

# **IUCN – The World Conservation Union:**

## **Meta-Evaluation**

**An Analysis of  
IUCN Evaluations:**

**2000-2002**



June 2003

UNIVERSALIA

with

**IUCN**  
The World Conservation Union



## Executive Summary

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 and performance. 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, 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 more 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 results of Phase One show 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 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 and track progress against these standards.

In order to track progress against standards in a systematic way, the IUCN M&E Initiative hired Universal Management Group, specialists in evaluation, to undertake two meta-analyses of evaluations carried out in IUCN and to compare the results over time. The first meta-analysis was completed in 2000 and analyzed all evaluations from 1994 – June 2000. The second meta-analysis (the subject of this report) was carried out in January 2003 and analyzed all IUCN evaluations from June 2000 to December 2002.

The 2000 Meta-Evaluation recommended that IUCN:

- Put in place an Evaluation Policy with the resources, training, and technical assistance needed to implement and maintain the Policy.
- Provide a set of standards to help guide evaluation work, both internally and externally.
- Institute and maintain a yearly review procedure to provide Council with an assessment of the quality, quantity, and content of evaluation reports conducted within the Union.

For this second Meta-Evaluation, Universal Management Group was mandated by the IUCN M&E Initiative to undertake the analysis of all IUCN evaluations that had taken place between January 2000 and December 2002.

In all, 42 documents labeled as evaluation reports were reviewed with the aid of an analytical tool. 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 areas of analysis emerged from several sources and were agreed upon by IUCN.

A summary of the findings of the Second Meta-Evaluation include the following:

- Compared with the 2000 Meta-Evaluation, there is a marked increase in the number of reports that stipulate the timing, the client, the intended audience and the composition of the evaluation team.
- The population of evaluations covered all IUCN programming regions and evaluations commissioned globally had the largest set of evaluations.

- The overall quality and scope of the report format have increased since the previous meta-evaluations.
- Although the majority of the evaluation reports provided a description of the context and rationale of the unit being evaluated, fewer reports provided the context, the goals/objectives or the activities of the latter.
- There is a substantial increase in the thoroughness of the evaluation reports with respect to the scope and intent of the evaluation purposes.
- While most reports identify the main questions and sources of data for the study, few provide an explanation of how data is analyzed and fewer still identify the limitations of the study.
- Sections pertaining to findings and recommendations are clearly identified but the terminology used is inconsistent and a section on lessons learned has yet to be rooted into common practice.
- Close to 40% of the reports still fail to provide findings that are data based and recommendations that are linked to findings.
- The effective management and restoration of ecosystems and the effective, efficient and accountable management and leadership of the Union were the two most commonly assessed key result areas and the majority of the projects or programs evaluated focused IUCN strategies related to empowerment and knowledge.

The evaluation reports analysed cover all of IUCN's key result areas and these are more or less equally spread across the programme aspects relating to knowledge, empowerment, governance and operations.

The 2003 meta-analysis makes the following recommendations to IUCN:

1. As suggested in the First Meta-Evaluation, the IUCN Evaluation Coordinator and regional M&E staff should continue to strengthen and institutionalize the basic standards for evaluation in IUCN.
2. IUCN should strengthen the accountability of IUCN managers for high quality evaluations through a sign-off procedure on Terms of Reference for evaluations and for acceptance of the final evaluation reports.
3. IUCN managers commissioning evaluations need to provide greater attention to the purpose, methodology and result sections of the evaluation reports.
4. IUCN commissioning units should require clear reference to KRAs or Component Programme Objectives in evaluation TORs and workplans.

## A c r o n y m s

ARO	Asia Regional Office
BRAO	Bureau Régional d’Afrique de l’Ouest
BRAO	West Africa Regional Office
CANADA	Canada Office
DANIDA	Ministry of Foreign Affairs of the Kingdom of Denmark
DGIS	The Netherlands Ministry for Development Cooperation
EARO	Eastern Africa Regional Office
IUCN	The World Conservation Union
IUCN HQ	The World Conservation Union Headquarters
M&E	Monitoring and Evaluation
NORAD	Norwegian Agency for Development Cooperation
NRM	Natural resource management
OCEANIA	Oceania
ORMA	Mesoamerica
ROCA	Regional Office for Central Africa
ROSA	Southern Africa Regional Office
SDC	Swiss Agency for Development Corporation
SIDA	Swedish International Development Cooperation Agency
SUR	Regional Office for South America
US	US Multilateral Office
WESCANA	Office for North Africa, Middle East, Central Asia

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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 and performance. 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, 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 more 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 results of Phase One show 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 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 and track progress against these standards.

In order to track progress against standards in a systematic way, the IUCN M&E Initiative hired Universal Management Group, specialists in evaluation, to undertake two meta-analyses of evaluations carried out in IUCN and to compare the results over time. The first meta-analysis was completed in 2000 and analyzed all evaluations from 1994 – June 2000. The second meta-analysis (the subject of this report) was carried out in January 2003 and analyzed all IUCN evaluations from June 2000 to December 2002.

The Meta analysis presented in this report assesses the quality of 42 evaluation reports in 46 fields, compares the results with those of the 2000 meta analysis and presents conclusions and recommendations on what needs to be done to improve the quality of evaluations in IUCN. The sections below describe in detail the methodology used by Universal Management Group, followed by a discussion of the main findings and presentation of the conclusions and recommendations.

### 1.1 Evaluation Team

The 2003 Meta-Evaluation was led by Dr. Charles Lusthaus and conducted by Mr. Alain Frechette and Ms. Katrina Rojas with technical advisory support from Mr. Simon Thibault. The evaluation team was further supported by a Universal Management Group database management team. This evaluation received ongoing support and commitment from the Coordinator of the IUCN M&E Initiative, Ms. Nancy MacPherson.

## 2. Methodology

### 2.1 Sources of Data: The Population

IUCN provided Universalialia with 48 evaluation reports. Based on Universalialia's definition of an evaluation report ("an evaluation assesses the merit or worth of a targeted unit, policy, program, project, or organization") each report was reviewed and 6 removed from the sample size because they did not make a judgment on the work of IUCN.

Hence, this report draws from the analyses of 42 evaluation reports completed between January 2000 and December 2002 – and uses the data and findings from the first Meta-Evaluation (which reviewed reports from 1994 to 2002) to provide a comparative benchmark for gauging results.

### 2.2 Instrument

Using an assessment grid developed by Universalialia and IUCN's M&E Initiative, the reports were categorized into fields that provided information on the types of evaluations, context, purpose, rationale, methodology, clarity and so forth. Based on this assessment, 15 findings were formulated to describe the status and quality of IUCN evaluations since 1994.

The criteria used to assess the quality of IUCN evaluations emerged from a discussion between Universalialia and IUCN global and regional M&E staff on evaluation standards manuals for the American Evaluation Society, the World Bank, the Inter-American Development Bank, and CIDA. Following the selection of the realistic criteria for IUCN, a "User Guide for the Meta-Evaluation Database" was developed by Universalialia with the assistance of IUCN's M&E Coordinator to provide thorough definitions and practical information for referencing and classifying evaluation reports.

In an effort to improve the scope and depth of the meta-evaluation process, this analysis added fields relevant to the quality and scope of the evaluation reports in order to provide greater clarity on the methodology, the quality of the results, the links between the project, program or organizational unit of analysis and the IUCN key result areas.

The revised checklist<sup>1</sup> covered 21 different aspects that were analyzed through 51 identified fields<sup>2</sup>. Subsequently, the database covered 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.

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<sup>1</sup> The complete 2003 Meta-Evaluation checklist form is provided in the Appendix section of this report. The checklist provides specific information on the fields and sub-fields that were evaluated.

<sup>2</sup> The 51 fields include 7 Key Result Areas, which were further broken down into the 4 IUCN strategies: knowledge, empowerment, governance and operations.

## 2.3 Data Analysis Procedure

The evaluation reports were analyzed in three phases. First, the two evaluators reviewed 10 reports each and out of these, 5 reports were selected for a joint review to ensure the congruency of their respective analysis. Second, the remaining 28 reports were divided and analysed accordingly. Finally, in order to ensure that the quality of the overall analysis, all reports were systematically and jointly reviewed by the evaluators during a one-day session.

Overall, 3 to 4 hours were spent per evaluation report for the initial read through, to complete the evaluation instrument (noting comments when pertinent) and to revise the analyses made during the joint plenary review. Throughout the analysis process, 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 – and brought in senior expertise when the analysis remained ambiguous. In all, it is estimated that it takes about 6 hours to review each evaluation. 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 herein have been organized to provide a description of the visible trends in the IUCN evaluation reports.

## 3. Presentation of Findings

The following findings are drawn from the 42 evaluation reports reviewed for this study. The findings are discussed in two main sections:

- The findings that provide a general description of the evaluation reports.
- The findings that provide a description of the quality of the reports.

In order to bring greater clarity and perspective to the analyses of this second meta-evaluation, results of the first meta-evaluation were used for comparative purposes wherever possible. The first meta-evaluation thus served to benchmark the results of the current analyses, i.e., the evaluation reports dated between 2000 and 2002. Results of the findings by region are presented in Appendices IV-XV. It should be noted that since all results are rounded to the nearest percentage point, the 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. Nine fields were used to discern the overall characteristics of the population. A brief description of each is provided below.

### 3.1.1 Type of Evaluation

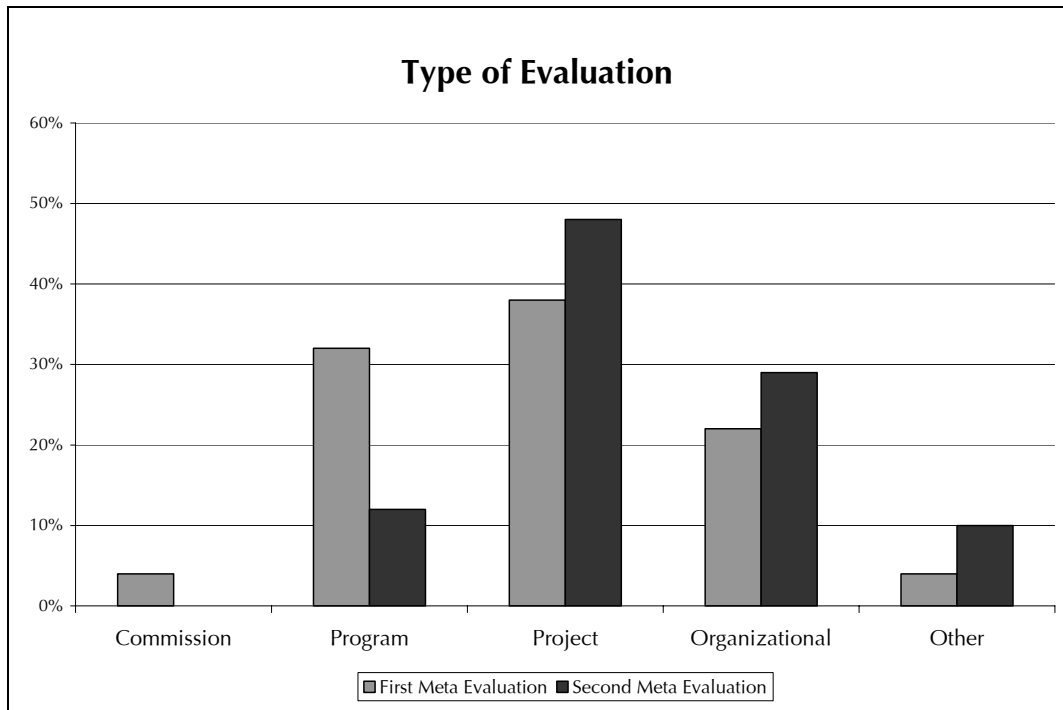
The evaluation reports were categorized in one of five categories: project, programme, organizational, other and commission.

**Finding 1: The majority of the evaluation reports were either project or organizational reviews.**

The majority of evaluation reports (48%) focused on projects that were implemented either at the local, regional, or global levels. In contrast to the 2000 Meta-Evaluation, which found that program evaluations were the second most noted type of assessment, this report finds that organizational assessments accounted for more than 29% of the reports – the majority of these being focused on regional or country offices.

Programme evaluation reports accounted for 12% of the reports reviewed and a further 4% of reports were categorized as “other”.

**Exhibit 3.1 Evaluation Typology**



**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

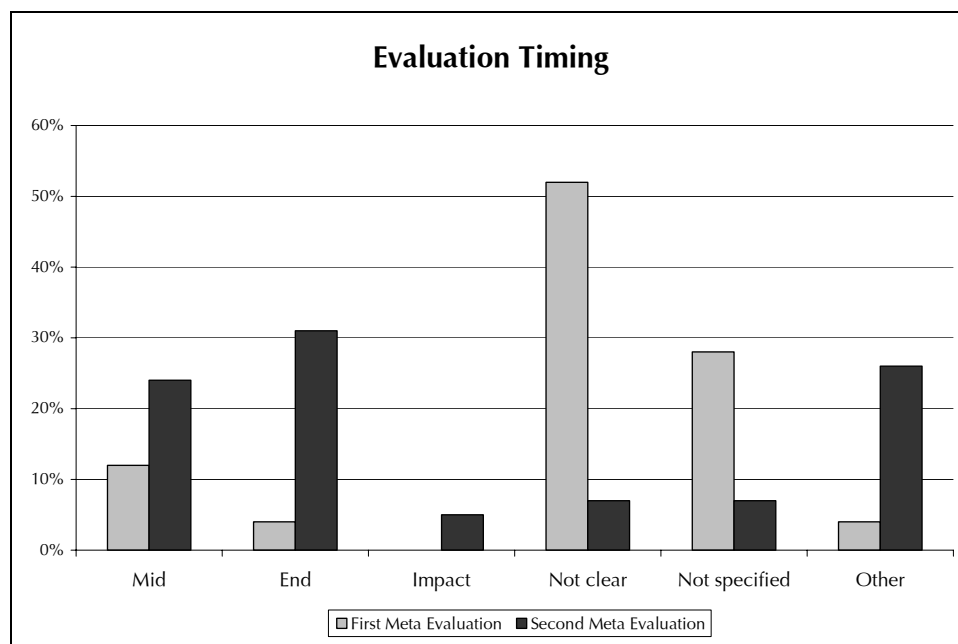
Evaluations occur at various stages of the life cycle of a project, programme, or organizational unit. In terms of timing, project and programme evaluation reports were analyzed according to the cycles, namely start-up, mid, end, impact, or other.

**Finding 2: Compared with the 2000 Meta-Evaluation, there is a marked increase in the number of reports that stipulate the timing of the evaluation.**

In the 2000 Meta-Evaluation, it was found that only 16% of the reports stated their timing (“end” or “mid” term evaluations) while an additional 4% were categorized as “other” (see definitions in box). By contrast, this review found that at least 59% of the reports produced between 2000 and 2002 identified their timing (24% mid, 31% end or 5% impact) and that an additional 26% were time for an “other” purpose. In other words, only 14% of evaluations were neither clear (7%) nor specific (7%) in their attribution of the timing of the report – a stark difference with the previous meta-evaluation, which found that 80% of the reports did not specify the timing of the report (28%) or were unclear (38%) on this issue.

Similarly to the 2000 meta-evaluation, this review found that many of the evaluations between 2000 and 2002 presented the timing of their report in terms of an “end of phase” report to prepare for the continuation of the project or program for its next phase. While an “end of phase” does not equate to an end of project or programme per say, the latter were noted as “end” evaluations since new phases require new contractual agreements and modified or changed terms of reference.

