Central Asia and North Africa	Capacity Building for the Environment: A Background Study for the Pakistan Environment Program.	Peter Morgan, Wendi Backler, Heather Baser, Robert Malpas, Zafar Quereshi, Naim Sipra

DATE	REGION	TITLE	AUTHOR
September 1996	West Central Asia and North Africa	Developing a Monitoring and Evaluation System for the Biodiversity project. Second Mission Report. Draft for Comments.	IUCN Pakistan
April 1993	West Central Asia and North Africa	Capacity Building for the Environment. A review of IUCN The World Conservation Union in Pakistan.	Peter Morgan, Zafar Quereshi, Johan Holmberg, Naim Sipra

West Africa

DATE	REGION	TITLE	AUTHOR
1999	West Africa	Report on the Cross Evaluation Mission of IUCN SUR to IUCN BRAO	Bernardo Ortiz von Halle
April 1999	West Africa	Mission de capitalisation de l'expérience du program d'appui aux initiatives de gestion locale des Roneraies (PAIGLR) – Rapport provisoire	Saidou Kane, Yaye Amadou
February 1999	West Africa	Renforcement des capacites institutionnelles pour la gestion des ressources des zones humides en Afrique de l'Ouest, Phase III: novembre 1996-octobre 1999, (Projet DGIS RF 026901/UICN 75425), Rapport de la mission d'evaluation externe	Z. Coulibaly, P. Ndiaye, P. Wit
December 1997	West Africa	Programme d'appui aux initiatives de gestion locale de la rôneraie PAIGLR - Mission de suivi-accompagnement n.1 - Rapport de mission SEREC, Francois Margot, 3 au 15 décembre 1997	Francois Margot
March 1997	West Africa	Rapport d'evaluation externe du programme, "Conservation du milieu et utilisation durable des ressources naturelles de la zone cotiere de la Guinee Bassau"	Nina Neves Aime, Carlos Tavares de Amarante, Max Honegger, Paul Ndiaye, Egon Rauch, and Piet Wit
August 1996	West Africa	Revue interne du programme de l'UICN en Afrique de l'Ouest. Rapport final.	Jean-Yves Pirot, Ibrahim Thiaw, Alex Forbes
July 1995	West Africa	Programme regional, "Renforcement des capacites institutionnelles a gerer les ressporces des zones humides d'Afrique de l'Ouest", Fos RF/92/856, Rapport de mission d'evaluation	Alexandre Faizoun, Piet Wit

Meso-America

DATE	REGION	TITLE	AUTHOR
July 1999	Meso-America	Informe de la segunda reunion del comite tecnica asesor del programa de humedales y zonas costras de la UICN-ORMA	Francisco Chicas; Jorge Cortés; Juan Carlos Godoy; Justo Pastor and Zuleika Pinzon
November 1998	Meso-America	Informe de evaluacion a medio periodo del proyecto. "Hacia la Equidad". Asistencia Tenica y Apoyo a Iniciativas de Desarrollo Rural en la Region Mesoamericana.	Karin Verbaken, Roxana Volio Monge
April 1997	Meso-America	CAM 008 IUCN-ORMA: Rural Community Management of Wild Species in Central America. Midterm Review.	Per Wegge, David Smith
June 1996	Meso-America	Executive Summary of the Second Progress Report, "Support for the Management of Natural Forests in Central America Project (PAGEBOCA)". April 1995-April 1996 (Including additional information up to June 1996 in relation with the external evaluation).	Not indicated
May 1996	Meso-America	Analisis del Proyecto de Apoyo a la Gestion de los Bosques Naturales en America Central (PAGEBOCA)	Lea M. Scherl, Ruben Pasos, Jaime Guillen
November 1994	Meso-America	Evalueringsrapport CAM 008 407-IUCN/ORMA, "Rural Community Development Through Sustainable use of Wildlife in Central America."	Per Wegge, Mayra Paos, Ole-Gunnar Stoen
March 1994	Meso-America	Review of the Social Conservation Programme, Gender and Development, Central America IUCN/ORMA.	Lasse Krantz, Montserrat Sagot
October 1993	Meso-America	Cooperation Between IUCN-ORMA and NORAD. Administrative Review. [Including attached comments from the Regional Director of ORMA.]	NORAD Managua
December 1990	Meso-America	IUCN Central American Programme Review Final Report.	Craig MacFarland, Trond Norheim, James Hirsch

Eastern Africa

DATE	REGION	TITLE	AUTHOR
March 1999	Eastern Africa	Conservation Strategy of Ethiopia. Mid-term Review of the Conservation Strategy of Ethiopia. Working Paper.	Odd Eirik Arnesen, Steven G. Njuguna, Shibru Tedla
February 1999	Eastern Africa	Food Security, Globalization and Sustainable Use: A Question of Balance, Equity and Long Term Benefit. Mid Term Review of the NORAD Funded IUCN Project, "The Socio-Economics of the Nile Perch Fishery in Lake Victoria."	Brian O'Riordan, Ingrid Eide, Booker Odour
August 1998	Eastern Africa	National Wetlands Conservation and Management Programme, Uganda. External review Mission. Draft Final Report.	ARCADIS Euroconsult, Royal Netherlands Embassy, Kampala
June 1998	Eastern Africa	Review of the Environmental NGO Support Programme of the Eastern Africa Programme.	Hadley Becha, Tony Potterton
October 1997	Eastern Africa	National Parks–To be or not to be? Report of the Evaluation Mission of the Kimbale and Semliki Conservation and Development Project.	R. Denece, M. Odwedo, M. Okwakol, A. Thies
June 1997	Eastern Africa	Conservation Strategy of the Ethiopia Phase Three Project. Report of the Review Mission 10th to 20th June 1997.	Dr. Adrian Wood and Mr. Odd Arnesen.
June 1997	Eastern Africa	Actions Speak Louder than Plans. Phase 1 Final Report. Tanga Coastal Zone Conservation and Development Programme.	All authors who participated in the review are listed in appendix 1.
December 1995	Eastern Africa	Evaluation Report for Seychelles Bio-diversity conservation and national Parks Programme (EMPS Project 7 CAP SEY 002)	David Sheppard and Ali Kaka
May 1993	Eastern Africa	Mount Elgon Conservation & Develoment Project, Uganda: Evaluation Mission	Acere, T. Olai; Akol, Charles; Gilmour, Don; Kigenyi, Fred, Onyango, Gershom, Stahl, Micheal; and Stocking, Michael (Team Leader)

Europe

DATE	REGION	TITLE	AUTHOR
Not Indicated/Not Clear	Europe	Evaluation Report – Effective Communication for Biodiversity; Commission on Education and Communication; Pin Matra Fund Project 97 A-21	IUCN; Commission on Education and Communication
Not Indicated/Not Clear	Europe	Capacity Development Program to support communication and education for the Pan European strategy and Landscape and biological Diversity (Action Theme 3)	IUCN, Netherlands Ministry of Agriculture and SPAN Consultants
1995	Europe	The European Program of IUCN–An Independent Review	Jan Cerovsky, Per Brinck, Peter K. Bogdanov; Carlos Martin-Novella, Richard Sandbrook, Stanislaw Sitnicki, Martin Uppenbrink, Rob Wolters, Ze'ev Wolfson, Maria Zupancic-Vicar.