Exhibit 3.2 The Timing of IUCN Evaluations



#### Clarification of Terms

**Not clear:** The timing of the evaluation was not clearly stated as mid, end, or impact. Alternatively, project phases were mentioned but no suggestions were made to clarify whether or not another phase would follow. 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 client groups that have different requirements for 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: The clear majority of the evaluation reports identify the client of the evaluation.**

78% of the reports reviewed in this meta-evaluation identified the client (driver) of the evaluation – a significant increase from the 2000 meta-evaluation where only 42% of the reports had discerned the body who commissioned the evaluation. While the 2000 report found that 58% of the evaluations were unclear or unspecified in identifying the client, this review found that only 22% of the reports lacked clarity on this issue. As stated in the first Meta evaluation, the confusion over the client of the evaluation frequently occurs where it seemed that several partners (IUCN, donors, etc.) were involved in the evaluation process.

In 14% of the cases, the client was specified as a donor or a combination of donors, whereas in 40% of the cases, it was specified as an IUCN commissioned evaluation. An additional 24% of the evaluation reports stated that the client was mixed, i.e., an evaluation commissioned by IUCN and a donor or an external partner.

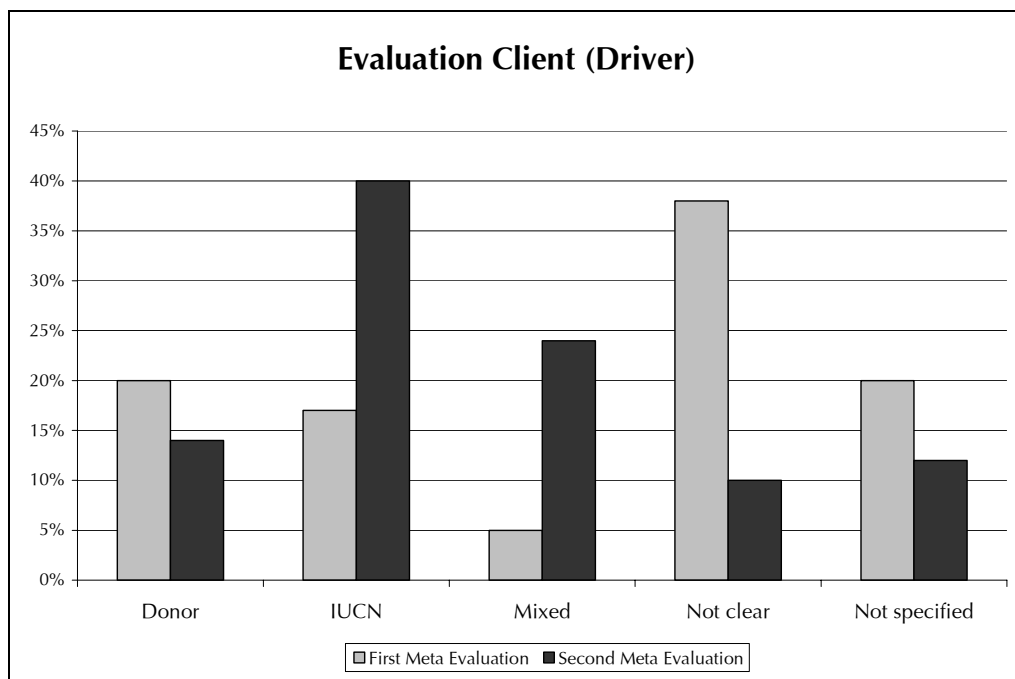
**Clarification of Terms**

**Mixed:** IUCN and a donor or an external partner.

**Not clear:** The client was ambiguous or it was difficult to discern who commissioned the evaluation, 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.

Exhibit 3.3 The Client who Commissioned the Evaluation



### 3.1.4 Evaluation Team

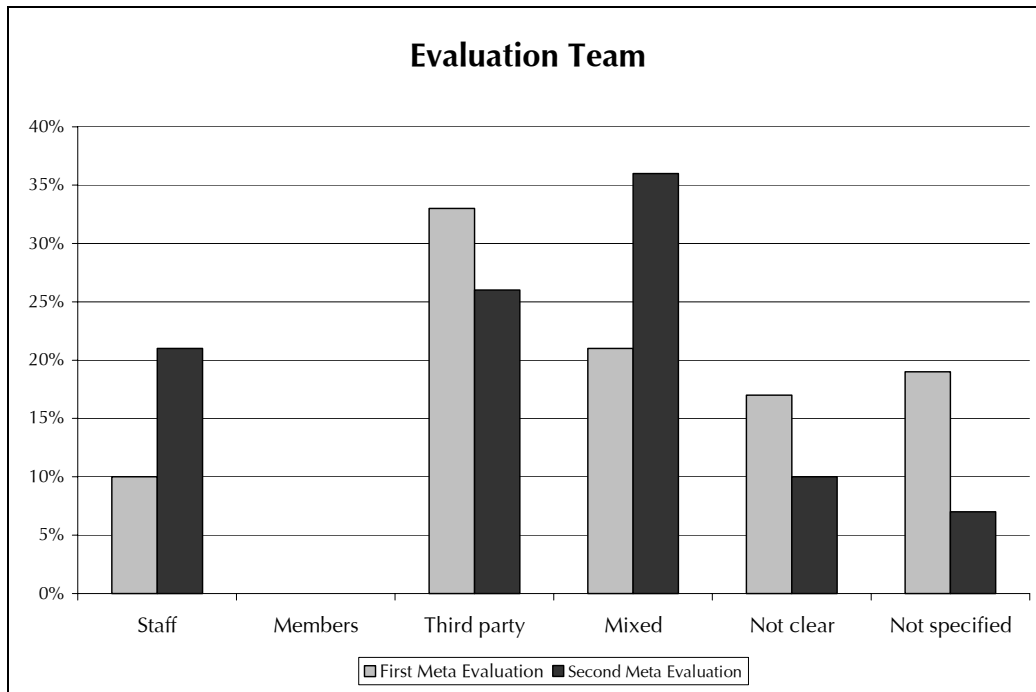
It is important for IUCN to know who is conducting formal evaluations for the Union. Thus this field was intended to provide information on who comprised the evaluation team and what the member's professional/organizational affiliation was. The choices were: IUCN staff, IUCN members, mixed, or third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

**Finding 4: Compared with the previous meta-evaluation, this study finds that greater attention and precision is given to the composition and background of the evaluation team.**

The names, composition, professional background, and organizational affiliation of the evaluators were specified in the greater majority of the reports (83%) dated between 2000 and 2002 compared to 64% in the 2000 meta-evaluation report. The data indicates that external evaluators (not affiliated to IUCN) executed 26% of the evaluations. A mixed team usually composed of IUCN staff and external consultants conducted 36% of reports and IUCN staff alone conducted 21% of evaluations.

The affiliation of evaluation team members was ambiguous in only 17% of the reports compared with 36% in the first meta-evaluation. The reports did not specify the background and organizational affiliation of the evaluators in 7% of the reports and another 10% were simply unclear on this issue.

**Exhibit 3.4 The Background and Composition of the Assigned Evaluation Team**



**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.

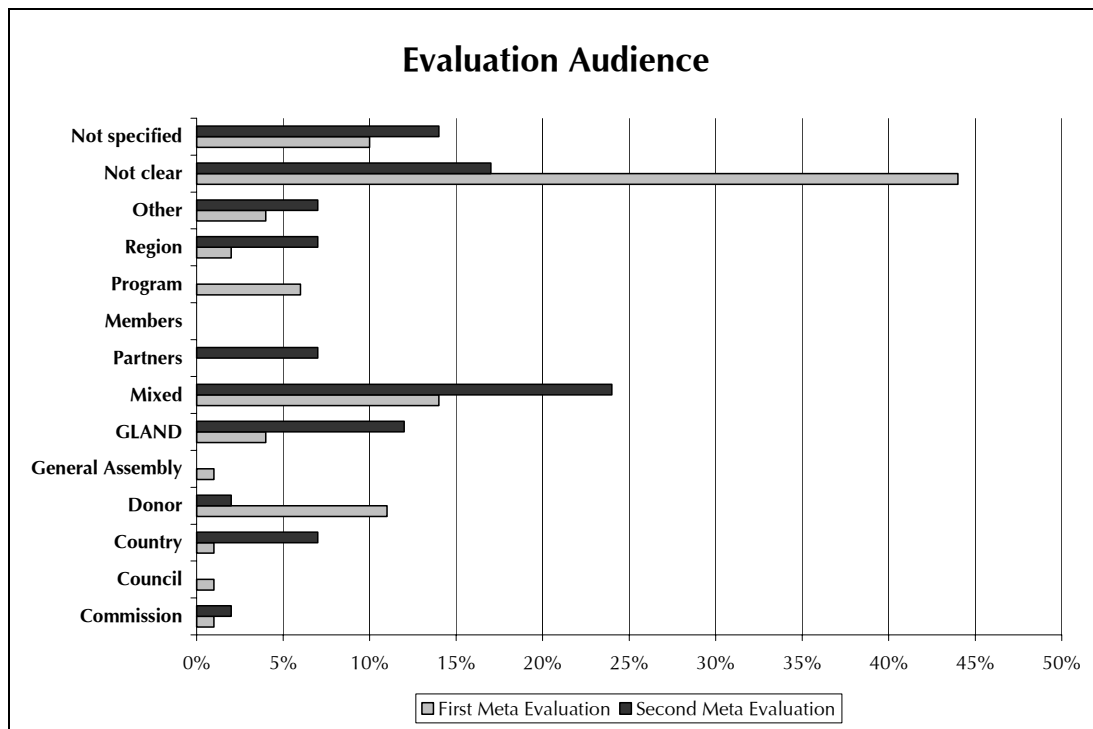
### 3.1.5 Evaluation Audience

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: There has been a notable increase in the evaluation reports that clearly identify the intended audience.**

The majority of the reports (69%) analyzed in this study identified the intended audience of the evaluation – compared to only 46% in the 2000 meta-evaluation. Most commonly, the evaluations were intended for a mixed audience comprised of the IUCN and the project/program donor(s) (24%) and the IUCN Headquarters at 12%. The intended audience of the evaluation was not specified or made clear in 31% of the reports. While this information is provided in the majority of the reports, the reader generally has to search attentively for this information.

Exhibit 3.5 The Intended Evaluation Audience



**Clarification of Terms**

**Mixed:** Audience usually comprised of IUCN and a donor

**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.



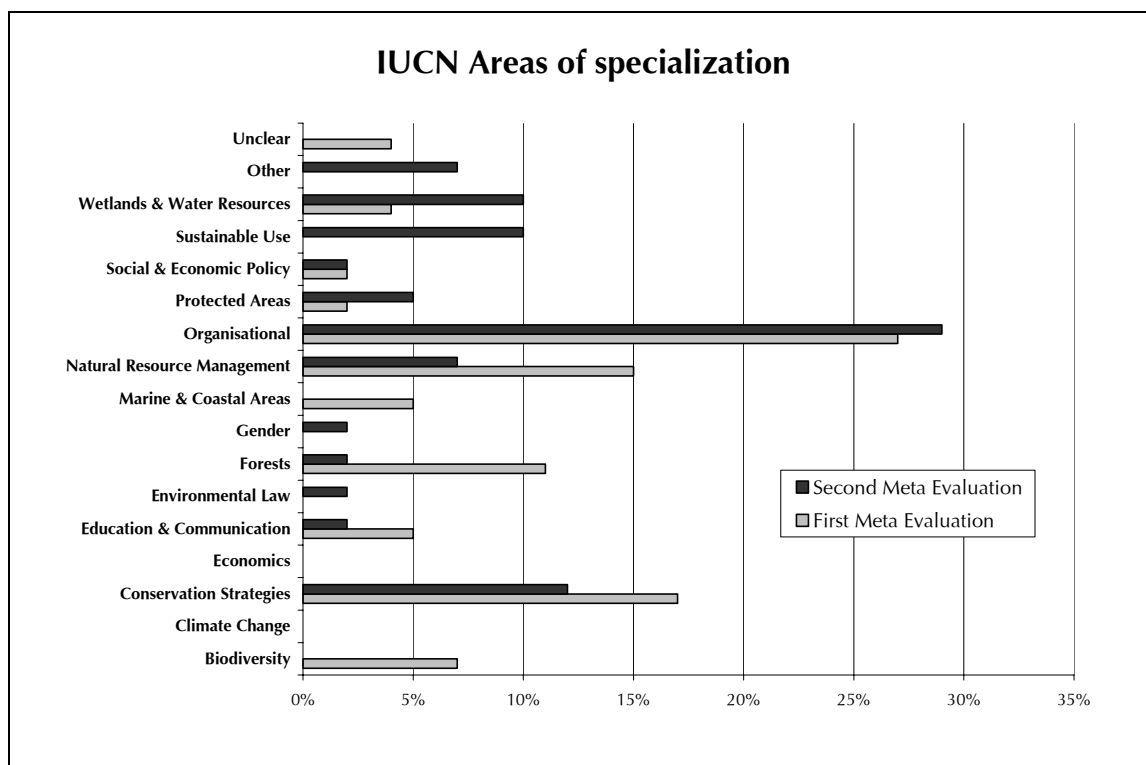
### 3.1.6 IUCN Areas of Specialization

This field was intended to provide information on the content areas that reflect IUCN’s program themes. The areas selected the full range of areas in which IUCN has developed some specialization include: Biodiversity, Conservation strategies, Education and Communication, Forests, Marine and Coastal Areas, Natural Resource Management, Organizational, Protected Areas, Social and Economic Policy and Wetlands and Water Resources. The category “Unclear” was added in cases where the area of specialization was not specified or difficult to identify and “Other” was added to capture areas not mentioned in the selection provided.

**Finding 6: Evaluations addressing organisational concerns are the most common assessments conducted by or for IUCN.**

Overall, the evaluations spanned a large range of content areas, but the four areas with the most evaluations were: (1) Organizational (29%), (2) Conservation Strategy (12%), (3) Biodiversity, Sustainable Use and Wetlands and Water Resources (10% each).

Exhibit 3.6 The Area of Specialization Evaluated



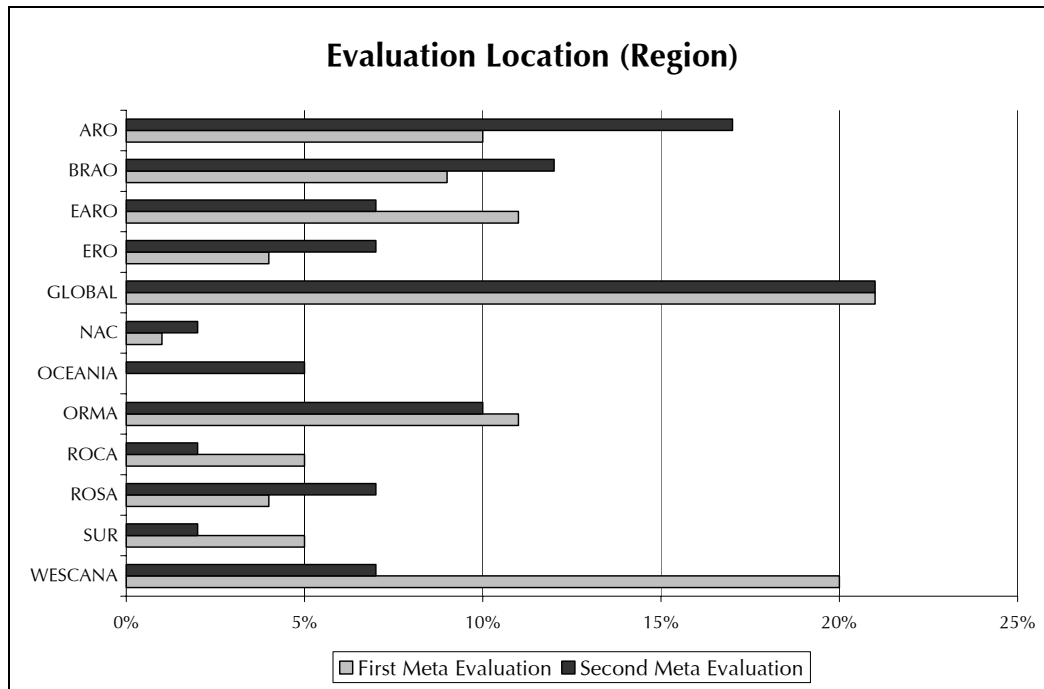
3.1.7 Evaluation Location

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

**Finding 7: 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 and a total of 28 different countries. Specifically, evaluations dealing with the work of IUCN at a global level (e.g., commissions) accounted for 21% of the reports, after which, the most often sited regions were: ARO (17%), BRAO (12%), ORMA (12%), EARO, ERO, ROSA & WESCANA (7%) and OCEANIA (5%).