Southern Africa

DATE	REGION	TITLE	AUTHOR
April 1998	Southern Africa	Mid-term Review of the Program: Regional Networking and Capacity Building Initiative for Southern Africa (NETCAB)	E. Alaphia Wright, Tabeth Matiza-Chiuta, Stephen T. Norton
August 1997	Southern Africa	Zimuto/Mshagashe Catchment Rehabilitation Project Masvingo District Mid Term Evaluation	Ad Hordyk, Thoko Ruzvido, Alois Hungwe
July 1996	Southern Africa	Project Review, "Social Sciences Perspectives in Natural Resources Management (PN 93.2005.2-06.100) Project Progress Review Main Report	Ruvimbo Chimeda, Adalbert Engel

Central Africa

DATE	REGION	TITLE	AUTHOR
January 2000	Central Africa	Mission d'évaluation du projet d'appui à lad Conférence sur les Ecosystèmes de Forests Denses et Humides d'Afrique Centrale	Robert Kisisi Vicente Micha Ondo Hélène Ballande
January 1999	Central Africa	Rapport de Mission, Revue de la programmation de la gestion du Bureau Regional de l'Afrique Centrale de l'Union Mondiale pour la Nature	Francois Bregha and Simon Reitbergen
December 1997	Central Africa	Projet Waza-Logone, Cameroun, Mission d'evaluation externe, Phase III: 1995-1997	ARCADIS Euroconsult in collaboration ERE Developpement
March 1994	Central Africa	Projet Waza-Logone, Rapport de la mission d'evaluation externe du projet Waza-Logone	G.L. Nanko and P. Wit

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South America

DATE	REGION	TITLE	AUTHOR
July 1997	South America	Informe de evaluacion de la primera fase del proyecto del proyecto Manglar.	Michel Montoya, Willem Cornelissen
October 1996	South America	PROBONA Programa Regional de Bosques nativos andinos en Bolivia y Ecuador IC/IUCN/CODUSE. Evaluacion externa 1996	Lorenzo Zanetti and Modesto Galvey Rios
1994 (Unclear)	South America	Informe de la mission de Evaluacion de medio Termino del Proyecto UICN/Holanda "apoyo al Programa Regional UICN en America del SUR"	Pieter van Genneken and Antonio Bernales
July 1994	South America	Informe sobre la evaluacion del programa de la IUCN en America del SUR (Programme Review)	Craig MacFarland, Jose Pedro de Olieveira Costa and Geraldo Budowski

North America and the Caribbean

DATE	REGION	TITLE	AUTHOR
July 1996	North America and the Caribbean	Review of the IUCN Canada Office	Patrick Dugan

Global

DATE	REGION	TITLE	AUTHOR
Not Indicated/Not Clear	Global	IUCN SUI Review	Not indicated.
October 1999	Global	Supporting Global Action to Conserve Biodiversity and Sustainability Use Biological Resources: Phase II. The Economics of Biological Diversity, Phase II: Mainstreaming Economics as a Tool for Biodiversity. Synthesis of Project Review.	IUCN Biodiversity Coordination Division
October 1999	Global	Breaking Barriers and Bridging Gaps. Review of the Commission on Education and Communication of IUCN.	Bart Romijn
September 1999	Global	Review of Sustainable Use Within the IUCN Global and Regional Secretariat	IUCN Social Policy Program
June 1999	Global	IUCN–The World Conservation Union External Review.	Gabor Bruszt, Naila Kabeer, Bart Romjin, Odd Terje Sandlund, Adelaida Semesi, Stephen Turner
October 1998	Global	Making Regionalisation Work Effectively.	Compass Partnership
May 1998	Global	Protected Areas into the 21st Century: For People and the Environment. An External Review of IUCN's Program on Protected Areas ad World Commission on Protected Areas.	Roger Crofts, Enrique Lahman
December 1997	Global	Management Review of the IUCN Environmental Law Center	David Runnalls
December 1997	Global	A Review of IUCN's Role and Work Regarding Biodiversity. A Report for SIDA.	Michael Flint, Peter Einarsson, Michael Harrison
May 1996	Global	External Review of IUCN's 1994-1996 Program. Summary and Main Recommendations.	IUCN
April 1996	Global	Report of the External Review of the IUCN Program 1994-1996.	IUCN
April 1996	Global	Internal Review of the Biodiversity Program. A Summary of Discussions held on April 2, 1996.	IUCN
April 1996	Global	External Review of the Biodiversity Program. Summary of the Meeting Gland, 19-20 April, 1996.	IUCN
September 1994	Global	Actions taken on the Recommendations of the External Review of the IUCN Program 1991-1993. (Christoffersen Report-October 1993).	IUCN
January 1994	Global	Review of IUCN Commissions; IUCN–The World Conservation Union 19th Session of the General Assembly (Buenos Aires, Argentina, 17-26 January, 1994).	David A. Munro, Gabor Bruszt
October 1993	Global	Report of the External Review of the IUCN Program 1991-1993	Leif E. Christoffersen; Maria Beebe; Julie van der Bliek; Mersie Ejigu and Moussa Seck.
February 1993	Global	The Conservation of Global Biodiversity. A Global Representative System of Marine Protected Areas	Graeme Kelleher

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"Not Evaluation Reports"

The following are the titles of reports that were not evaluations. These reports were omitted from the calculations of results.

DATE OF PUBLICATION	REPORT TITLE
December 1999	Projet d'appui à la collaboration sous-régionale pour la conservation et l'utilisation durable des écosystèmes de forêts d'Afrique Centrale
November 1999	Monitoring and Evaluation for Improved Management and Performance–A participatory Learning Approach–Training Materials – Version Two
July 1999	Artisanal Fishing, Sustainable Development and Co-Management Resources - Analysis of a Successful Project in West Africa
January 1999	Rapport d'activités 1998
December 1998	Projet de développement durable de la pêche artisanale dans le Rio grande de Buba (Guinée-Bissau) – Analyse synthétique après sept ans de fonctionnement
December 1998	"Fisheries, International Trade and Biodiversity" African Case Studies: Mauritania, Senegal and Gambia – Synthesis Report
August 1998	Leadership Retreat - August 19-21 – Chavannes - IUCN Vision Statement for the Global Secretariat
March 1998	Rapport annuel d'execution technique du Carestre 1997
May 1997	Second NORAD/IUCNP Frame Agreement: Planning, Monitoring and Evaluation Framework
June 1996	No title, Correspondence Between Arne Schiotz and Per Ryden, IUCN, Notes on SCC and CNPPA
June 1992	Proposal for Sustainable Utilization of Non-Timber Forest Products in Lao PDR
Not clear	Analysis of the CNPAA Members Survey for the Development of the CNPPA Strategic Plan

Appendix II List of Findings

Finding 1:   A majority of the evaluation reports (68%) were project and program reviews.