Exhibit 3.7 The Regional Location of the Unit Evaluated



**Clarification of Terms**

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

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

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

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

**ROCA (Central Africa):** Cameroon and Gabon.

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

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

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

**WESCANA (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 Project Value and Evaluation Value

Similarly to the 2000 meta-evaluation, this study attempted to ascertain both the value of the project, program or unit being evaluated as well as the cost of the evaluation itself. It was found that 60% (63% in 2000) did not specify the value cost of the project/program being evaluated and that in 12% of the cases, it was not clear. As for the value of the evaluation itself, this analysis finds that only 7% of the reports provided such information. While some reports do make this information available, it is more often found in the TORs and hence should not be taken as the final value of the assessment since these numbers are often subject to negotiations between the evaluator and the client.

## 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:

- Report Format
- Evaluation Results
- Context and Rationale
- Evaluation Purposes
- Methodological Clarity
- Clarity of Evaluation Results

### 3.2.1 Report Format

It is generally accepted that a report should follow a specific format as to ensure that information is clearly relayed. Basic components include a table of contents, a list of acronyms, an executive summary, the background to the project/program evaluated, the findings of the study and the corresponding recommendations and various appendices with relevant information.

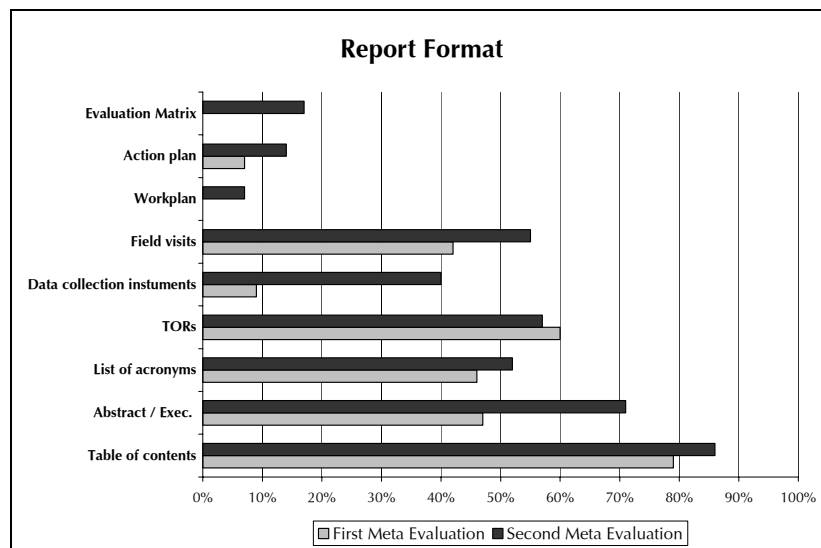
Indicators included in the evaluation area of the report format were selected to assess whether or not reports clearly presented the evaluation process and its results in a systematic and understandable format to ensure stakeholder use. This included assessing whether or not a standardized report format existed and identifying if the background information was relevant to the analysis.

**Finding 8: The overall quality and scope of the report format have improved since the previous meta-evaluations but some of the previously identified weaknesses have only slightly improved.**

This evaluation finds that there has been considerable progress made towards the standardization of the report format, making it easier for the reader to quickly access the relevant information. Overall, the reports reviewed were more consistent in the way they are organised and presented.

The greater majority of evaluations now present a table of contents (86%) to help guide the reader and 71% of the reports provided an executive summary, compared to only 47% in the 2000 meta-evaluation. Similarly, the data obtained from this analysis shows a great divergence of scores in report format. A list of acronyms was presented by 52% of the evaluations, 57% contained terms of reference (down from 60%) and 55% either identified the field visits that were conducted or provided a detailed list of the people that were interviewed for the study. While only 40% of the reports identified the data collection instruments, this nevertheless represents a substantial increase from the previous meta-evaluation, which found that only 9% of the reports provided such information. Some improvements were also noted in the number of reports that provided an Action plan (14%, compared to 7% in the 2000 meta-evaluation). Finally, this meta-evaluation identified two additional fields: 7% of the reports provided a Workplan and 17% provided an Evaluation Matrix.

**Exhibit 3.8 The Format/Contents of the Evaluation Reports**



Based on this information, we note that while the Appendix section has generally improved in every respect, few reports provide an action plan or an evaluation matrix. Nevertheless, since most, if not all, of the information that the latter components provide can be found in a variety of other sources (namely in the TORs, the field visits and the background description of the project or programme), failure to provide such information does not necessarily weakened the quality and depth of a given report.

### 3.2.2 Context and Rationale

The context within which an evaluation takes place is an important background piece for readers of the evaluation. 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

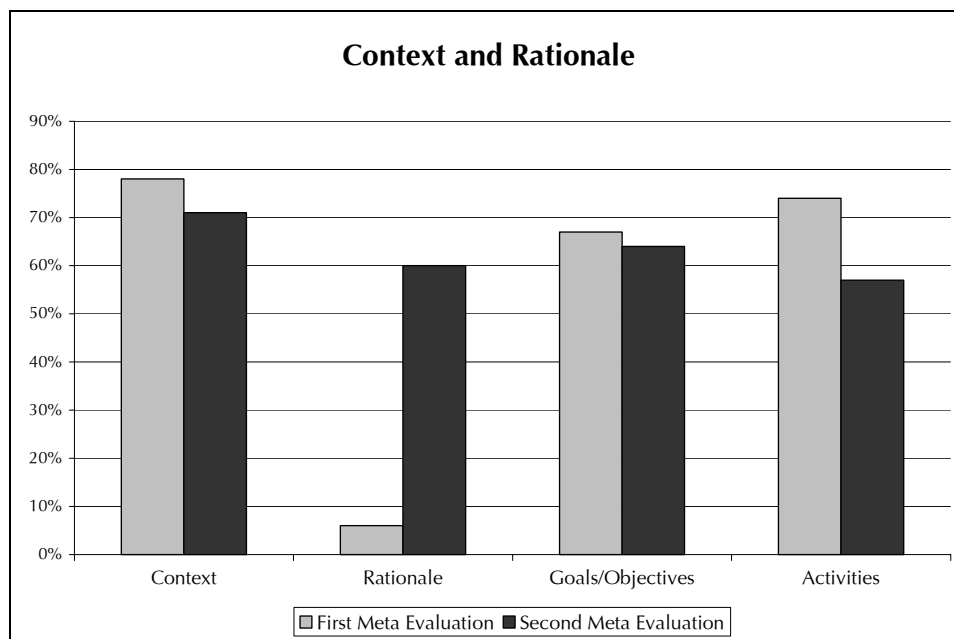
**Finding 9: The majority of the evaluation reports provided a description of the context and rationale of the unit evaluated. However, fewer reports provided clear descriptions of the activities being undertaken.**

Unlike the 2000 meta-evaluation, the majority of the reports provided a clear description of project/program rationale (60%). Despite this however, fewer reports actually provided a brief (45%) or broad (26%) description of the context compared with the first meta-evaluation which found that 56% provided a narrow description and 22% offered a broad description of the context. Moreover, the goals and objectives of the project/program were provided by 64% of the reports (compared with 67% in the first meta-evaluation) and only 57% indicated the activities of the project or program compared with 74% in the first meta-analysis.

While this study demonstrates a general decrease in the overall depth of the context provided by evaluation reports between 2000 and 2002, the notable increase in the percentage of reports that provide a rationale should be deemed as an important improvement for understanding the purpose of the project or program and the basis for the evaluation.

Similarly to the 2000 study, this report also found that while 71% of the reports addressed project context, the majority of them (45%) 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 were lacking.

Exhibit 3.9 Clear Description of the Unit Evaluated



### 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.

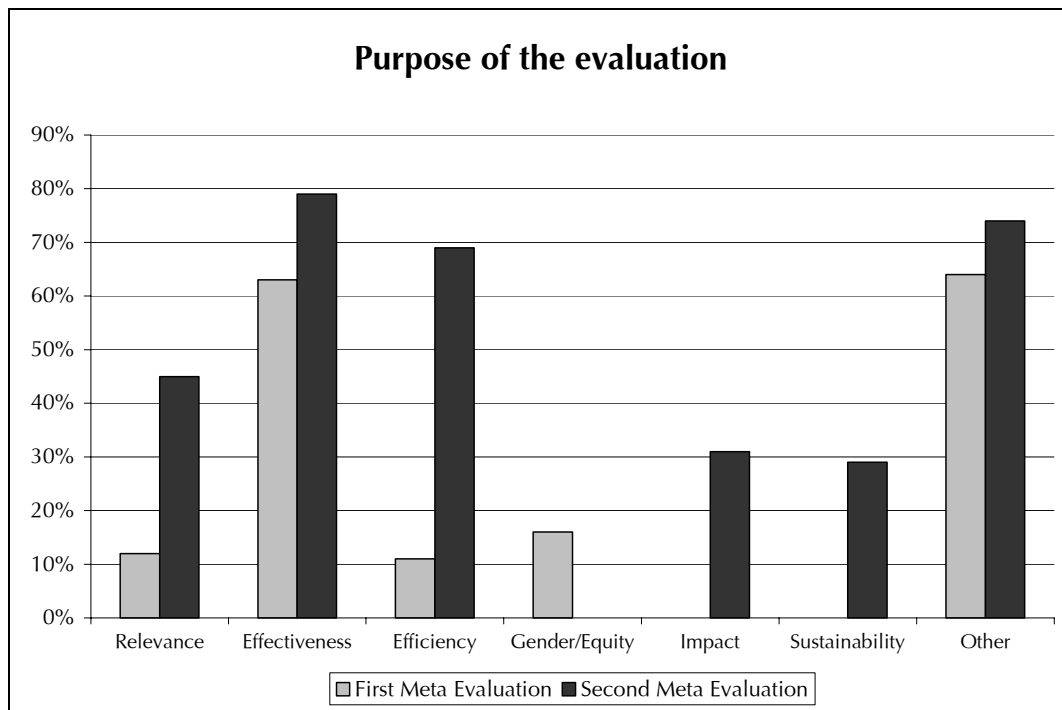
**Finding 10: There is a substantial increase in the thoroughness of the evaluation reports with respect to the scope and intent of the evaluation purposes.**

Overall, evaluation reports from this analysis provided more precision on the purposes of their study than what the previous meta-evaluation suggests. The evaluation criteria used to assess the worth of a project/programme/organizational unit increasingly consider all performance facets and thus took into account relevance, effectiveness, efficiency, impact and sustainability on a much more equal basis. This analysis found that relevance was considered in 45% of the reports, effectiveness 79%, efficiency 69%, impact 31% and sustainability 29%.

Another 74% of reports described a purpose other than the four stated above. These purposes included assessing the rationale or appropriateness of the project/programme, the financial viability, progress made and accountability to the donor.

While evaluation purposes are much clearer overall, the extent to which the reports actually provide stakeholders with the information they need for making decisions that are relevant to the criteria assessed is less clear. Moreover, while reports often state that the purpose of the evaluation is to identify lessons learned or to assess the performance of the unit being evaluated, the broad implications of such criteria makes it difficult to understand the scope and intent of the study.

Exhibit 3.10 The Purpose of the Evaluation



### 3.2.4 Methodological Clarity

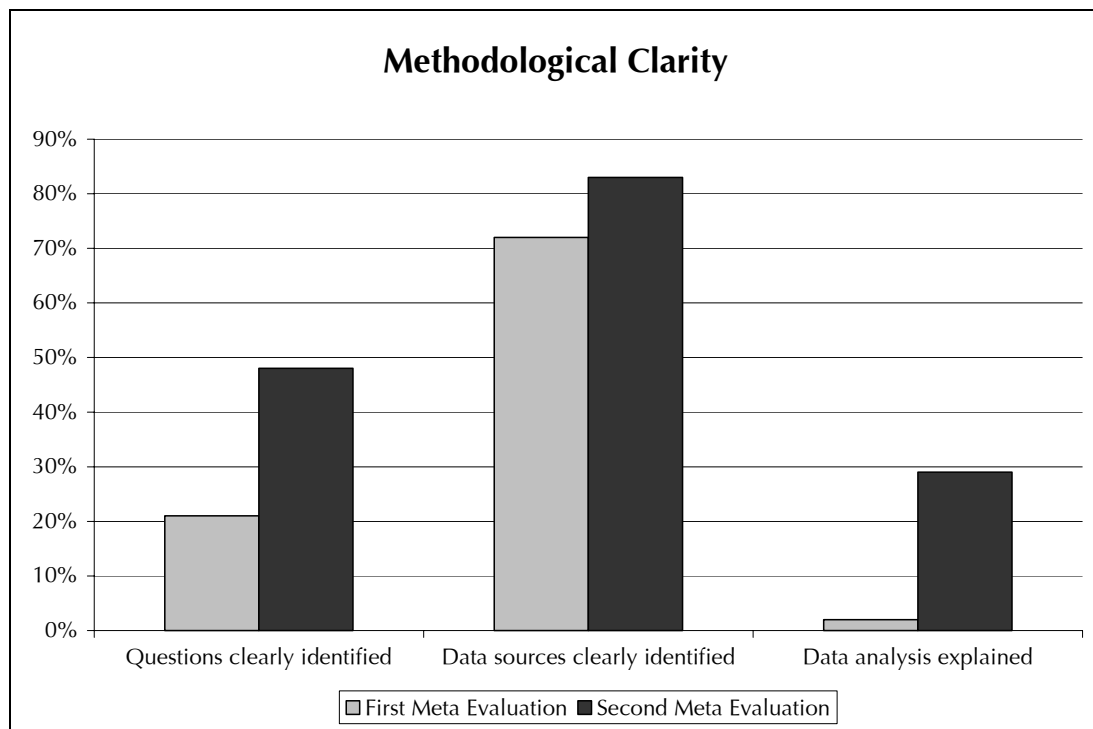
An important evaluation standard is to describe how the particular evaluation was executed. A detailed description of the methodology provides stakeholders with the information necessary to judge whether or not the findings and conclusions are defensible, valid, reliable, and systematically drawn. It 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: Most evaluation reports identify the main questions of the study and the sources of data used. However, few provide an explanation of how data is analysed and fewer still identify the limitations of the study.**

When compared to the results of the 2000 meta-analysis, the data shows that evaluation reports now provide more precision in their methodological approach. Questions were found to be clearly identified in 48% of the reports, 83% provided the sources of their data and only 29% explained how the data was analyzed. While the data suggests an overall improvement on this issue, it should be noted that for the most part, the questions and data sources are seldom stated in the report proper but rather are presented somewhere in the appendix section - either in the TORs or as a stand alone section. The reviewers often found it difficult to find the questions.