Finding 2:   In the majority of evaluation reports, the timing was either not clearly stated or not specified.

Finding 3:   In the majority of the reports, it was difficult to assess the client of the evaluation.

Finding 4:   The composition and background of the evaluation team was described in the majority of reports.

Finding 5:   It was difficult to discern who the intended audience of the evaluation reports was.

Finding 6:   The population of evaluations covered all IUCN programming regions, and evaluations commissioned globally had the largest set of evaluations.

Finding 7:   Evaluation reports are widely scattered across countries

Finding 8:   There was a great amount of variability in report format leading to a lack of clarity in the identification and dissemination of important information.

Finding 9:   In most evaluation reports, the context was briefly described. However, relatively few evaluations linked the context to the evaluation, and as such, did not provide an understanding of the rationale and underlying assumptions behind the specific program/project/organization.

Finding 10: While most evaluations reviewed the effectiveness of IUCN's work, few addressed issues of relevance and efficiency.

Finding 11: In the majority of evaluation reports, descriptions of methodology including questions, instruments, and approaches to data analysis were lacking.

Finding 12: Twenty-eight percent of the evaluation reports mentioned that a participatory approach was employed during the analysis, however, only 2% described the approach in detail.

Finding 13: Most evaluation reports provided clear recommendations; however, less than half provided data supporting their findings, and very few reported upon lessons learned.

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Appendix III Summary Statistics for all Evaluation Reports

Appendix II: Summary statistics for all evaluations

NUMBER OF EVALUATIONS IN THIS SET: 81

TYPE OF EVALUATION	Number	% of total
Organizational:	13	16%
Project:	31	38%
Program:	24	30%
Other:	13	16%
Total:	**81**	**100%**

EVALUATION FOR (TYPE)	Number	% of total
Commission:	1	1%
Council:	1	1%
Country:	1	1%
Donor:	9	11%
General assembly:	1	1%
GLAND - Headquarters:	3	4%
IUCN:	1	1%
Mixed:	11	14%
Program:	5	6%
Region:	2	2%
Other:	3	4%
Not clear:	35	43%
Not specified:	8	10%
Total:	**81**	**100%**

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	8	10%
Mixed:	17	21%
Third party:	27	33%
Not clear:	14	17%
Not specified:	15	19%
Total:	**81**	**100%**

IUCN CONTENT AREA	Number	% of total
Biodiversity:	6	7%
Conservation strategies:	14	17%
Education and communication:	4	5%
Forests:	9	11%
Marine and coastal areas:	4	5%
Natural resource management:	12	15%
Organizational:	22	27%
Protected areas:	2	2%
Social and economic policy:	2	2%
Wetlands and water resources:	3	4%
Other:	0	0%
Unclear:	3	4%
Total:	**81**	**100%**

EVALUATION DRIVER	Number	% of total
Donor driven:	16	20%
IUCN driven:	14	17%
Mixed:	4	5%
Not clear:	31	38%
Not specified:	16	20%
Total:	**81**	**100%**

EVALUATION TIMING	Number	% of total
Mid:	10	12%
End:	3	4%
Impact:	0	0%
Not clear:	42	52%
Not specified:	23	28%
Other:	3	4%
Total:	**81**	**100%**

CONTENT CRITERIA	Number	% of total
Table of contents:	64	79%
Context provided		
None:	17	21%
Narrow:	45	56%
Broad:	18	22%
Clear description of project/program/etc. rationale	5	6%
Clear description of project/program/etc. goals / objectives:	54	67%
Clear description of project/program/etc. planned activities:	60	74%
Purpose of the evaluation		
Relevance:	10	12%
Effectiveness:	51	63%
Efficiency:	9	11%
Gender equity:	13	16%
Other:	52	64%
Clear main findings:		
Yes:	38	47%
No:	18	22%
Somewhat:	25	31%
Clear recommendations:	70	86%
Clear lessons learned:	13	16%
Abstract / Executive summary:	38	47%
List of acronyms:	37	46%
Project value		
Specified:	21	26%
Not clear:	9	11%
Not specified:	51	63%
Appendix		
TORs:	49	60%
Data collection instruments:	7	9%
Field visits:	34	42%
LFA:	3	4%
Action plan:	6	7%

EVALUATION LOCATION (REGION)	Number	% of total
Europe:	3	4%
Global:	17	21%
North America and the Caribbean:	1	1%
South America:	4	5%
Meso America:	9	11%
Central Africa:	4	5%
Eastern Africa:	9	11%
Oceania:	0	0%
Western Africa:	7	9%
Southern Africa:	3	4%
South and East Asia:	8	10%
West/Central Asia and North Africa:	16	20%
Total:	**81**	**100%**

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Bangladesh:	1	1%
Burkina:	1	1%
Cameroon:	3	4%
Canada:	1	1%
Central Africa (various):	1	1%
Costa Rica:	1	1%
Ecuador:	1	1%
Ethiopia:	2	2%
Europe (various):	2	2%
Germany:	1	1%
Global:	16	20%
Guinea:	1	1%
Kenya:	2	2%
Laos:	2	2%
Meso America (various):	8	10%
Nepal:	1	1%
Niger:	2	2%
Pakistan:	16	20%
Poland:	1	1%
Seychelles:	1	1%

Evaluation value

Specified:	1	1%
Not clear:	0	0%
Not specified:	80	99%

Methodology

Questions clearly identified:	17	21%
Data sources clearly identified:	58	72%
Data analysis techniques explained:	2	2%
Participatory approach used:	23	28%

Participatory approach described

A little:	14	17%
Medium:	5	6%
A lot:	2	2%

South America (various):	3	4%
South and East Asia (various):	1	1%
Southern Africa (varioius):	2	2%
Tanzania:	1	1%
Uganda:	3	4%
Vietnam:	3	4%
Western Africa (various):	3	4%
Zimbabwe:	1	1%
Total:	**81**	**100%**

Appendix IV Summary Statistics for West/Central Asia and North Africa

Appendix III: Summary statistics for West/Central Asia and North Africa

NUMBER OF EVALUATIONS IN THIS SET: 16

TYPE OF EVALUATION	Number	% of total
Organizational:	2	13%
Project:	8	50%
Program:	3	19%
Other:	3	19%
Total:	**16**	**100%**

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	0	0%
Mixed:	1	6%
Third party:	7	44%
Not clear:	0	0%
Not specified:	8	50%
Total:	**16**	**100%**

IUCN CONTENT AREA	Number	% of total
Biodiversity:	1	6%
Conservation strategies:	8	50%
Education and communication:	1	6%
Forests:	0	0%
Marine and coastal areas:	0	0%
Natural resource management:	2	13%
Organizational:	3	19%
Protected areas:	0	0%
Social and economic policy:	0	0%
Wetlands and water resources:	0	0%
Other:	0	0%
Unclear:	1	6%
Total:	**16**	**100%**

EVALUATION FOR (TYPE)	Number	% of total
Commission:	0	0%
Council:	0	0%
Country:	0	0%
Donor:	1	6%
General assembly:	0	0%
GLAND - Headquarters:	0	0%
IUCN:	0	0%
Mixed:	0	0%
Program:	1	6%
Region:	0	0%
Other:	1	6%
Not clear:	12	75%
Not specified:	1	6%
Total:	**16**	**100%**

EVALUATION DRIVER	Number	% of total
Donor driven:	0	0%
IUCN driven:	0	0%
Mixed:	0	0%
Not clear:	14	88%
Not specified:	2	13%
Total:	**16**	**100%**

EVALUATION TIMING	Number	% of total
Mid:	3	19%
End:	0	0%
Impact:	0	0%
Not clear:	12	75%
Not specified:	1	6%
Other:	0	0%
Total:	**16**	**100%**

CONTENT CRITERIA	Number	% of total
Table of contents:	13	81%
Context provided		
None:	3	19%
Narrow:	9	56%
Broad:	4	25%
Clear description of project/program/etc. rationale	2	13%
Clear description of project/program/etc. goals / objectives:	9	56%
Clear description of project/program/etc. planned activities:	13	81%
Purpose of the evaluation		
Relevance:	1	6%
Effectiveness:	12	75%
Efficiency:	2	13%
Gender equity:	2	13%
Other:	9	56%
Clear main findings:		
Yes:	7	44%
No:	7	44%
Somewhat:	2	13%
Clear recommendations:	12	75%
Clear lessons learned:	3	19%
Abstract / Executive summary:	9	56%
List of acronyms:	9	56%
Project value		
Specified:	3	19%
Not clear:	0	0%
Not specified:	13	81%
Appendix		
TORs:	6	38%
Data collection instruments:	0	0%
Field visits:	5	31%
LFA:	2	13%
Action plan:	1	6%

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Pakistan:	16	100%
Total:	16	100%

Evaluation value

Specified:	0	0%
Not clear:	0	0%
Not specified:	16	100%

Methodology

Questions clearly identified:	2	13%
Data sources clearly identified:	8	50%
Data analysis techniques explained:	0	0%
Participatory approach used:	8	50%

Participatory approach described

A little:	5	31%
Medium:	1	6%
A lot:	2	13%

Appendix V Summary Statistics for Central Africa

Appendix IV: Summary statistics for Central Africa

NUMBER OF EVALUATIONS IN THIS SET: 4

TYPE OF EVALUATION	Number	% of total
Organizational:	1	25%
Project:	3	75%
Program:	0	0%
Other:	0	0%
Total:	**4**	**100%**

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	0	0%
Mixed:	3	75%
Third party:	1	25%
Not clear:	0	0%
Not specified:	0	0%
Total:	**4**	**100%**

EVALUATION FOR (TYPE)	Number	% of total
Commission:	0	0%
Council:	0	0%
Country:	0	0%
Donor:	0	0%
General assembly:	0	0%
GLAND - Headquarters:	0	0%
IUCN:	0	0%
Mixed:	1	25%
Program:	0	0%
Region:	0	0%
Other:	0	0%
Not clear:	3	75%
Not specified:	0	0%
Total:	**4**	**100%**

IUCN CONTENT AREA	Number	% of total
Biodiversity:	0	0%
Conservation strategies:	0	0%
Education and communication:	0	0%
Forests:	1	25%
Marine and coastal areas:	0	0%
Natural resource management:	0	0%
Organizational:	1	25%
Protected areas:	0	0%
Social and economic policy:	0	0%
Wetlands and water resources:	0	0%
Other:	0	0%
Unclear:	2	50%
Total:	**4**	**100%**

EVALUATION DRIVER	Number	% of total
Donor driven:	0	0%
IUCN driven:	1	25%
Mixed:	1	25%
Not clear:	2	50%
Not specified:	0	0%
Total:	**4**	**100%**

EVALUATION TIMING	Number	% of total
Mid:	1	25%
End:	0	0%
Impact:	0	0%
Not clear:	2	50%
Not specified:	1	25%
Other:	0	0%
Total:	**4**	**100%**

CONTENT CRITERIA	Number	% of total
Table of contents:	4	100%
Context provided		
None:	0	0%
Narrow:	3	75%
Broad:	1	25%
Clear description of project/program/etc. rationale	0	0%
Clear description of project/program/etc. goals / objectives:	3	75%
Clear description of project/program/etc. planned activities:	3	75%
Purpose of the evaluation		
Relevance:	0	0%
Effectiveness:	3	75%
Efficiency:	0	0%
Gender equity:	1	25%
Other:	3	75%
Clear main findings:		
Yes:	0	0%
No:	2	50%
Somewhat:	2	50%
Clear recommendations:	3	75%
Clear lessons learned:	0	0%
Abstract / Executive summary:	0	0%
List of acronyms:	2	50%
Project value		
Specified:	1	25%
Not clear:	2	50%
Not specified:	1	25%
Appendix		
TORs:	2	50%
Data collection instruments:	0	0%
Field visits:	2	50%
LFA:	0	0%
Action plan:	1	25%

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Cameroon:	3	75%
Other:	1	25%
Total:	**4**	**100%**

Evaluation value

Specified:	0	0%
Not clear:	0	0%
Not specified:	4	100%

Methodology

Questions clearly identified:	1	25%
Data sources clearly identified:	4	100%
Data analysis techniques explained:	0	0%
Participatory approach used:	1	25%

Participatory approach described

A little:	1	25%
Medium:	0	0%
A lot:	0	0%

Appendix VI Summary Statistics for Eastern Africa

Appendix V: Summary statistics for Eastern Africa

NUMBER OF EVALUATIONS IN THIS SET: 9

TYPE OF EVALUATION	Number	% of total
Organizational:	0	0%
Project:	5	56%
Program:	4	44%
Other:	0	0%
Total:	**9**	**100%**

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	0	0%
Mixed:	4	44%
Third party:	1	11%
Not clear:	3	33%
Not specified:	1	11%
Total:	**9**	**100%**

EVALUATION FOR (TYPE)	Number	% of total
Commission:	0	0%
Council:	0	0%
Country:	0	0%
Donor:	1	11%
General assembly:	0	0%
GLAND - Headquarters:	0	0%
IUCN:	0	0%
Mixed:	1	11%
Program:	0	0%
Region:	2	22%
Other:	0	0%
Not clear:	2	22%
Not specified:	3	33%
Total:	**9**	**100%**

IUCN CONTENT AREA	Number	% of total
Biodiversity:	0	0%
Conservation strategies:	3	33%
Education and communication:	0	0%
Forests:	1	11%
Marine and coastal areas:	2	22%
Natural resource management:	0	0%
Organizational:	1	11%
Protected areas:	1	11%
Social and economic policy:	0	0%
Wetlands and water resources:	1	11%
Other:	0	0%
Unclear:	0	0%
Total:	**9**	**100%**

EVALUATION DRIVER	Number	% of total
Donor driven:	1	11%
IUCN driven:	2	22%
Mixed:	1	11%
Not clear:	2	22%
Not specified:	3	33%
Total:	**9**	**100%**