Another important consideration is that the methodological process itself often lacks rigour and thoroughness. This section is often abbreviated and thus does not provide the reader with a clear understanding of the relevance of the report. When combined with the fact that few reports actually provide clear explanations of how the data analysis was done, the overall value of any given report becomes seriously questionable – regardless of how good the rest of the report may be.

Exhibit 3.11 The Clarity of the Methodology



### 3.2.5 Evaluation Results

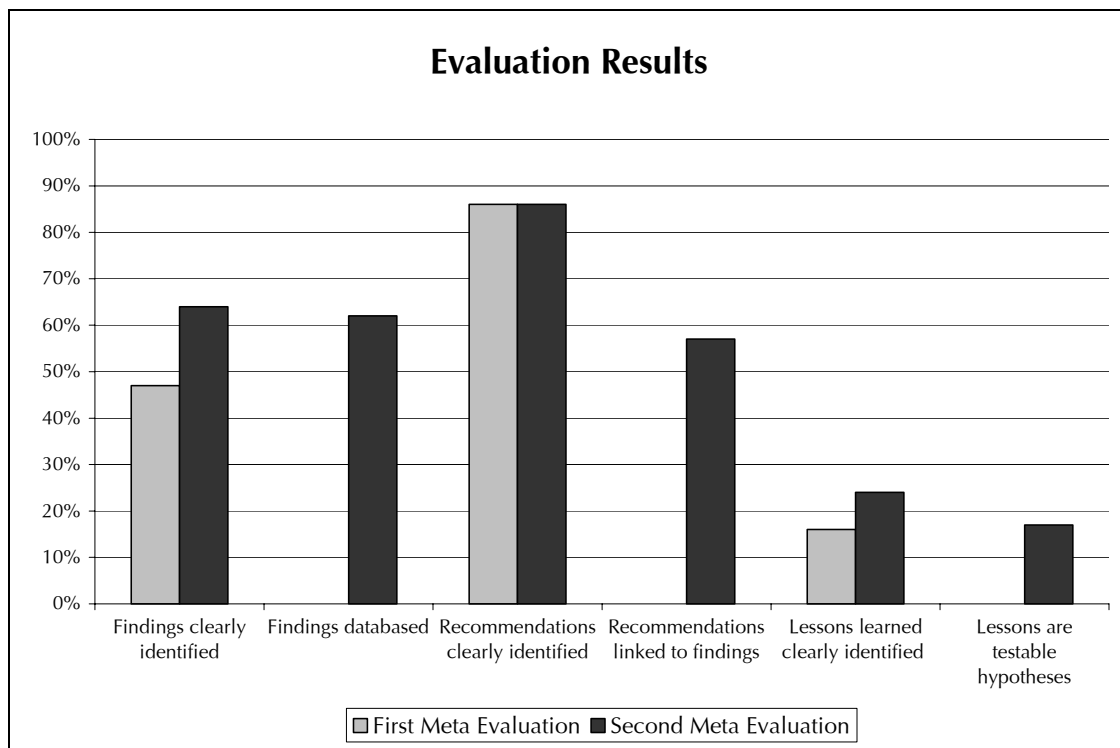
Evaluations need to explain what is found and provide the justification for judgments that are made. In this way, results can be judged and accepted (or rejected) by stakeholders. Within IUCN, evaluations are seen as formative learning tools. Specifically, in this context, evaluations should provide databased findings upon which their conclusions and recommendations are founded. Without the link between a databased 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 12: Most evaluation reports identify sections pertaining to findings and recommendations. However, there are inconsistencies in the use of standardized terminology and a section applying to lessons learned has yet to become common practice.**

As part of an ongoing effort to bring greater clarity to IUCN evaluations, this analysis sought to identify whether or not the evaluation results (the main findings, recommendations and lessons learned) were clearly identified. Results showed that 64% of the evaluation reports had clearly identified sections that dealt with findings, 86% provided recommendations and 24% identified lessons learned. While these numbers suggest that overall, evaluation reports provide the information that will help guide the reader, they also point to the fact that such practice (in particular “lessons learned”) has not yet become standardized or widely adopted by those doing evaluations for IUCN.

Moreover, there are some notable inconsistencies in the way findings are presented, making it difficult for the reader to identify where the section begins and what exactly are the findings as opposed to the explanations that support them. Another important consideration is the fact that very few reports articulate findings into objective and succinct observations that summarise the meaning of the data presented (if any).

Exhibit 3.12 The Clarity and Quality of Evaluation Results





**Finding 13: Although the majority of evaluation reports provide findings that are data based and recommendations that are linked to findings, close to 40% of the reports still fail to substantiate their analysis accordingly.**

While this study finds that the majority of the evaluation reports substantiate their findings (62%) with data and link these to the recommendations that are made (57%), the overall quality of the reports remain considerably weakened by the lack of clarity on what the findings consist of and how both the recommendations and the findings link to the major questions of the evaluations.

With respect to the lessons learned, this practice is evidently not adopted by all evaluators. Many provide a set of “conclusions” that more or less attempt to summarise the report itself but these are seldom correlated to a set of hypotheses that could support other applications. While 24% of the reports provided lessons learned, this study found that only 17% of the reports provided lessons that are testable hypotheses.

### 3.2.6 Links to IUCN’s Programme

The meta analyses team members were asked to identify the programming interest of the unit evaluated with respect to IUCN’s Key Result Areas and strategies. Since this section is new, no comparisons were possible to make with the previous meta-evaluation.

For the most part, the programmes or projects evaluated did not reference IUCN’s programme and hence, were not structured or organised to highlight achievements on these aspects. The findings presented hereafter are meant to provide objective observations on the links between the unit, project or programme evaluated and IUCN’s programme. No attempts were made to analyze the contents of the reports with respect to the achievement of the identified KRA(s).

IUCN’s Programme is structured around 7 Key Result Areas (KRAs) that deal with 1) The effective management and restoration of ecosystems; 2) Institutions, agreements, processes and policies; 3) Incentives for conservation of biodiversity and sustainable use of natural resources; 4) Equitable sharing of costs and benefits, 5) Assessment of biodiversity and related social and economic factors; 6) Information Management and Communication Systems; and 7) Effective, efficient and accountable management and leadership of the Union. Each KRA is further developed along IUCN’s strategies of Knowledge, Empowerment, Governance and Operations (KEGO)

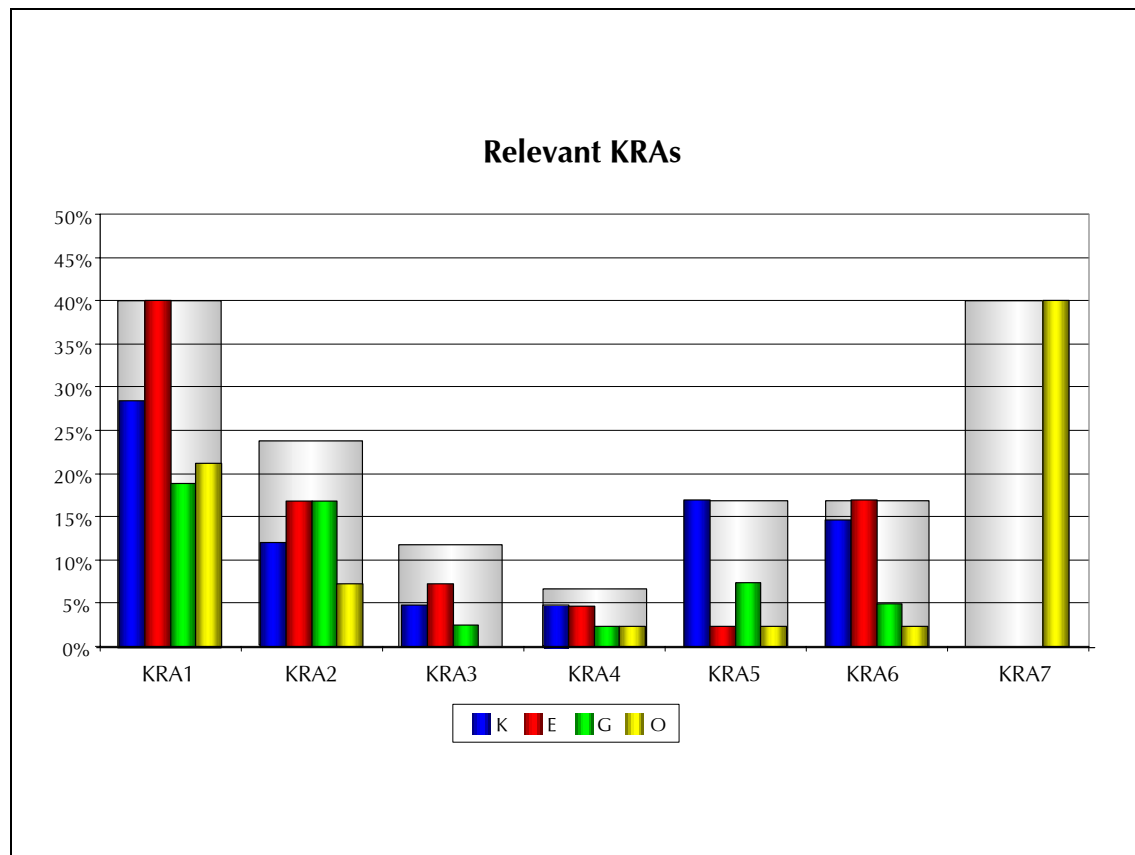
**Finding 14: The effective management and restoration of ecosystems and the effective, efficient and accountable management and leadership of the Union were the two most commonly assessed key result areas.**

**Finding 15: The majority of the projects or programs evaluated focused IUCN strategies related to empowerment and knowledge.**

The 1<sup>st</sup> and 7<sup>th</sup> KRA (the “effective management and restoration of ecosystems” and the “effective, efficient and accountable management and leadership of the Union”) were the two most commonly analysed aspects of IUCN’s work, accounting for 44% and 40% of the evaluations respectively.

Since most evaluations are focused on projects or programs that were established prior to the development of IUCN’s programme (key result areas and strategies), it was often difficult to link the latter to the objectives and activities of the unit being evaluated.

**Exhibit 3.13 Relevant KRAs**



## 4. Recommendations

Universalis conducted the first and now the second meta-analyses of evaluations commissioned by IUCN from 1994-2000 and from 2000 to 2002. In all, 141 evaluation reports submitted by IUCN have been examined by Universalis to assess the quality and scope of the evaluations. As reported in the first Meta-Evaluation, this study finds that likewise, the predominant finding of the second meta-evaluation is the lack of standardization that exists within evaluations in IUCN. While improvements have been noted with respect to the overall quality of the reports, there are still wide variances in the quality of many of the reports that we reviewed for this study. While many IUCN evaluations still do not meet evaluation best practice requirements they could be significantly improved with more careful consideration of basic evaluation standards. Based on our analysis, we recommend the following:

### **Recommendation 1**

**As suggested in the First Meta-Evaluation, the IUCN Evaluation Coordinator and regional M&E staff should continue to strengthen and institutionalize the basic standards for evaluation in IUCN.**

Straightforward guidance, training and coaching should continue to be provided to IUCN managers who commission evaluations and to evaluators on evaluation requirements and standards in IUCN – including, the Terms of Reference for an evaluation, clarity of purpose, methodology and intended users, and what the final evaluation report should provide. The M&E Unit has developed a Handbook for Programme and Project managers to assist them in designing and commissioning evaluations according to good evaluation practice. This Handbook and the IUCN Evaluation Policy should form the content for continued training and coaching support to IUCN programme and project managers in evaluation. Online support should also be considered, and examples of thorough and well-written evaluation reports should be made available to managers.

### **Recommendation 2**

**IUCN should strengthen the accountability of IUCN managers for high quality evaluations through a sign-off procedure on Terms of Reference for evaluations and for acceptance of the final evaluation reports.**

The Evaluation Coordinator and the Director Global Programme should initiate a sign-off procedure on the Terms of Reference for all evaluations initiated in IUCN in a concerted effort to continue to improve the quality of evaluations even further. In regions, the Programme Coordinator, on the recommendation of the regional M&E officer, should sign off on both the TOR and the evaluation report as meeting quality standards for evaluations. Globally the Director of Global Programme, on the recommendation of the M&E global Coordinator, should sign off on evaluation TORs and reports.

### **Recommendation 3**

**IUCN managers commissioning evaluations need to provide greater attention to the purpose, methodology and result sections of the evaluation reports.**

If M&E is to become integrated within a greater organizational learning and performance framework, then the evaluation reports that are being produced should be clear, precise, understandable, standardized and user friendly.

While most reports provide information that more or less successfully describes the methodology that was used in the evaluation, most were found to be very brief overviews with little or no details pertaining to how, where and by whom data was collected. Very few (if any) reports provide limitations to their study as whole or the methodological process that was used. Combined with the fact that data analysis is often sparse or inexistent, the lack of rigour in the methodological section often brings into question the credibility and value of the evaluation reports.

Similarly, more guidance should be provided to the evaluators on the way in which findings are presented and supported. Overall, findings are seldom clearly stated as overarching statements, which are then explained and supported by relevant data. For the most part, findings are presented as a series of paragraphs that detail various aspects of evaluation criteria but rarely do they provide concise conclusions that summarise what the data means.

### **Recommendation 4**

#### **IUCN commissioning units should require clear reference to KRAs or Component Programme Objectives in evaluation TORs and workplans.**

If the IUCN wishes to evaluate the relevance of projects and programmes to the overall programming of the Union (KRAs and the objectives of a component programme), then evaluation TORs should require clear reference to KRAs and/or Component Programme Objectives in the evaluation.

As evidenced in the more recent evaluations that clearly outline how the project or programme evaluated related to the KRAs and KEGO, the reader becomes much more aware of the relevance of the data and how the results apply in the broader context of the IUCN's overarching goals.

## Appendix I List of Findings

- Finding 1: The majority of the evaluation reports were either project or organizational reviews.
- Finding 2: Compared with the 2000 Meta-Evaluation, there is a marked increase in the number of reports that stipulate the timing of the evaluation.
- Finding 3: The clear majority of the evaluation reports identify the client of the evaluation.
- Finding 4: Compared with the previous meta-evaluation, this study finds that greater attention and precision is given to the composition and background of the evaluation team.
- Finding 5: There has been a notable increase in the evaluation reports that clearly identify the intended audience.
- Finding 6: Evaluations addressing organisational concerns are the most common assessments conducted by or for IUCN.
- Finding 7: The population of evaluations covered all IUCN programming regions and evaluations commissioned globally had the largest set of evaluations.
- Finding 8: The overall quality and scope of the report format have improved since the previous meta-evaluations but some of the previously identified weaknesses have only slightly improved.
- Finding 9: The majority of the evaluation reports provided a description of the context and rationale of the unit evaluated. However, fewer reports provided clear descriptions of the activities being undertaken.
- Finding 10: There is a substantial increase in the thoroughness of the evaluation reports with respect to the scope and intent of the evaluation purposes.
- Finding 11: Most evaluation reports identify the main questions of the study and the sources of data used. However, few provide an explanation of how data is analysed and fewer still identify the limitations of the study.
- Finding 12: Most evaluation reports identify sections pertaining to findings and recommendations. However, there are inconsistencies in the use of standardized terminology and a section applying to lessons learned has yet to become common practice.
- Finding 13: Although the majority of evaluation reports provide findings that are data based and recommendations that are linked to findings, close to 40% of the reports still fail to substantiate their analysis accordingly.
- Finding 14: The effective management and restoration of ecosystems and the effective, efficient and accountable management and leadership of the Union were the two most commonly assessed key result areas.
- Finding 15: The majority of the projects or programs evaluated focused IUCN strategies related to empowerment and knowledge.