EVALUATION TIMING	Number	% of total
Mid:	1	11%
End:	0	0%
Impact:	0	0%
Not clear:	6	67%
Not specified:	1	11%
Other:	1	11%
Total:	**9**	**100%**

CONTENT CRITERIA	Number	% of total
Table of contents:	9	100%
Context provided		
None:	1	11%
Narrow:	6	67%
Broad:	2	22%
Clear description of project/program/etc. rationale	0	0%
Clear description of project/program/etc. goals / objectives:	9	100%
Clear description of project/program/etc. planned activities:	8	89%
Purpose of the evaluation		
Relevance:	2	22%
Effectiveness:	9	100%
Efficiency:	1	11%
Gender equity:	1	11%
Other:	7	78%
Clear main findings:		
Yes:	6	67%
No:	1	11%
Somewhat:	2	22%
Clear recommendations:	8	89%
Clear lessons learned:	1	11%
Abstract / Executive summary:	5	56%
List of acronyms:	5	56%
Project value		
Specified:	3	33%
Not clear:	4	44%
Not specified:	2	22%
Appendix		
TORs:	7	78%
Data collection instruments:	0	0%
Field visits:	5	56%
LFA:	1	11%
Action plan:	3	33%

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Ethiopia:	2	22%
Kenya:	2	22%
Seychelles:	1	11%
Tanzania:	1	11%
Uganda:	3	33%
Total:	**9**	**100%**

Evaluation value

Specified:	1	11%
Not clear:	0	0%
Not specified:	8	89%

Methodology

Questions clearly identified:	4	44%
Data sources clearly identified:	8	89%
Data analysis techniques explained:	1	11%
Participatory approach used:	3	33%

Participatory approach described

A little:	2	22%
Medium:	1	11%
A lot:	0	0%

Appendix VII Summary Statistics for West Africa

Appendix VI: Summary statistics for Western Africa

NUMBER OF EVALUATIONS IN THIS SET: 7

TYPE OF EVALUATION	Number	% of total
Organizational:	0	0%
Project:	1	14%
Program:	6	86%
Other:	0	0%
Total:	7	100%

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	2	29%
Mixed:	0	0%
Third party:	2	29%
Not clear:	3	43%
Not specified:	0	0%
Total:	7	100%

EVALUATION FOR (TYPE)	Number	% of total
Commission:	0	0%
Council:	0	0%
Country:	0	0%
Donor:	1	14%
General assembly:	0	0%
GLAND - Headquarters:	1	14%
IUCN:	0	0%
Mixed:	1	14%
Program:	0	0%
Region:	0	0%
Other:	0	0%
Not clear:	3	43%
Not specified:	1	14%
Total:	7	100%

IUCN CONTENT AREA	Number	% of total
Biodiversity:	0	0%
Conservation strategies:	1	14%
Education and communication:	0	0%
Forests:	0	0%
Marine and coastal areas:	1	14%
Natural resource management:	2	29%
Organizational:	1	14%
Protected areas:	0	0%
Social and economic policy:	0	0%
Wetlands and water resources:	2	29%
Other:	0	0%
Unclear:	0	0%
Total:	7	100%

EVALUATION DRIVER	Number	% of total
Donor driven:	1	14%
IUCN driven:	1	14%
Mixed:	1	14%
Not clear:	1	14%
Not specified:	3	43%
Total:	7	100%

EVALUATION TIMING	Number	% of total
Mid:	0	0%
End:	0	0%
Impact:	0	0%
Not clear:	6	86%
Not specified:	1	14%
Other:	0	0%
Total:	7	100%

CONTENT CRITERIA	Number	% of total
Table of contents:	6	86%
Context provided		
None:	3	43%
Narrow:	1	14%
Broad:	3	43%
Clear description of project/program/etc. rationale	0	0%
Clear description of project/program/etc. goals / objectives:	3	43%
Clear description of project/program/etc. planned activities:	7	100%
Purpose of the evaluation		
Relevance:	2	29%
Effectiveness:	3	43%
Efficiency:	0	0%
Gender equity:	0	0%
Other:	5	71%
Clear main findings:		
Yes:	1	14%
No:	0	0%
Somewhat:	6	86%
Clear recommendations:	6	86%
Clear lessons learned:	1	14%
Abstract / Executive summary:	3	43%
List of acronyms:	6	86%
Project value		
Specified:	2	29%
Not clear:	0	0%
Not specified:	5	71%
Appendix		
TORs:	6	86%
Data collection instruments:	0	0%
Field visits:	4	57%
LFA:	0	0%
Action plan:	1	14%

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Burkina:	1	14%
Guinea:	1	14%
Niger:	2	29%
Other:	3	43%
Total:	**7**	**100%**

Evaluation value

Specified:	0	0%
Not clear:	0	0%
Not specified:	7	100%

Methodology

Questions clearly identified:	2	29%
Data sources clearly identified:	7	100%
Data analysis techniques explained:	0	0%
Participatory approach used:	1	14%

Participatory approach described

A little:	0	0%
Medium:	0	0%
A lot:	0	0%

Appendix VIII Summary Statistics for Southern Africa

Appendix VII: Summary statistics for Southern Africa

NUMBER OF EVALUATIONS IN THIS SET: 3

TYPE OF EVALUATION	Number	% of total
Organizational:	0	0%
Project:	2	67%
Program:	1	33%
Other:	0	0%
Total:	**3**	**100%**

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	0	0%
Mixed:	1	33%
Third party:	2	67%
Not clear:	0	0%
Not specified:	0	0%
Total:	**3**	**100%**

EVALUATION FOR (TYPE)	Number	% of total
Commission:	0	0%
Council:	0	0%
Country:	0	0%
Donor:	0	0%
General assembly:	0	0%
GLAND - Headquarters:	0	0%
IUCN:	0	0%
Mixed:	0	0%
Program:	1	33%
Region:	0	0%
Other:	0	0%
Not clear:	2	67%
Not specified:	0	0%
Total:	**3**	**100%**

IUCN CONTENT AREA	Number	% of total
Biodiversity:	0	0%
Conservation strategies:	0	0%
Education and communication:	0	0%
Forests:	0	0%
Marine and coastal areas:	0	0%
Natural resource management:	2	67%
Organizational:	1	33%
Protected areas:	0	0%
Social and economic policy:	0	0%
Wetlands and water resources:	0	0%
Other:	0	0%
Unclear:	0	0%
Total:	**3**	**100%**

EVALUATION DRIVER	Number	% of total
Donor driven:	2	67%
IUCN driven:	0	0%
Mixed:	1	33%
Not clear:	0	0%
Not specified:	0	0%
Total:	**3**	**100%**

EVALUATION TIMING	Number	% of total
Mid:	2	67%
End:	0	0%
Impact:	0	0%
Not clear:	1	33%
Not specified:	0	0%
Other:	0	0%
Total:	**3**	**100%**

CONTENT CRITERIA	Number	% of total
Table of contents:	3	100%
Context provided		
None:	0	0%
Narrow:	2	67%
Broad:	1	33%
Clear description of project/program/etc. rationale	1	33%
Clear description of project/program/etc. goals / objectives:	3	100%
Clear description of project/program/etc. planned activities:	2	67%
Purpose of the evaluation		
Relevance:	2	67%
Effectiveness:	2	67%
Efficiency:	1	33%
Gender equity:	1	33%
Other:	2	67%
Clear main findings:		
Yes:	3	100%
No:	0	0%
Somewhat:	0	0%
Clear recommendations:	3	100%
Clear lessons learned:	1	33%
Abstract / Executive summary:	1	33%
List of acronyms:	2	67%
Project value		
Specified:	2	67%
Not clear:	0	0%
Not specified:	1	33%
Appendix		
TORs:	2	67%
Data collection instruments:	3	100%
Field visits:	0	0%
LFA:	0	0%
Action plan:	0	0%

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Zimbabwe:	1	33%
Other:	2	67%
Total:	**3**	**100%**

Evaluation value

Specified:	0	0%
Not clear:	0	0%
Not specified:	3	100%

Methodology

Questions clearly identified:	0	0%
Data sources clearly identified:	2	67%
Data analysis techniques explained:	0	0%
Participatory approach used:	3	100%

Participatory approach described

A little:	1	33%
Medium:	2	67%
A lot:	0	0%

Appendix IX Summary Statistics for Meso America

Appendix VIII: Summary statistics for Meso America

NUMBER OF EVALUATIONS IN THIS SET: 9

TYPE OF EVALUATION	Number	% of total
Organizational:	1	11%
Project:	3	33%
Program:	3	33%
Other:	2	22%
Total:	**9**	**100%**

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	0	0%
Mixed:	1	11%
Third party:	3	33%
Not clear:	4	44%
Not specified:	1	11%
Total:	**9**	**100%**

EVALUATION FOR (TYPE)	Number	% of total
Commission:	0	0%
Council:	0	0%
Country:	0	0%
Donor:	4	44%
General assembly:	0	0%
GLAND - Headquarters:	0	0%
IUCN:	0	0%
Mixed:	0	0%
Program:	1	11%
Region:	0	0%
Other:	0	0%
Not clear:	4	44%
Not specified:	0	0%
Total:	**9**	**100%**

IUCN CONTENT AREA	Number	% of total
Biodiversity:	0	0%
Conservation strategies:	0	0%
Education and communication:	0	0%
Forests:	2	22%
Marine and coastal areas:	1	11%
Natural resource management:	2	22%
Organizational:	2	22%
Protected areas:	0	0%
Social and economic policy:	2	22%
Wetlands and water resources:	0	0%
Other:	0	0%
Unclear:	0	0%
Total:	**9**	**100%**

EVALUATION DRIVER	Number	% of total
Donor driven:	4	44%
IUCN driven:	2	22%
Mixed:	0	0%
Not clear:	2	22%
Not specified:	1	11%
Total:	**9**	**100%**

EVALUATION TIMING	Number	% of total
Mid:	1	11%
End:	0	0%
Impact:	0	0%
Not clear:	4	44%
Not specified:	4	44%
Other:	0	0%
Total:	**9**	**100%**

CONTENT CRITERIA	Number	% of total
Table of contents:	6	67%
Context provided		
None:	1	11%
Narrow:	7	78%
Broad:	1	11%
Clear description of project/program/etc. rationale	0	0%
Clear description of project/program/etc. goals / objectives:	6	67%
Clear description of project/program/etc. planned activities:	8	89%
Purpose of the evaluation		
Relevance:	0	0%
Effectiveness:	6	67%
Efficiency:	1	11%
Gender equity:	3	33%
Other:	5	56%
Clear main findings:		
Yes:	7	78%
No:	1	11%
Somewhat:	1	11%
Clear recommendations:	8	89%
Clear lessons learned:	3	33%
Abstract / Executive summary:	5	56%
List of acronyms:	3	33%
Project value		
Specified:	2	22%
Not clear:	0	0%
Not specified:	7	78%
Appendix		
TORs:	7	78%
Data collection instruments:	1	11%
Field visits:	7	78%
LFA:	0	0%
Action plan:	0	0%

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Costa Rica:	1	11%
Other:	8	89%
Total:	9	100%

Evaluation value

Specified:	0	0%
Not clear:	0	0%
Not specified:	9	100%

Methodology

Questions clearly identified:	1	11%
Data sources clearly identified:	7	78%
Data analysis techniques explained:	0	0%
Participatory approach used:	3	33%

Participatory approach described

A little:	3	33%
Medium:	0	0%
A lot:	0	0%

Appendix X Summary Statistics for Europe

Appendix X: Summary statistics for Europe

NUMBER OF EVALUATIONS IN THIS SET: 3

TYPE OF EVALUATION	Number	% of total
Organizational:	0	0%
Project:	1	33%
Program:	2	67%
Other:	0	0%
Total:	**3**	**100%**

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	0	0%
Mixed:	1	33%
Third party:	0	0%
Not clear:	0	0%
Not specified:	2	67%
Total:	**3**	**100%**

EVALUATION FOR (TYPE)	Number	% of total
Commission:	0	0%
Council:	1	33%
Country:	0	0%
Donor:	0	0%
General assembly:	0	0%
GLAND - Headquarters:	0	0%
IUCN:	0	0%
Mixed:	0	0%
Program:	0	0%
Region:	0	0%
Other:	0	0%
Not clear:	0	0%
Not specified:	2	67%
Total:	**3**	**100%**

IUCN CONTENT AREA	Number	% of total
Biodiversity:	0	0%
Conservation strategies:	0	0%
Education and communication:	2	67%
Forests:	0	0%
Marine and coastal areas:	0	0%
Natural resource management:	0	0%
Organizational:	1	33%
Protected areas:	0	0%
Social and economic policy:	0	0%
Wetlands and water resources:	0	0%
Other:	0	0%
Unclear:	0	0%
Total:	**3**	**100%**

EVALUATION DRIVER	Number	% of total
Donor driven:	0	0%
IUCN driven:	1	33%
Mixed:	0	0%
Not clear:	0	0%
Not specified:	2	67%
Total:	**3**	**100%**

EVALUATION TIMING	Number	% of total
Mid:	0	0%
End:	0	0%
Impact:	0	0%
Not clear:	1	33%
Not specified:	2	67%
Other:	0	0%
Total:	**3**	**100%**

CONTENT CRITERIA	Number	% of total
Table of contents:	3	100%
Context provided		
None:	0	0%
Narrow:	2	67%
Broad:	1	33%
Clear description of project/program/etc. rationale	0	0%
Clear description of project/program/etc. goals / objectives:	3	100%
Clear description of project/program/etc. planned activities:	3	100%
Purpose of the evaluation		
Relevance:	0	0%
Effectiveness:	1	33%
Efficiency:	0	0%
Gender equity:	0	0%
Other:	1	33%
Clear main findings:		
Yes:	0	0%
No:	1	33%
Somewhat:	2	67%
Clear recommendations:	3	100%
Clear lessons learned:	2	67%
Abstract / Executive summary:	1	33%
List of acronyms:	0	0%
Project value		
Specified:	2	67%
Not clear:	0	0%
Not specified:	1	33%
Appendix		
TORs:	1	33%
Data collection instruments:	0	0%
Field visits:	2	67%
LFA:	0	0%
Action plan:	0	0%