## Appendix II List of Evaluation Reports

Report Title	Month	Year	Evaluator(s)	Region
1. An Organizational Assessment and Finance Function Review IUCN Sri Lanka	04	2001	Peter Rezel, Stella Jafri	ARO
2. An Organizational Assessment IUCN Lao PDR	03	2001	Stella Jafri	ARO
3. An Organizational Review of IUCN Bangladesh - Bangladesh Trip Report 24 Jan - 3 Feb 2000	07	2000	Stella Jafri	ARO
4. Capacity Development for Environmental Assessment Project (CDEAP) - Mid-term Evaluation Report	01	2000	Imtiaz Alvi	ARO
5. Conservación de Ecosistemas Costeros en el Golfo de Fonseca	03	2000	DANIDA	ORMA
6. Conservation Strategy for Ethiopia - Phase III Project - Final Evaluation Report	10	2001	Adrian Wood, Kifle Lemma, Alenayehu Konde	EARO
7. Evaluation Finale du Project C01/97/G32 Conservation de la biodiversité et développement durable aux Comores (Rapport Finale)	11	2002	Mamidi Joule, Amli Combo, Abdoulangé Sene, Dominique Roby	EARO
8. Evaluation Finale Project d'appui a la gestion des zones humides dans le delta intérieur du fleuve Niger	03	2002	Meg Gawler, Brehima Beridogo	BRAO
9. Evaluation of IUCN SSC & Traffic's Analyses of Proposals to Amend CITES Appendices - Final Report	07	2000	Charles Lusthaus, Steve Grubber, Neville Ash	GLOBAL
10. Evaluation of IUCN/TRAFFIC Analysis of the Proposals to Amend CITES Appendices	11	2002	Not Specified	GLOBAL
11. Evaluation of the IUCN World Conservation Congress	10	2000	IUCN & Universalia	GLOBAL
12. External Evaluation of MEICPP: Final Version	03	2001	Mineke Laman, Beatrice Khamati, Patrick Milimo	EARO
13. External Evaluation of the SDC Supported IUCN Nepal Programme	04	2002	Peter Hislaire, Lekh Nath Belbase, Dibya Gurung	ARO
14. External Review of the Wetlands Conservation Programme of Station Biologique de la Tour du Valat	07	2000	Jean-Yves Pirot, Ger Bergkamp	ERO
15. Final Internal Review "Sustainable Marine Biodiversity Conservation: Linking Tourism to Marine and Coastal Protected Areas"	03	2002	Natalia Ortiz, Minz Pabari	GLOBAL
16. Final Report on IUCN-SA Office	06	2002	Manto Management	ROSA
17. Informe de Evaluación del Proyecto "Proceso de Incidencia Política para Promover la Equidad de Género"	05	2002	Roxana Volio, Lola Ocón	ORMA
18. Informe Evaluación de 24 meses "Aprovechamiento Sostenible de los Recursos Asociados a los Manglares del Pacífico de Guatemala"	01	2000	Roberto Morales Juárez, Ricardo Alvarez León	ORMA

Report Title	Month	Year	Evaluator(s)	Region
19. IUCN Regional Programme for West Africa (BRAO Strategic Review)	06	2002	Tom Hammond, Jean Claude Nguinguiri, François Corneille, Simon Thibault	BRAO
20. IUCN Strategic Review: European Regional Office	06	2001	S. Hajost, H. Friedrich, T. Jones	ERO
21. IUCN SUI Review	N/S	N/S	Not Specified	GLOBAL
22. Joint Review of the IUCN Global Biodiversity Programme, Phase III	07	2002	Stephen Turner, Meg Gawler	GLOBAL
23. Mid Term Review of the Support Project to the Northern Areas Conservation Strategy	06	2001	Rehana Sheikh, Philippe Zahner, Gul Najam Jamy	WESCANA
24. Mid-term Review report - Final Complete Draft for Debriefing Session	09	2002	Nireka Weeratunge, Shaheen Rafikhan, Alejandro C. Imbach	ARO
25. Monitoring and Evaluation Report: Vision for Water and Nature	10	2000	Chris Morry, Debbie Gray, Karel Mayrand, Charles Lusthaus	GLOBAL
26. PAIGLR Project Review	01	2000	S. Edwards, M. Sani	BRAO
27. Pakistan National Conservation Strategy: Renewing Commitment to Action	11	2000	Arthur J. Hanson, Stephen Bass, Aziz Bouzaher, Ghulam M. Samdani with the assistance of Maheen Zehra	WESCANA
28. Project d'appui a la collaboration sous-régionale en matière durable des écosystèmes de forêts denses et humides d'Afrique Centrale (CEFDHAC) Rapport d'évaluation finale (IUCN-BRAC)	01	2002	Paul Scholte, Etienne Kayengeyenge, Jean Bosco Toukam	ROCA
29. Proyecto CR-005805 "Educación Participativa sobre le gente y la Naturaleza"	06	2002	Flor Angel Villegas Verdú	ORMA
30. Rapport de Mission de Revue du Bureau National de l'IUCN Niger	02	2001	Fagueye Diallo, Fada G. Guindo Diall, Jean Babtiste Kambou, Francois-Corneille Kedowide	BRAO
31. Report on the Mid-Term Evaluation of the Environmental Awareness Fund - Mozambique	05	2001	Dr C.J. Brown & Ms Sandra Roque	ROSA
32. Representative Office for the CIS Strategic Review	06	2001	Paul Grigoriev, Yemi Katere, Estella Viguet	ERO
33. Review of Pakistan Constituency Programme and Management (and Summary of the Report, 09/2001)	07	2001	Willian Jackson, Khawar Mumtaz, Garry Comber, Stephen Martin	WESCANA
34. Samoa Marine Biodiversity Protection and Management Project - Mid Term Review Mission	04	2002	Graeme Kelleher, Sofia Bettencourt, Josephine Masanque	OCEANIA
35. Sarhad Provincial Conservation Strategy Support Project Phase IV – Sustainable Development Framework for NWFP	03	2001	Manual Flury, Imbad Raza Seehar, A.L. Rao, Durr-e-Shahwar	WESCANA
36. Species Survival Commission Action Plan Evaluation	N/S	N/S	Not Specified	GLOBAL
37. SSC 2001 Work Plan Review of Implementation	N/S	2001	Not Specified	GLOBAL
38. Strategic Review of Canada Office	03	2001	Jean Thie, Alejandro Imbach, Steve Grubber	NAC

Report Title	Month	Year	Evaluator(s)	Region
39. SUR (Cover page missing)	02	2001	Enrique Lahmann, Tom Hammond, Natalia Ortiz	SUR
40. Sustainable use of Wild Species SUWS/VALEURS Project: Evaluation of Phase I	11	2001	Prof. Dr. Rudo Niemeijer, Mrs. Oumy Khairy Ndiaye, Dr. Duncan W. Thomas	BRAO
41. The Coral Reef Rehabilitation and Management Programme: Phase I Evaluation Report	06	2002	Doug Daniels, Tommi Legowo, Graeme Kheller, Torben Beiner, James Berdach, Johannes Widodo	OCEANIA
42. Water Demand Management Project for Southern Africa	06	2002	David B. Brooks	ROSA



## Appendix III Meta-Evaluation Checklist



# IUCN MetaEvaluation 2002

Version  
Jan 15, 2003

**CODE:**

Type of evaluation - 01 to 06 -	Area of specialization - 3 letters -	Evaluation location - by region -	Month - 2 digits -	Year - 2 digits -

1. Report title: \_\_\_\_\_

2. Project or program evaluated: \_\_\_\_\_

3. Name of evaluator(s): \_\_\_\_\_

4. Evaluation team: (Choose ONE)

- IUCN Staff       Third Party       Not clear  
 IUCN Member       Mixed       Not specified

5. Type of evaluation: (Choose ONE)

- 01 - Commission       06 - Not an evaluation\*  
 02 - Project      \*If not an evaluation identify:  Quick Org Assessment  
 03 - Program       Rapid Project Assessment  
 04 - Organizational       Survey  
 05 - Other       Other: \_\_\_\_\_

6. Evaluation timing (if evaluation or program): (Choose ONE)

- Mid       Impact       Not specified  
 End       Not clear       Other

7. Evaluation client (driver): (Choose ONE)

- IUCN driven  
 Donor driven  
 Mixed  
 Not clear  
 Not specified

Note name if available: \_\_\_\_\_

8. Evaluation audience: (Choose ONE or MORE)

- Commission       GLAND-Hdqrtrs       Not Specified  
 Council       Mixed       Other  
 Country       Program       Partners  
 Donor       Region       Members  
 General Assembly       Not Clear

9. IUCN Area of specialization: (Choose ONE)

- BIO - Biodiversity       PAR - Protected areas       CCH - Climate Change  
 CST - Conservation Strategies       SEP - Social and economic policy       GEN - Gender  
 EDC - Education and communication       STO - Sustainable tourism       SUS - Sustainable Use  
 FOR - Forests       WWR - Wetlands and water resources       ECO - Economics  
 MCA - Marine and coastal areas       UNC - Unclear       OTH - Other (specify): \_\_\_\_\_  
 NRM - Natural resource management       UNK - Unknown  
 ORG - Organizational       ENL - Environmental Law

10. Evaluation location: (region) (Choose ONE)

- ROCA - Regional Office for Central Africa       WESCANA - Office for North Africa, Middle East, Central Asia  
 EARO - Eastern Africa Regional Office       ORMA - Mesoamerica  
 ERO - Regional Office for Europe and Mediterranean       ROSA - Southern Africa Regional Office  
 GLOBAL - Programmes, Admin, DGO and Commissions       CANADA - Canada Office  
 SUR - Regional Office for South America       US - US Multilateral Office  
 BRAO - West Africa Regional Office       OCEANIA - Oceania  
 ARO - Asia Regional Office

11. Evaluation location: (Country) (TYPE COUNTRY NAME): \_\_\_\_\_

12. Date of final report: (FILL IN)

- Month    \_\_ \_\_     Not clear     Not specified  
Year    \_\_ \_\_     Not clear     Not specified

---

**13. Value of project, program, etc: (FILL IN)**

Amount \$ \_\_\_\_\_  If 0 then note  Not clear

Currency \_\_\_\_\_  Not specified

---

**14. Evaluation Value: (FILL IN)**

Amount \$ \_\_\_\_\_  If 0 then note  Not clear

Currency \_\_\_\_\_  Not specified

---

**15. KRA's (CHOOSE ALL THAT ARE RELEVANT) & KEGO: (IDENTIFY RELEVANT STRATEGY)**

	K	E	G	O
<input type="checkbox"/> 01 - Effective Management and Restoration of Ecosystems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 02 - Institutions, agreements, processes and policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 03 - Incentives, including finance, for conservation of biodiversity and sust. use of natural resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 04 - Equitable sharing of costs and benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 05 - Assessment of biodiversity and of related social and economic factors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 06 - Information Management and Communication Systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 07 - Effective, efficient and accountable management and leadership of the Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

---

**16. Report Format**

<input type="checkbox"/> Table of content	<input type="checkbox"/> Appendix: Field Visits
<input type="checkbox"/> Abstract/Executive summary	<input type="checkbox"/> Appendix: LFA with project/program plan
<input type="checkbox"/> List of Acronyms	<input type="checkbox"/> Appendix: Action Plan
<input type="checkbox"/> Appendix: TOR's	<input type="checkbox"/> Work Plan
<input type="checkbox"/> Appendix: Data Collection Instruments	<input type="checkbox"/> Evaluation Matrix

---

**17. Context and Rationale: (Choose ONE)**

Context Provided:  None  Narrow  Broad

Clear description of project/program/etc rationale

Clear description of project/program/etc goals and objectives

Clear description of project/program/etc activities

---

**18. Evaluation Purposes**

<input type="checkbox"/> Relevance	<input type="checkbox"/> Impact
<input type="checkbox"/> Effectiveness	<input type="checkbox"/> Sustainability
<input type="checkbox"/> Efficiency	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Gender equity	

---

**19. Methodological Clarity**

Questions clearly identified

Data sources clearly identified

Data Analysis Explained

---

**20. Evaluation Results (to be moved up to Report Format Section)**

Main Finding section explicitly identified:  Yes  No

Recommendations section explicitly identified:  Yes  No

Lessons Learned section explicitly identified:  Yes  No

---

**21. Quality of Results**

Are Findings data-based?  Yes  No  Somewhat

Are Recommendations linked to findings?  Yes  No

Are Lessons Learned testable hypotheses?  Yes  No

## Appendix IV Summary Statistics for all Evaluation Reports



# Appendix IV Summary Statistics for All Evaluation Reports

NUMBER OF EVALUATIONS IN THIS SET: 42

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	9	21%
Program:	5	12%	Members:	0	0%
Project:	20	48%	Third party:	11	26%
Organizational:	12	29%	Mixed:	15	36%
Other:	4	10%	Not clear:	4	10%
<b>Total:</b>	<b>42</b>	<b>100%</b>	Not Specified:	3	7%
			<b>Total:</b>	<b>42</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	10	24%	Donor:	6	14%
End:	13	31%	IUCN:	17	40%
Impact:	2	5%	Mixed:	10	24%
Not clear:	3	7%	Not clear:	4	10%
Not specified:	3	7%	Not specified:	5	12%
Other:	11	26%			
<b>Total:</b>	<b>42</b>	<b>100%</b>	<b>Total:</b>	<b>42</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	4	10%	Commission:	1	2%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	5	12%	Country:	3	7%
ECO - Economics:	0	0%	Donor:	1	2%
EDC - Education / Communication:	1	2%	General Assembly:	0	0%
ENL - Environment Law:	1	2%	Gland:	5	12%
FOR - Forests:	1	2%	Mixed:	10	24%
GEN - Gender:	1	2%	Partners:	3	7%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	3	7%	Program:	0	0%
ORG - Organizational:	12	29%	Region:	3	7%
PAR - Protected Areas:	2	5%	Other:	3	7%
SEP - Social / Economic Policy:	1	2%	Not clear:	7	17%
SUS - Sustainable Use:	4	10%	Not specified:	6	14%
WWR - Wetlands / Water Resources:	4	10%	<b>Total:</b>	<b>42</b>	<b>100%</b>
OTH - Other:	3	7%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>42</b>	<b>100%</b>			

EVALUATION LOCATION	Number	% of total	VALUE OF PROJECT	Number	% of total
ROCA:	1	2%	Not Clear:	5	12%
EARO:	3	7%	Not Specified:	25	60%
ERO:	3	7%	Specified:	12	29%
GLOBAL:	9	21%	<b>Total:</b>	<b>42</b>	<b>100%</b>
SUR:	1	2%			
BRAO:	5	12%			
ARO:	7	17%	EVALUATION VALUE	Number	% of total
WESCANA:	3	7%	Not Clear:	1	2%
ORMA:	4	10%	Not Specified:	38	90%
ROSA:	3	7%	Specified:	3	7%
CANADA:	1	2%	<b>Total:</b>	<b>42</b>	<b>100%</b>
US:	0	0%			
OCEANIA:	2	5%			
<b>Total:</b>	<b>42</b>	<b>100%</b>			

KEY RESULT AREAS	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	19	45%	12	63%	17	89%	8	42%	9	47%
02- Institutions, ageements, processes / policies	10	24%	5	50%	7	70%	7	70%	3	30%
03- Incentives for conservation / sustainable use	5	12%	2	40%	3	60%	1	20%	0	0%
04- Equitable sharing of costs / benefits	3	7%	2	67%	2	67%	1	33%	1	33%
05- Assessment of biodiversity / socio-economic factors	7	17%	7	100%	1	14%	3	43%	1	14%
06- Information management / communication	7	17%	6	86%	7	100%	2	29%	1	14%
07- Effective, efficient and accountable management	17	40%	0	0%	0	0%	0	0%	17	100%

REPORT FORMAT	Number	% of total	CONTEXT PROVIDED	Number	% of total
Table of contents:	36	86%	None:	11	26%
Abstract / Executive summary:	30	71%	Narrow:	19	45%
List of acronyms:	22	52%	Broad:	11	26%
TORs:	24	57%			
Data collection instuments:	17	40%	CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.	Number	% of total
Field visits:	23	55%	Rationale:	25	60%
Workplan:	3	7%	Goals/objectives:	27	64%
Action plan:	6	14%	Activities:	24	57%
Evaluation matrix:	7	17%			
Main finding section clearly identified:	27	64%			
Clear recommendations:	36	86%			
Clear lessons learned:	10	24%			



PURPOSE OF THE EVALUATION	Number	% of total	QUALITY OF RESULTS	Number	% of total
Relevance:	19	45%	Findings are databased:	26	62%
Effectiveness:	33	79%	Recommendations are linked to findings:	24	57%
Efficiency:	29	69%	Lessons learned are testable hypotheses:	7	17%
Gender equity:	0	0%			
Impact:	13	31%			
Sustainability:	12	29%			
Other:	31	74%			
METHODOLOGICAL CLARITY	Number	% of total			
Questions clearly identified:	20	48%			
Data sources clearly identified:	35	83%			
Data analysis explained:	12	29%			



## Appendix V WESCANNA Summary Statistics



# Appendix V WESCANA Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 3

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	1	33%
Program:	0	0%	Members:	0	0%
Project:	2	67%	Third party:	0	0%
Organizational:	1	33%	Mixed:	2	67%
Other:	0	0%	Not clear:	0	0%
<b>Total:</b>	<b>3</b>	<b>100%</b>	Not Specified:	0	0%
			<b>Total:</b>	<b>3</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	1	33%	Donor:	0	0%
End:	1	33%	IUCN:	1	33%
Impact:	0	0%	Mixed:	1	33%
Not clear:	0	0%	Not clear:	0	0%
Not specified:	0	0%	Not specified:	1	33%
Other:	1	33%			
<b>Total:</b>	<b>3</b>	<b>100%</b>	<b>Total:</b>	<b>3</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	0	0%	Commission:	0	0%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	2	67%	Country:	0	0%
ECO - Economics:	0	0%	Donor:	0	0%
EDC - Education / Communication:	0	0%	General Assembly:	0	0%
ENL - Environment Law:	0	0%	Gland:	0	0%
FOR - Forests:	0	0%	Mixed:	1	33%
GEN - Gender:	0	0%	Partners:	0	0%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	0	0%	Program:	0	0%
ORG - Organizational:	1	33%	Region:	0	0%
PAR - Protected Areas:	0	0%	Other:	0	0%
SEP - Social / Economic Policy:	0	0%	Not clear:	0	0%
SUS - Sustainable Use:	0	0%	Not specified:	2	67%
WWR - Wetlands / Water Resources:	0	0%	<b>Total:</b>	<b>3</b>	<b>100%</b>
OTH - Other:	0	0%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>3</b>	<b>100%</b>			

KEY RESULT AREAS

	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	1	33%	0	0%	1	100%	0	0%	1	100%
02- Institutions, ageements, processes / policies	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
03- Incentives for conservation / sustainable use	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
04- Equitable sharing of costs / benefits	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
05- Assessment of biodiversity / socio-economic factors	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
06- Information management / communication	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
07- Effective, efficient and accountable management	1	33%	0	0%	0	0%	0	0%	1	100%

REPORT FORMAT

	Number	% of total
Table of contents:	3	100%
Abstract / Executive summary:	2	67%
List of acronyms:	3	100%
TORs:	2	67%
Data collection instuments:	1	33%
Field visits:	1	33%
Workplan:	0	0%
Action plan:	1	33%
Evaluation matrix:	1	33%
Main finding section clearly identified:	2	67%
Clear recommendations:	3	100%
Clear lessons learned:	0	0%

VALUE OF PROJECT

	Number	% of total
Not Clear:	0	0%
Not Specified:	2	67%
Specified:	1	33%
<b>Total:</b>	<b>3</b>	<b>100%</b>

EVALUATION VALUE

	Number	% of total
Not Clear:	0	0%
Not Specified:	3	100%
Specified:	0	0%
<b>Total:</b>	<b>3</b>	<b>100%</b>

CONTEXT PROVIDED

	Number	% of total
None:	2	67%
Narrow:	0	0%
Broad:	1	33%

PURPOSE OF THE EVALUATION

	Number	% of total
Relevance:	1	33%
Effectiveness:	2	67%
Efficiency:	1	33%
Gender equity:	0	0%
Impact:	0	0%
Sustainability:	0	0%
Other:	2	67%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.

	Number	% of total
Rationale:	1	33%
Goals/objectives:	1	33%
Activities:	1	33%

QUALITY OF RESULTS

	Number	% of total
Findings are databased:	1	33%
Recommendations are linked to findings:	2	67%
Lessons learned are testable hypotheses:	0	0%

METHODOLOGICAL CLARITY

	Number	% of total
Questions clearly identified:	2	67%
Data sources clearly identified:	2	67%
Data analysis explained:	0	0%

## Appendix VI ROCA Summary Statistics





# Appendix VI ROCA Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 1

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	0	0%
Program:	0	0%	Members:	0	0%
Project:	1	100%	Third party:	1	100%
Organizational:	0	0%	Mixed:	0	0%
Other:	0	0%	Not clear:	0	0%
<b>Total:</b>	<b>1</b>	<b>100%</b>	Not Specified:	0	0%
			<b>Total:</b>	<b>1</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	0	0%	Donor:	1	100%
End:	1	100%	IUCN:	0	0%
Impact:	0	0%	Mixed:	0	0%
Not clear:	0	0%	Not clear:	0	0%
Not specified:	0	0%	Not specified:	0	0%
Other:	0	0%			
<b>Total:</b>	<b>1</b>	<b>100%</b>	<b>Total:</b>	<b>1</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	0	0%	Commission:	0	0%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	0	0%	Country:	0	0%
ECO - Economics:	0	0%	Donor:	0	0%
EDC - Education / Communication:	0	0%	General Assembly:	0	0%
ENL - Environment Law:	0	0%	Gland:	0	0%
FOR - Forests:	1	100%	Mixed:	0	0%
GEN - Gender:	0	0%	Partners:	0	0%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	0	0%	Program:	0	0%
ORG - Organizational:	0	0%	Region:	0	0%
PAR - Protected Areas:	0	0%	Other:	0	0%
SEP - Social / Economic Policy:	0	0%	Not clear:	1	100%
SUS - Sustainable Use:	0	0%	Not specified:	0	0%
WWR - Wetlands / Water Resources:	0	0%	<b>Total:</b>	<b>1</b>	<b>100%</b>
OTH - Other:	0	0%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>1</b>	<b>100%</b>			

KEY RESULT AREAS

	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	1	100%	1	100%	1	100%	1	100%	1	100%
02- Institutions, ageements, processes / policies	1	100%	1	100%	1	100%	0	0%	0	0%
03- Incentives for conservation / sustainable use	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
04- Equitable sharing of costs / benefits	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
05- Assessment of biodiversity / socio-economic factors	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
06- Information management / communication	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
07- Effective, efficient and accountable management	0	0%	0	#Num	0	#Num	0	#Num	0	#Num

REPORT FORMAT

	Number	% of total
Table of contents:	1	100%
Abstract / Executive summary:	1	100%
List of acronyms:	1	100%
TORs:	1	100%
Data collection instuments:	0	0%
Field visits:	1	100%
Workplan:	0	0%
Action plan:	0	0%
Evaluation matrix:	0	0%
Main finding section clearly identified:	1	100%
Clear recommendations:	1	100%
Clear lessons learned:	0	0%

VALUE OF PROJECT

	Number	% of total
Not Clear:	0	0%
Not Specified:	0	0%
Specified:	1	100%
<b>Total:</b>	<b>1</b>	<b>100%</b>

EVALUATION VALUE

	Number	% of total
Not Clear:	0	0%
Not Specified:	1	100%
Specified:	0	0%
<b>Total:</b>	<b>1</b>	<b>100%</b>

CONTEXT PROVIDED

	Number	% of total
None:	0	0%
Narrow:	1	100%
Broad:	0	0%

PURPOSE OF THE EVALUATION

	Number	% of total
Relevance:	0	0%
Effectiveness:	1	100%
Efficiency:	1	100%
Gender equity:	0	0%
Impact:	1	100%
Sustainability:	1	100%
Other:	0	0%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.

	Number	% of total
Rationale:	1	100%
Goals/objectives:	1	100%
Activities:	1	100%

QUALITY OF RESULTS

	Number	% of total
Findings are databased:	1	100%
Recommendations are linked to findings:	1	100%
Lessons learned are testable hypotheses:	0	0%

METHODOLOGICAL CLARITY

	Number	% of total
Questions clearly identified:	0	0%
Data sources clearly identified:	1	100%
Data analysis explained:	0	0%

## Appendix VII EARO Summary Statistics



# Appendix VII EARO Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 3

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	0	0%
Program:	0	0%	Members:	0	0%
Project:	3	100%	Third party:	2	67%
Organizational:	0	0%	Mixed:	0	0%
Other:	0	0%	Not clear:	1	33%
<b>Total:</b>	<b>3</b>	<b>100%</b>	Not Specified:	0	0%
			<b>Total:</b>	<b>3</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	0	0%	Donor:	1	33%
End:	3	100%	IUCN:	0	0%
Impact:	0	0%	Mixed:	1	33%
Not clear:	0	0%	Not clear:	1	33%
Not specified:	0	0%	Not specified:	0	0%
Other:	0	0%			
<b>Total:</b>	<b>3</b>	<b>100%</b>	<b>Total:</b>	<b>3</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	1	33%	Commission:	0	0%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	1	33%	Country:	0	0%
ECO - Economics:	0	0%	Donor:	0	0%
EDC - Education / Communication:	0	0%	General Assembly:	0	0%
ENL - Environment Law:	0	0%	Gland:	0	0%
FOR - Forests:	0	0%	Mixed:	2	67%
GEN - Gender:	0	0%	Partners:	1	33%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	1	33%	Program:	0	0%
ORG - Organizational:	0	0%	Region:	0	0%
PAR - Protected Areas:	0	0%	Other:	0	0%
SEP - Social / Economic Policy:	0	0%	Not clear:	0	0%
SUS - Sustainable Use:	0	0%	Not specified:	0	0%
WWR - Wetlands / Water Resources:	0	0%	<b>Total:</b>	<b>3</b>	<b>100%</b>
OTH - Other:	0	0%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>3</b>	<b>100%</b>			

KEY RESULT AREAS

	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	3	100%	3	100%	3	100%	2	67%	2	67%
02- Institutions, ageements, processes / policies	1	33%	0	0%	1	100%	1	100%	0	0%
03- Incentives for conservation / sustainable use	2	67%	0	0%	2	100%	0	0%	0	0%
04- Equitable sharing of costs / benefits	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
05- Assessment of biodiversity / socio-economic factors	1	33%	1	100%	0	0%	0	0%	0	0%
06- Information management / communication	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
07- Effective, efficient and accountable management	0	0%	0	#Num	0	#Num	0	#Num	0	#Num

REPORT FORMAT

	Number	% of total
Table of contents:	3	100%
Abstract / Executive summary:	2	67%
List of acronyms:	3	100%
TORs:	2	67%
Data collection instuments:	2	67%
Field visits:	2	67%
Workplan:	0	0%
Action plan:	0	0%
Evaluation matrix:	0	0%
Main finding section clearly identified:	2	67%
Clear recommendations:	2	67%
Clear lessons learned:	1	33%

VALUE OF PROJECT

	Number	% of total
Not Clear:	0	0%
Not Specified:	1	33%
Specified:	2	67%
<b>Total:</b>	<b>3</b>	<b>100%</b>

EVALUATION VALUE

	Number	% of total
Not Clear:	0	0%
Not Specified:	3	100%
Specified:	0	0%
<b>Total:</b>	<b>3</b>	<b>100%</b>

CONTEXT PROVIDED

	Number	% of total
None:	0	0%
Narrow:	1	33%
Broad:	2	67%

PURPOSE OF THE EVALUATION

	Number	% of total
Relevance:	2	67%
Effectiveness:	3	100%
Efficiency:	3	100%
Gender equity:	0	0%
Impact:	3	100%
Sustainability:	2	67%
Other:	2	67%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.

	Number	% of total
Rationale:	3	100%
Goals/objectives:	3	100%
Activities:	3	100%

QUALITY OF RESULTS

	Number	% of total
Findings are databased:	3	100%
Recommendations are linked to findings:	3	100%
Lessons learned are testable hypotheses:	1	33%

METHODOLOGICAL CLARITY

	Number	% of total
Questions clearly identified:	2	67%
Data sources clearly identified:	2	67%
Data analysis explained:	1	33%

## Appendix VIII BRAO Summary Statistics





# Appendix VIII BRAO Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 5

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	1	20%
Program:	0	0%	Members:	0	0%
Project:	3	60%	Third party:	2	40%
Organizational:	2	40%	Mixed:	2	40%
Other:	0	0%	Not clear:	0	0%
<b>Total:</b>	<b>5</b>	<b>100%</b>	Not Specified:	0	0%
			<b>Total:</b>	<b>5</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	1	20%	Donor:	1	20%
End:	2	40%	IUCN:	2	40%
Impact:	0	0%	Mixed:	0	0%
Not clear:	0	0%	Not clear:	1	20%
Not specified:	0	0%	Not specified:	1	20%
Other:	2	40%			
<b>Total:</b>	<b>5</b>	<b>100%</b>	<b>Total:</b>	<b>5</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	0	0%	Commission:	0	0%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	0	0%	Country:	0	0%
ECO - Economics:	0	0%	Donor:	1	20%
EDC - Education / Communication:	0	0%	General Assembly:	0	0%
ENL - Environment Law:	0	0%	Gland:	0	0%
FOR - Forests:	0	0%	Mixed:	0	0%
GEN - Gender:	0	0%	Partners:	0	0%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	0	0%	Program:	0	0%
ORG - Organizational:	2	40%	Region:	1	20%
PAR - Protected Areas:	0	0%	Other:	1	20%
SEP - Social / Economic Policy:	0	0%	Not clear:	2	40%
SUS - Sustainable Use:	2	40%	Not specified:	0	0%
WWR - Wetlands / Water Resources:	1	20%	<b>Total:</b>	<b>5</b>	<b>100%</b>
OTH - Other:	0	0%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>5</b>	<b>100%</b>			

KEY RESULT AREAS

	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	3	60%	0	0%	2	67%	1	33%	0	0%
02- Institutions, ageements, processes / policies	1	20%	1	100%	1	100%	1	100%	0	0%
03- Incentives for conservation / sustainable use	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
04- Equitable sharing of costs / benefits	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
05- Assessment of biodiversity / socio-economic factors	1	20%	1	100%	0	0%	1	100%	0	0%
06- Information management / communication	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
07- Effective, efficient and accountable management	2	40%	0	0%	0	0%	0	0%	2	100%

REPORT FORMAT

	Number	% of total
Table of contents:	4	80%
Abstract / Executive summary:	3	60%
List of acronyms:	3	60%
TORs:	4	80%
Data collection instuments:	1	20%
Field visits:	3	60%
Workplan:	2	40%
Action plan:	0	0%
Evaluation matrix:	1	20%
Main finding section clearly identified:	3	60%
Clear recommendations:	4	80%
Clear lessons learned:	2	40%

VALUE OF PROJECT

	Number	% of total
Not Clear:	1	20%
Not Specified:	2	40%
Specified:	2	40%
<b>Total:</b>	<b>5</b>	<b>100%</b>

EVALUATION VALUE

	Number	% of total
Not Clear:	0	0%
Not Specified:	4	80%
Specified:	1	20%
<b>Total:</b>	<b>5</b>	<b>100%</b>

CONTEXT PROVIDED

	Number	% of total
None:	1	20%
Narrow:	3	60%
Broad:	1	20%

PURPOSE OF THE EVALUATION

	Number	% of total
Relevance:	2	40%
Effectiveness:	3	60%
Efficiency:	4	80%
Gender equity:	0	0%
Impact:	1	20%
Sustainability:	2	40%
Other:	4	80%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.