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Germany:	0	0%
Poland:	1	33%
Other:	2	67%
Total:	**3**	**100%**

Evaluation value

Specified:	0	0%
Not clear:	0	0%
Not specified:	3	100%

Methodology

Questions clearly identified:	0	0%
Data sources clearly identified:	2	67%
Data analysis techniques explained:	0	0%
Participatory approach used:	0	0%

Participatory approach described

A little:	0	0%
Medium:	0	0%
A lot:	0	0%

Universalia

Appendix XI Summary Statistics for North America and the Caribbean

Appendix XI: Summary statistics for North America and the Caribbean

NUMBER OF EVALUATIONS IN THIS SET: 1

TYPE OF EVALUATION	Number	% of total
Organizational:	1	100%
Project:	0	0%
Program:	0	0%
Other:	0	0%
Total:	**1**	**100%**

EVALUATION FOR (TYPE)	Number	% of total
Commission:	0	0%
Council:	0	0%
Country:	0	0%
Donor:	0	0%
General assembly:	0	0%
GLAND - Headquarters:	1	100%
IUCN:	0	0%
Mixed:	0	0%
Program:	0	0%
Region:	0	0%
Other:	0	0%
Not clear:	0	0%
Not specified:	0	0%
Total:	**1**	**100%**

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	1	100%
Mixed:	0	0%
Third party:	0	0%
Not clear:	0	0%
Not specified:	0	0%
Total:	**1**	**100%**

IUCN CONTENT AREA	Number	% of total
Biodiversity:	0	0%
Conservation strategies:	0	0%
Education and communication:	0	0%
Forests:	0	0%
Marine and coastal areas:	0	0%
Natural resource management:	0	0%
Organizational:	1	100%
Protected areas:	0	0%
Social and economic policy:	0	0%
Wetlands and water resources:	0	0%
Other:	0	0%
Unclear:	0	0%
Total:	**1**	**100%**

EVALUATION DRIVER	Number	% of total
Donor driven:	0	0%
IUCN driven:	1	100%
Mixed:	0	0%
Not clear:	0	0%
Not specified:	0	0%
Total:	**1**	**100%**

EVALUATION TIMING	Number	% of total
Mid:	0	0%
End:	0	0%
Impact:	0	0%
Not clear:	0	0%
Not specified:	1	100%
Other:	0	0%
Total:	**1**	**100%**

CONTENT CRITERIA	Number	% of total
Table of contents:	1	100%
Context provided		
None:	0	0%
Narrow:	1	100%
Broad:	0	0%
Clear description of project/program/etc. rationale	0	0%
Clear description of project/program/etc. goals / objectives:	0	0%
Clear description of project/program/etc. planned activities:	0	0%
Purpose of the evaluation		
Relevance:	0	0%
Effectiveness:	0	0%
Efficiency:	0	0%
Gender equity:	0	0%
Other:	1	100%
Clear main findings:		
Yes:	1	100%
No:	0	0%
Somewhat:	0	0%
Clear recommendations:	1	100%
Clear lessons learned:	0	0%
Abstract / Executive summary:	0	0%
List of acronyms:	0	0%
Project value		
Specified:	0	0%
Not clear:	0	0%
Not specified:	1	100%
Appendix		
TORs:	1	100%
Data collection instruments:	0	0%
Field visits:	0	0%
LFA:	0	0%
Action plan:	0	0%

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Canada:	1	100%
Total:	**1**	**100%**

Evaluation value

Specified:	0	0%
Not clear:	0	0%
Not specified:	1	100%

Methodology

Questions clearly identified:	0	0%
Data sources clearly identified:	1	100%
Data analysis techniques explained:	0	0%
Participatory approach used:	0	0%

Participatory approach described

A little:	0	0%
Medium:	0	0%
A lot:	0	0%

Appendix XII Summary Statistics for South America

Appendix XII: Summary statistics for South America

NUMBER OF EVALUATIONS IN THIS SET: 4

TYPE OF EVALUATION	Number	% of total
Organizational:	2	50%
Project:	1	25%
Program:	1	25%
Other:	0	0%
Total:	4	100%

EVALUATION FOR (TYPE)	Number	% of total
Commission:	0	0%
Council:	0	0%
Country:	0	0%
Donor:	0	0%
General assembly:	0	0%
GLAND - Headquarters:	1	25%
IUCN:	0	0%
Mixed:	3	75%
Program:	0	0%
Region:	0	0%
Other:	0	0%
Not clear:	0	0%
Not specified:	0	0%
Total:	4	100%

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	0	0%
Mixed:	1	25%
Third party:	3	75%
Not clear:	0	0%
Not specified:	0	0%
Total:	4	100%

IUCN CONTENT AREA	Number	% of total
Biodiversity:	0	0%
Conservation strategies:	0	0%
Education and communication:	0	0%
Forests:	1	25%
Marine and coastal areas:	0	0%
Natural resource management:	1	25%
Organizational:	2	50%
Protected areas:	0	0%
Social and economic policy:	0	0%
Wetlands and water resources:	0	0%
Other:	0	0%
Unclear:	0	0%
Total:	4	100%

EVALUATION DRIVER	Number	% of total
Donor driven:	2	50%
IUCN driven:	1	25%
Mixed:	0	0%
Not clear:	1	25%
Not specified:	0	0%
Total:	4	100%

EVALUATION TIMING	Number	% of total
Mid:	1	25%
End:	2	50%
Impact:	0	0%
Not clear:	0	0%
Not specified:	0	0%
Other:	1	25%
Total:	4	100%

CONTENT CRITERIA	Number	% of total
Table of contents:	3	75%
Context provided		
None:	0	0%
Narrow:	4	100%
Broad:	0	0%
Clear description of project/program/etc. rationale	0	0%
Clear description of project/program/etc. goals / objectives:	4	100%
Clear description of project/program/etc. planned activities:	4	100%
Purpose of the evaluation		
Relevance:	1	25%
Effectiveness:	4	100%
Efficiency:	2	50%
Gender equity:	0	0%
Other:	4	100%
Clear main findings:		
Yes:	3	75%
No:	0	0%
Somewhat:	1	25%
Clear recommendations:	4	100%
Clear lessons learned:	0	0%
Abstract / Executive summary:	2	50%
List of acronyms:	2	50%
Project value		
Specified:	2	50%
Not clear:	0	0%
Not specified:	2	50%
Appendix		
TORs:	4	100%
Data collection instruments:	1	25%
Field visits:	2	50%
LFA:	0	0%
Action plan:	0	0%

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Ecuador:	1	25%
Other:	3	75%
Total:	**4**	**100%**

Evaluation value

Specified:	0	0%
Not clear:	0	0%
Not specified:	4	100%

Methodology

Questions clearly identified:	1	25%
Data sources clearly identified:	4	100%
Data analysis techniques explained:	1	25%
Participatory approach used:	0	0%