	Number	% of total
Rationale:	2	40%
Goals/objectives:	3	60%
Activities:	1	20%

QUALITY OF RESULTS

	Number	% of total
Findings are databased:	4	80%
Recommendations are linked to findings:	3	60%
Lessons learned are testable hypotheses:	2	40%

METHODOLOGICAL CLARITY

	Number	% of total
Questions clearly identified:	2	40%
Data sources clearly identified:	4	80%
Data analysis explained:	1	20%

## Appendix IX ROSA Summary Statistics



# Appendix IX ROSA Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 3

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	0	0%
Program:	0	0%	Members:	0	0%
Project:	2	67%	Third party:	1	33%
Organizational:	1	33%	Mixed:	0	0%
Other:	0	0%	Not clear:	1	33%
<b>Total:</b>	<b>3</b>	<b>100%</b>	Not Specified:	1	33%
			<b>Total:</b>	<b>3</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	2	67%	Donor:	1	33%
End:	0	0%	IUCN:	0	0%
Impact:	0	0%	Mixed:	1	33%
Not clear:	0	0%	Not clear:	0	0%
Not specified:	1	33%	Not specified:	1	33%
Other:	0	0%			
<b>Total:</b>	<b>3</b>	<b>100%</b>	<b>Total:</b>	<b>3</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	0	0%	Commission:	0	0%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	0	0%	Country:	0	0%
ECO - Economics:	0	0%	Donor:	0	0%
EDC - Education / Communication:	0	0%	General Assembly:	0	0%
ENL - Environment Law:	0	0%	Gland:	0	0%
FOR - Forests:	0	0%	Mixed:	2	67%
GEN - Gender:	0	0%	Partners:	0	0%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	1	33%	Program:	0	0%
ORG - Organizational:	1	33%	Region:	0	0%
PAR - Protected Areas:	0	0%	Other:	0	0%
SEP - Social / Economic Policy:	0	0%	Not clear:	0	0%
SUS - Sustainable Use:	0	0%	Not specified:	1	33%
WWR - Wetlands / Water Resources:	1	33%	<b>Total:</b>	<b>3</b>	<b>100%</b>
OTH - Other:	0	0%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>3</b>	<b>100%</b>			

KEY RESULT AREAS

	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	2	67%	2	100%	2	100%	0	0%	0	0%
02- Institutions, ageements, processes / policies	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
03- Incentives for conservation / sustainable use	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
04- Equitable sharing of costs / benefits	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
05- Assessment of biodiversity / socio-economic factors	1	33%	1	100%	0	0%	0	0%	0	0%
06- Information management / communication	2	67%	1	50%	2	100%	1	50%	0	0%
07- Effective, efficient and accountable management	1	33%	0	0%	0	0%	0	0%	1	100%

REPORT FORMAT

	Number	% of total
Table of contents:	3	100%
Abstract / Executive summary:	2	67%
List of acronyms:	2	67%
TORs:	0	0%
Data collection instuments:	1	33%
Field visits:	1	33%
Workplan:	0	0%
Action plan:	0	0%
Evaluation matrix:	0	0%
Main finding section clearly identified:	3	100%
Clear recommendations:	3	100%
Clear lessons learned:	0	0%

VALUE OF PROJECT

	Number	% of total
Not Clear:	1	33%
Not Specified:	2	67%
Specified:	0	0%
<b>Total:</b>	<b>3</b>	<b>100%</b>

EVALUATION VALUE

	Number	% of total
Not Clear:	1	33%
Not Specified:	2	67%
Specified:	0	0%
<b>Total:</b>	<b>3</b>	<b>100%</b>

CONTEXT PROVIDED

	Number	% of total
None:	0	0%
Narrow:	3	100%
Broad:	0	0%

PURPOSE OF THE EVALUATION

	Number	% of total
Relevance:	1	33%
Effectiveness:	3	100%
Efficiency:	2	67%
Gender equity:	0	0%
Impact:	0	0%
Sustainability:	0	0%
Other:	2	67%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.

	Number	% of total
Rationale:	2	67%
Goals/objectives:	3	100%
Activities:	2	67%

QUALITY OF RESULTS

	Number	% of total
Findings are databased:	1	33%
Recommendations are linked to findings:	1	33%
Lessons learned are testable hypotheses:	0	0%

METHODOLOGICAL CLARITY

	Number	% of total
Questions clearly identified:	0	0%
Data sources clearly identified:	3	100%
Data analysis explained:	1	33%

## Appendix X ORMA Summary Statistics





# Appendix X ORMA Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 4

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	0	0%
Program:	0	0%	Members:	0	0%
Project:	4	100%	Third party:	2	50%
Organizational:	0	0%	Mixed:	0	0%
Other:	0	0%	Not clear:	2	50%
<b>Total:</b>	<b>4</b>	<b>100%</b>	Not Specified:	0	0%
			<b>Total:</b>	<b>4</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	1	25%	Donor:	1	25%
End:	1	25%	IUCN:	0	0%
Impact:	0	0%	Mixed:	2	50%
Not clear:	2	50%	Not clear:	1	25%
Not specified:	0	0%	Not specified:	0	0%
Other:	0	0%			
<b>Total:</b>	<b>4</b>	<b>100%</b>	<b>Total:</b>	<b>4</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	0	0%	Commission:	0	0%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	1	25%	Country:	0	0%
ECO - Economics:	0	0%	Donor:	0	0%
EDC - Education / Communication:	1	25%	General Assembly:	0	0%
ENL - Environment Law:	0	0%	Gland:	0	0%
FOR - Forests:	0	0%	Mixed:	0	0%
GEN - Gender:	1	25%	Partners:	0	0%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	0	0%	Program:	0	0%
ORG - Organizational:	0	0%	Region:	0	0%
PAR - Protected Areas:	0	0%	Other:	0	0%
SEP - Social / Economic Policy:	0	0%	Not clear:	2	50%
SUS - Sustainable Use:	1	25%	Not specified:	2	50%
WWR - Wetlands / Water Resources:	0	0%	<b>Total:</b>	<b>4</b>	<b>100%</b>
OTH - Other:	0	0%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>4</b>	<b>100%</b>			

KEY RESULT AREAS

	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	3	75%	2	67%	3	100%	1	33%	1	33%
02- Institutions, ageements, processes / policies	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
03- Incentives for conservation / sustainable use	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
04- Equitable sharing of costs / benefits	1	25%	0	0%	1	100%	1	100%	1	100%
05- Assessment of biodiversity / socio-economic factors	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
06- Information management / communication	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
07- Effective, efficient and accountable management	0	0%	0	#Num	0	#Num	0	#Num	0	#Num

REPORT FORMAT

	Number	% of total
Table of contents:	3	75%
Abstract / Executive summary:	4	100%
List of acronyms:	1	25%
TORs:	3	75%
Data collection instuments:	0	0%
Field visits:	2	50%
Workplan:	1	25%
Action plan:	1	25%
Evaluation matrix:	0	0%
Main finding section clearly identified:	2	50%
Clear recommendations:	3	75%
Clear lessons learned:	1	25%

VALUE OF PROJECT

	Number	% of total
Not Clear:	0	0%
Not Specified:	3	75%
Specified:	1	25%
<b>Total:</b>	<b>4</b>	<b>100%</b>

EVALUATION VALUE

	Number	% of total
Not Clear:	0	0%
Not Specified:	4	100%
Specified:	0	0%
<b>Total:</b>	<b>4</b>	<b>100%</b>

CONTEXT PROVIDED

	Number	% of total
None:	0	0%
Narrow:	2	50%
Broad:	2	50%

PURPOSE OF THE EVALUATION

	Number	% of total
Relevance:	2	50%
Effectiveness:	4	100%
Efficiency:	3	75%
Gender equity:	0	0%
Impact:	2	50%
Sustainability:	1	25%
Other:	1	25%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.

	Number	% of total
Rationale:	3	75%
Goals/objectives:	4	100%
Activities:	4	100%

QUALITY OF RESULTS

	Number	% of total
Findings are databased:	0	0%
Recommendations are linked to findings:	2	50%
Lessons learned are testable hypotheses:	0	0%

METHODOLOGICAL CLARITY

	Number	% of total
Questions clearly identified:	0	0%
Data sources clearly identified:	2	50%
Data analysis explained:	0	0%

## Appendix XI ERO Summary Statistics



# Appendix XI ERO Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 3

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	1	33%
Program:	1	33%	Members:	0	0%
Project:	0	0%	Third party:	0	0%
Organizational:	2	67%	Mixed:	2	67%
Other:	0	0%	Not clear:	0	0%
<b>Total:</b>	<b>3</b>	<b>100%</b>	Not Specified:	0	0%
			<b>Total:</b>	<b>3</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	0	0%	Donor:	0	0%
End:	0	0%	IUCN:	3	100%
Impact:	0	0%	Mixed:	0	0%
Not clear:	0	0%	Not clear:	0	0%
Not specified:	0	0%	Not specified:	0	0%
Other:	3	100%			
<b>Total:</b>	<b>3</b>	<b>100%</b>	<b>Total:</b>	<b>3</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	0	0%	Commission:	0	0%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	0	0%	Country:	0	0%
ECO - Economics:	0	0%	Donor:	0	0%
EDC - Education / Communication:	0	0%	General Assembly:	0	0%
ENL - Environment Law:	0	0%	Gland:	1	33%
FOR - Forests:	0	0%	Mixed:	0	0%
GEN - Gender:	0	0%	Partners:	0	0%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	0	0%	Program:	0	0%
ORG - Organizational:	2	67%	Region:	0	0%
PAR - Protected Areas:	0	0%	Other:	2	67%
SEP - Social / Economic Policy:	0	0%	Not clear:	0	0%
SUS - Sustainable Use:	0	0%	Not specified:	0	0%
WWR - Wetlands / Water Resources:	1	33%	<b>Total:</b>	<b>3</b>	<b>100%</b>
OTH - Other:	0	0%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>3</b>	<b>100%</b>			

KEY RESULT AREAS

	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
02- Institutions, ageements, processes / policies	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
03- Incentives for conservation / sustainable use	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
04- Equitable sharing of costs / benefits	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
05- Assessment of biodiversity / socio-economic factors	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
06- Information management / communication	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
07- Effective, efficient and accountable management	3	100%	0	0%	0	0%	0	0%	3	100%

REPORT FORMAT

	Number	% of total
Table of contents:	3	100%
Abstract / Executive summary:	3	100%
List of acronyms:	1	33%
TORs:	3	100%
Data collection instuments:	1	33%
Field visits:	3	100%
Workplan:	0	0%
Action plan:	0	0%
Evaluation matrix:	0	0%
Main finding section clearly identified:	3	100%
Clear recommendations:	3	100%
Clear lessons learned:	1	33%

VALUE OF PROJECT

	Number	% of total
Not Clear:	2	67%
Not Specified:	1	33%
Specified:	0	0%
<b>Total:</b>	<b>3</b>	<b>100%</b>

EVALUATION VALUE

	Number	% of total
Not Clear:	0	0%
Not Specified:	3	100%
Specified:	0	0%
<b>Total:</b>	<b>3</b>	<b>100%</b>

CONTEXT PROVIDED

	Number	% of total
None:	1	33%
Narrow:	1	33%
Broad:	0	0%

PURPOSE OF THE EVALUATION

	Number	% of total
Relevance:	2	67%
Effectiveness:	3	100%
Efficiency:	2	67%
Gender equity:	0	0%
Impact:	0	0%
Sustainability:	2	67%
Other:	3	100%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.

	Number	% of total
Rationale:	1	33%
Goals/objectives:	1	33%
Activities:	0	0%

QUALITY OF RESULTS

	Number	% of total
Findings are databased:	3	100%
Recommendations are linked to findings:	3	100%
Lessons learned are testable hypotheses:	0	0%

METHODOLOGICAL CLARITY

	Number	% of total
Questions clearly identified:	2	67%
Data sources clearly identified:	3	100%
Data analysis explained:	0	0%

## Appendix XII NAC Summary Statistics





# Appendix XII NAC Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 1

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	0	0%
Program:	0	0%	Members:	0	0%
Project:	0	0%	Third party:	0	0%
Organizational:	1	100%	Mixed:	1	100%
Other:	0	0%	Not clear:	0	0%
<b>Total:</b>	<b>1</b>	<b>100%</b>	Not Specified:	0	0%
			<b>Total:</b>	<b>1</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	0	0%	Donor:	0	0%
End:	0	0%	IUCN:	1	100%
Impact:	0	0%	Mixed:	0	0%
Not clear:	0	0%	Not clear:	0	0%
Not specified:	0	0%	Not specified:	0	0%
Other:	1	100%			
<b>Total:</b>	<b>1</b>	<b>100%</b>	<b>Total:</b>	<b>1</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	0	0%	Commission:	0	0%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	0	0%	Country:	0	0%
ECO - Economics:	0	0%	Donor:	0	0%
EDC - Education / Communication:	0	0%	General Assembly:	0	0%
ENL - Environment Law:	0	0%	Gland:	1	100%
FOR - Forests:	0	0%	Mixed:	0	0%
GEN - Gender:	0	0%	Partners:	0	0%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	0	0%	Program:	0	0%
ORG - Organizational:	1	100%	Region:	0	0%
PAR - Protected Areas:	0	0%	Other:	0	0%
SEP - Social / Economic Policy:	0	0%	Not clear:	0	0%
SUS - Sustainable Use:	0	0%	Not specified:	0	0%
WWR - Wetlands / Water Resources:	0	0%	<b>Total:</b>	<b>1</b>	<b>100%</b>
OTH - Other:	0	0%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>1</b>	<b>100%</b>			

KEY RESULT AREAS

	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
02- Institutions, ageements, processes / policies	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
03- Incentives for conservation / sustainable use	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
04- Equitable sharing of costs / benefits	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
05- Assessment of biodiversity / socio-economic factors	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
06- Information management / communication	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
07- Effective, efficient and accountable management	1	100%	0	0%	0	0%	0	0%	1	100%

REPORT FORMAT

	Number	% of total
Table of contents:	1	100%
Abstract / Executive summary:	1	100%
List of acronyms:	1	100%
TORs:	1	100%
Data collection instuments:	1	100%
Field visits:	1	100%
Workplan:	0	0%
Action plan:	0	0%
Evaluation matrix:	0	0%
Main finding section clearly identified:	1	100%
Clear recommendations:	1	100%
Clear lessons learned:	0	0%

VALUE OF PROJECT

	Number	% of total
Not Clear:	0	0%
Not Specified:	1	100%
Specified:	0	0%
<b>Total:</b>	<b>1</b>	<b>100%</b>

EVALUATION VALUE

	Number	% of total
Not Clear:	0	0%
Not Specified:	1	100%
Specified:	0	0%
<b>Total:</b>	<b>1</b>	<b>100%</b>

CONTEXT PROVIDED

	Number	% of total
None:	0	0%
Narrow:	1	100%
Broad:	0	0%

PURPOSE OF THE EVALUATION

	Number	% of total
Relevance:	1	100%
Effectiveness:	1	100%
Efficiency:	1	100%
Gender equity:	0	0%
Impact:	0	0%
Sustainability:	0	0%
Other:	1	100%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.