Participatory approach described

A little:	0	0%
Medium:	0	0%
A lot:	0	0%

Appendix XIII Summary Statistics for South and South East Asia

Appendix XIII: Summary statistics for South and East Asia

NUMBER OF EVALUATIONS IN THIS SET: 8

TYPE OF EVALUATION	Number	% of total
Organizational:	1	13%
Project:	6	75%
Program:	1	13%
Other:	0	0%
Total:	**8**	**100%**

EVALUATION FOR (TYPE)	Number	% of total
Commission:	0	0%
Council:	0	0%
Country:	1	13%
Donor:	1	13%
General assembly:	0	0%
GLAND - Headquarters:	0	0%
IUCN:	1	13%
Mixed:	1	13%
Program:	1	13%
Region:	0	0%
Other:	1	13%
Not clear:	2	25%
Not specified:	0	0%
Total:	**8**	**100%**

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	2	25%
Mixed:	3	38%
Third party:	1	13%
Not clear:	2	25%
Not specified:	0	0%
Total:	**8**	**100%**

IUCN CONTENT AREA	Number	% of total
Biodiversity:	0	0%
Conservation strategies:	2	25%
Education and communication:	0	0%
Forests:	4	50%
Marine and coastal areas:	0	0%
Natural resource management:	1	13%
Organizational:	1	13%
Protected areas:	0	0%
Social and economic policy:	0	0%
Wetlands and water resources:	0	0%
Other:	0	0%
Unclear:	0	0%
Total:	**8**	**100%**

EVALUATION DRIVER	Number	% of total
Donor driven:	1	13%
IUCN driven:	1	13%
Mixed:	0	0%
Not clear:	4	50%
Not specified:	2	25%
Total:	**8**	**100%**

EVALUATION TIMING	Number	% of total
Mid:	1	13%
End:	1	13%
Impact:	0	0%
Not clear:	4	50%
Not specified:	2	25%
Other:	0	0%
Total:	**8**	**100%**

CONTENT CRITERIA	Number	% of total
Table of contents:	7	88%
Context provided		
None:	2	25%
Narrow:	3	38%
Broad:	3	38%
Clear description of project/program/etc. rationale	0	0%
Clear description of project/program/etc. goals / objectives:	5	63%
Clear description of project/program/etc. planned activities:	6	75%
Purpose of the evaluation		
Relevance:	1	13%
Effectiveness:	5	63%
Efficiency:	1	13%
Gender equity:	4	50%
Other:	5	63%
Clear main findings:		
Yes:	4	50%
No:	1	13%
Somewhat:	3	38%
Clear recommendations:	8	100%
Clear lessons learned:	0	0%
Abstract / Executive summary:	4	50%
List of acronyms:	6	75%
Project value		
Specified:	2	25%
Not clear:	0	0%
Not specified:	6	75%
Appendix		
TORs:	7	88%
Data collection instruments:	0	0%
Field visits:	5	63%
LFA:	0	0%
Action plan:	0	0%

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Bangladesh:	1	13%
Laos:	2	25%
Nepal:	1	13%
Vietnam:	3	38%
Other:	1	13%
Total:	8	100%

Evaluation value

Specified:	0	0%
Not clear:	0	0%
Not specified:	8	100%

Methodology

Questions clearly identified:	1	13%
Data sources clearly identified:	7	88%
Data analysis techniques explained:	0	0%
Participatory approach used:	3	38%

Participatory approach described

A little:	2	25%
Medium:	1	13%
A lot:	0	0%

Appendix XIV Summary Statistics for Oceania

Appendix XIV: Summary statistics for Oceania

Currently there are no evaluations in the database for the Oceania region.

Appendix XV Summary Statistics for Global

Appendix IX: Summary statistics for Global

NUMBER OF EVALUATIONS IN THIS SET: 17

TYPE OF EVALUATION	Number	% of total
Organizational:	5	29%
Project:	1	6%
Program:	3	18%
Other:	8	47%
Total:	**17**	**100%**

EVALUATION TEAM	Number	% of total
IUCN members:	0	0%
IUCN staff:	3	18%
Mixed:	2	12%
Third party:	7	41%
Not clear:	2	12%
Not specified:	3	18%
Total:	**17**	**100%**

EVALUATION FOR (TYPE)	Number	% of total
Commission:	1	6%
Council:	0	0%
Country:	0	0%
Donor:	1	6%
General assembly:	1	6%
GLAND - Headquarters:	0	0%
IUCN:	0	0%
Mixed:	4	24%
Program:	1	6%
Region:	0	0%
Other:	1	6%
Not clear:	7	41%
Not specified:	1	6%
Total:	**17**	**100%**

IUCN CONTENT AREA	Number	% of total
Biodiversity:	5	29%
Conservation strategies:	0	0%
Education and communication:	1	6%
Forests:	0	0%
Marine and coastal areas:	0	0%
Natural resource management:	2	12%
Organizational:	8	47%
Protected areas:	1	6%
Social and economic policy:	0	0%
Wetlands and water resources:	0	0%
Other:	0	0%
Unclear:	0	0%
Total:	**17**	**100%**

EVALUATION DRIVER	Number	% of total
Donor driven:	5	29%
IUCN driven:	4	24%
Mixed:	0	0%
Not clear:	5	29%
Not specified:	3	18%
Total:	**17**	**100%**

EVALUATION TIMING	Number	% of total
Mid:	0	0%
End:	0	0%
Impact:	0	0%
Not clear:	6	35%
Not specified:	10	59%
Other:	1	6%
Total:	**17**	**100%**

CONTENT CRITERIA	Number	% of total
Table of contents:	9	53%
Context provided		
None:	7	41%
Narrow:	7	41%
Broad:	2	12%
Clear description of project/program/etc. rationale	2	12%
Clear description of project/program/etc. goals / objectives:	9	53%
Clear description of project/program/etc. planned activities:	6	35%
Purpose of the evaluation		
Relevance:	1	6%
Effectiveness:	6	35%
Efficiency:	1	6%
Gender equity:	1	6%
Other:	10	59%
Clear main findings:		
Yes:	6	35%
No:	5	29%
Somewhat:	6	35%
Clear recommendations:	14	82%
Clear lessons learned:	2	12%
Abstract / Executive summary:	8	47%
List of acronyms:	2	12%
Project value		
Specified:	2	12%
Not clear:	3	18%
Not specified:	12	71%
Appendix		
TORs:	6	35%
Data collection instruments:	2	12%
Field visits:	2	12%
LFA:	0	0%
Action plan:	0	0%

EVALUATION LOCATION: (COUNTRY)	Number	% of total
Germany:	1	6%
Global:	16	94%
Total:	17	100%

Evaluation value

Specified:	0	0%
Not clear:	0	0%
Not specified:	17	100%

Methodology

Questions clearly identified:	5	29%
Data sources clearly identified:	8	47%
Data analysis techniques explained:	0	0%
Participatory approach used:	1	6%

Participatory approach described

A little:	0	0%
Medium:	0	0%
A lot:	0	0%