	Number	% of total
Rationale:	1	100%
Goals/objectives:	1	100%
Activities:	1	100%

QUALITY OF RESULTS

	Number	% of total
Findings are databased:	1	100%
Recommendations are linked to findings:	0	0%
Lessons learned are testable hypotheses:	0	0%

METHODOLOGICAL CLARITY

	Number	% of total
Questions clearly identified:	1	100%
Data sources clearly identified:	1	100%
Data analysis explained:	1	100%

## Appendix XIII SUR Summary Statistics



# Appendix XIII SUR Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 1

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	0	0%
Program:	0	0%	Members:	0	0%
Project:	0	0%	Third party:	0	0%
Organizational:	1	100%	Mixed:	1	100%
Other:	0	0%	Not clear:	0	0%
<b>Total:</b>	<b>1</b>	<b>100%</b>	Not Specified:	0	0%
			<b>Total:</b>	<b>1</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	0	0%	Donor:	0	0%
End:	0	0%	IUCN:	1	100%
Impact:	0	0%	Mixed:	0	0%
Not clear:	0	0%	Not clear:	0	0%
Not specified:	0	0%	Not specified:	0	0%
Other:	1	100%			
<b>Total:</b>	<b>1</b>	<b>100%</b>	<b>Total:</b>	<b>1</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	0	0%	Commission:	0	0%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	0	0%	Country:	0	0%
ECO - Economics:	0	0%	Donor:	0	0%
EDC - Education / Communication:	0	0%	General Assembly:	0	0%
ENL - Environment Law:	0	0%	Gland:	1	100%
FOR - Forests:	0	0%	Mixed:	0	0%
GEN - Gender:	0	0%	Partners:	0	0%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	0	0%	Program:	0	0%
ORG - Organizational:	1	100%	Region:	0	0%
PAR - Protected Areas:	0	0%	Other:	0	0%
SEP - Social / Economic Policy:	0	0%	Not clear:	0	0%
SUS - Sustainable Use:	0	0%	Not specified:	0	0%
WWR - Wetlands / Water Resources:	0	0%	<b>Total:</b>	<b>1</b>	<b>100%</b>
OTH - Other:	0	0%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>1</b>	<b>100%</b>			

KEY RESULT AREAS	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
02- Institutions, ageements, processes / policies	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
03- Incentives for conservation / sustainable use	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
04- Equitable sharing of costs / benefits	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
05- Assessment of biodiversity / socio-economic factors	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
06- Information management / communication	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
07- Effective, efficient and accountable management	1	100%	0	0%	0	0%	0	0%	1	100%

REPORT FORMAT	Number	% of total
Table of contents:	1	100%
Abstract / Executive summary:	0	0%
List of acronyms:	0	0%
TORs:	0	0%
Data collection instuments:	0	0%
Field visits:	1	100%
Workplan:	0	0%
Action plan:	1	100%
Evaluation matrix:	0	0%
Main finding section clearly identified:	1	100%
Clear recommendations:	1	100%
Clear lessons learned:	0	0%

VALUE OF PROJECT	Number	% of total
Not Clear:	1	100%
Not Specified:	0	0%
Specified:	0	0%
<b>Total:</b>	<b>1</b>	<b>100%</b>

EVALUATION VALUE	Number	% of total
Not Clear:	0	0%
Not Specified:	1	100%
Specified:	0	0%
<b>Total:</b>	<b>1</b>	<b>100%</b>

CONTEXT PROVIDED	Number	% of total
None:	0	0%
Narrow:	1	100%
Broad:	0	0%

PURPOSE OF THE EVALUATION	Number	% of total
Relevance:	1	100%
Effectiveness:	1	100%
Efficiency:	1	100%
Gender equity:	0	0%
Impact:	0	0%
Sustainability:	0	0%
Other:	1	100%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.	Number	% of total
Rationale:	0	0%
Goals/objectives:	0	0%
Activities:	0	0%

METHODOLOGICAL CLARITY	Number	% of total
Questions clearly identified:	1	100%
Data sources clearly identified:	1	100%
Data analysis explained:	1	100%

QUALITY OF RESULTS	Number	% of total
Findings are databased:	1	100%
Recommendations are linked to findings:	1	100%
Lessons learned are testable hypotheses:	0	0%

## Appendix XIV ARO Summary Statistics





# Appendix XIV ARO Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 7

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	4	57%
Program:	1	14%	Members:	0	0%
Project:	1	14%	Third party:	2	29%
Organizational:	4	57%	Mixed:	1	14%
Other:	0	0%	Not clear:	0	0%
<b>Total:</b>	<b>7</b>	<b>100%</b>	Not Specified:	0	0%
			<b>Total:</b>	<b>7</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	4	57%	Donor:	0	0%
End:	0	0%	IUCN:	4	57%
Impact:	0	0%	Mixed:	3	43%
Not clear:	1	14%	Not clear:	0	0%
Not specified:	0	0%	Not specified:	0	0%
Other:	2	29%			
<b>Total:</b>	<b>7</b>	<b>100%</b>	<b>Total:</b>	<b>7</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	0	0%	Commission:	0	0%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	1	14%	Country:	2	29%
ECO - Economics:	0	0%	Donor:	0	0%
EDC - Education / Communication:	0	0%	General Assembly:	0	0%
ENL - Environment Law:	0	0%	Gland:	0	0%
FOR - Forests:	0	0%	Mixed:	3	43%
GEN - Gender:	0	0%	Partners:	0	0%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	0	0%	Program:	0	0%
ORG - Organizational:	4	57%	Region:	1	14%
PAR - Protected Areas:	0	0%	Other:	0	0%
SEP - Social / Economic Policy:	1	14%	Not clear:	1	14%
SUS - Sustainable Use:	0	0%	Not specified:	0	0%
WWR - Wetlands / Water Resources:	0	0%	<b>Total:</b>	<b>7</b>	<b>100%</b>
OTH - Other:	1	14%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>7</b>	<b>100%</b>			

KEY RESULT AREAS

	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	1	14%	0	0%	0	0%	1	100%	1	100%
02- Institutions, ageements, processes / policies	1	14%	0	0%	1	100%	0	0%	0	0%
03- Incentives for conservation / sustainable use	1	14%	1	100%	0	0%	0	0%	0	0%
04- Equitable sharing of costs / benefits	1	14%	1	100%	0	0%	0	0%	0	0%
05- Assessment of biodiversity / socio-economic factors	1	14%	1	100%	0	0%	0	0%	1	100%
06- Information management / communication	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
07- Effective, efficient and accountable management	4	57%	0	0%	0	0%	0	0%	4	100%

REPORT FORMAT

	Number	% of total
Table of contents:	7	100%
Abstract / Executive summary:	5	71%
List of acronyms:	3	43%
TORs:	4	57%
Data collection instuments:	2	29%
Field visits:	5	71%
Workplan:	0	0%
Action plan:	3	43%
Evaluation matrix:	2	29%
Main finding section clearly identified:	3	43%
Clear recommendations:	7	100%
Clear lessons learned:	0	0%

VALUE OF PROJECT

	Number	% of total
Not Clear:	0	0%
Not Specified:	6	86%
Specified:	1	14%
<b>Total:</b>	<b>7</b>	<b>100%</b>

EVALUATION VALUE

	Number	% of total
Not Clear:	0	0%
Not Specified:	7	100%
Specified:	0	0%
<b>Total:</b>	<b>7</b>	<b>100%</b>

CONTEXT PROVIDED

	Number	% of total
None:	4	57%
Narrow:	2	29%
Broad:	1	14%

PURPOSE OF THE EVALUATION

	Number	% of total
Relevance:	1	14%
Effectiveness:	4	57%
Efficiency:	5	71%
Gender equity:	0	0%
Impact:	2	29%
Sustainability:	1	14%
Other:	5	71%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.

	Number	% of total
Rationale:	3	43%
Goals/objectives:	2	29%
Activities:	2	29%

QUALITY OF RESULTS

	Number	% of total
Findings are databased:	2	29%
Recommendations are linked to findings:	1	14%
Lessons learned are testable hypotheses:	0	0%

METHODOLOGICAL CLARITY

	Number	% of total
Questions clearly identified:	3	43%
Data sources clearly identified:	7	100%
Data analysis explained:	1	14%

## Appendix XV Oceania Summary Statistics



# Appendix XV Oceania Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 2

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	0	0%
Program:	1	50%	Members:	0	0%
Project:	1	50%	Third party:	1	50%
Organizational:	0	0%	Mixed:	1	50%
Other:	0	0%	Not clear:	0	0%
<b>Total:</b>	<b>2</b>	<b>100%</b>	Not Specified:	0	0%
			<b>Total:</b>	<b>2</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	1	50%	Donor:	1	50%
End:	1	50%	IUCN:	0	0%
Impact:	0	0%	Mixed:	0	0%
Not clear:	0	0%	Not clear:	0	0%
Not specified:	0	0%	Not specified:	1	50%
Other:	0	0%			
<b>Total:</b>	<b>2</b>	<b>100%</b>	<b>Total:</b>	<b>2</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	0	0%	Commission:	0	0%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	0	0%	Country:	1	50%
ECO - Economics:	0	0%	Donor:	0	0%
EDC - Education / Communication:	0	0%	General Assembly:	0	0%
ENL - Environment Law:	0	0%	Gland:	0	0%
FOR - Forests:	0	0%	Mixed:	0	0%
GEN - Gender:	0	0%	Partners:	0	0%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	1	50%	Program:	0	0%
ORG - Organizational:	0	0%	Region:	0	0%
PAR - Protected Areas:	1	50%	Other:	0	0%
SEP - Social / Economic Policy:	0	0%	Not clear:	1	50%
SUS - Sustainable Use:	0	0%	Not specified:	0	0%
WWR - Wetlands / Water Resources:	0	0%	<b>Total:</b>	<b>2</b>	<b>100%</b>
OTH - Other:	0	0%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>2</b>	<b>100%</b>			

KEY RESULT AREAS

	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	2	100%	2	100%	2	100%	1	50%	0	0%
02- Institutions, ageements, processes / policies	1	50%	0	0%	0	0%	1	100%	0	0%
03- Incentives for conservation / sustainable use	1	50%	1	100%	1	100%	0	0%	0	0%
04- Equitable sharing of costs / benefits	0	0%	0	#Num	0	#Num	0	#Num	0	#Num
05- Assessment of biodiversity / socio-economic factors	1	50%	1	100%	0	0%	1	100%	0	0%
06- Information management / communication	1	50%	1	100%	1	100%	0	0%	0	0%
07- Effective, efficient and accountable management	1	50%	0	0%	0	0%	0	0%	1	100%

REPORT FORMAT

	Number	% of total
Table of contents:	1	50%
Abstract / Executive summary:	1	50%
List of acronyms:	1	50%
TORs:	2	100%
Data collection instuments:	0	0%
Field visits:	0	0%
Workplan:	0	0%
Action plan:	0	0%
Evaluation matrix:	0	0%
Main finding section clearly identified:	0	0%
Clear recommendations:	1	50%
Clear lessons learned:	2	100%

VALUE OF PROJECT

	Number	% of total
Not Clear:	0	0%
Not Specified:	1	50%
Specified:	1	50%
<b>Total:</b>	<b>2</b>	<b>100%</b>

EVALUATION VALUE

	Number	% of total
Not Clear:	0	0%
Not Specified:	2	100%
Specified:	0	0%
<b>Total:</b>	<b>2</b>	<b>100%</b>

CONTEXT PROVIDED

	Number	% of total
None:	1	50%
Narrow:	1	50%
Broad:	0	0%

PURPOSE OF THE EVALUATION

	Number	% of total
Relevance:	1	50%
Effectiveness:	1	50%
Efficiency:	2	100%
Gender equity:	0	0%
Impact:	0	0%
Sustainability:	1	50%
Other:	2	100%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.

	Number	% of total
Rationale:	1	50%
Goals/objectives:	1	50%
Activities:	2	100%

QUALITY OF RESULTS

	Number	% of total
Findings are databased:	2	100%
Recommendations are linked to findings:	1	50%
Lessons learned are testable hypotheses:	2	100%

METHODOLOGICAL CLARITY

	Number	% of total
Questions clearly identified:	0	0%
Data sources clearly identified:	1	50%
Data analysis explained:	1	50%

## Appendix XVI Global Summary Statistics





# Appendix XVI Global Summary Statistics

NUMBER OF EVALUATIONS IN THIS SET: 9

TYPE OF EVALUATION	Number	% of total	EVALUATION TEAM	Number	% of total
Commission:	0	0%	Staff:	2	22%
Program:	2	22%	Members:	0	0%
Project:	3	33%	Third party:	0	0%
Organizational:	0	0%	Mixed:	5	56%
Other:	4	44%	Not clear:	0	0%
<b>Total:</b>	<b>9</b>	<b>100%</b>	Not Specified:	2	22%
			<b>Total:</b>	<b>9</b>	<b>100%</b>

EVALUATION TIMING	Number	% of total	EVALUATION CLIENT (DRIVER)	Number	% of total
Mid:	0	0%	Donor:	0	0%
End:	4	44%	IUCN:	5	56%
Impact:	2	22%	Mixed:	2	22%
Not clear:	0	0%	Not clear:	1	11%
Not specified:	2	22%	Not specified:	1	11%
Other:	1	11%			
<b>Total:</b>	<b>9</b>	<b>100%</b>	<b>Total:</b>	<b>9</b>	<b>100%</b>

IUCN AREA OF SPECIALIZATION	Number	% of total	EVALUATION AUDIENCE	Number	% of total
BIO - Biodiversity:	3	33%	Commission:	1	11%
CCH - Climate Change:	0	0%	Council:	0	0%
CST - Conservation Strategies:	0	0%	Country:	0	0%
ECO - Economics:	0	0%	Donor:	0	0%
EDC - Education / Communication:	0	0%	General Assembly:	0	0%
ENL - Environment Law:	1	11%	Gland:	2	22%
FOR - Forests:	0	0%	Mixed:	2	22%
GEN - Gender:	0	0%	Partners:	2	22%
MCA - Marine Coastal Areas:	0	0%	Members:	0	0%
NRM - Natural Resource Mgmt:	0	0%	Program:	0	0%
ORG - Organizational:	0	0%	Region:	1	11%
PAR - Protected Areas:	1	11%	Other:	0	0%
SEP - Social / Economic Policy:	0	0%	Not clear:	0	0%
SUS - Sustainable Use:	1	11%	Not specified:	1	11%
WWR - Wetlands / Water Resources:	1	11%	<b>Total:</b>	<b>9</b>	<b>100%</b>
OTH - Other:	2	22%			
UNC - Unclear:	0	0%			
<b>Total:</b>	<b>9</b>	<b>100%</b>			

KEY RESULT AREAS

	#	%	K	%	E	%	G	%	O	%
01- Effective management / restoration of ecosystems	3	33%	2	67%	3	100%	1	33%	3	100%
02- Institutions, ageements, processes / policies	5	56%	3	60%	3	60%	4	80%	3	60%
03- Incentives for conservation / sustainable use	1	11%	0	0%	0	0%	1	100%	0	0%
04- Equitable sharing of costs / benefits	1	11%	1	100%	1	100%	0	0%	0	0%
05- Assessment of biodiversity / socio-economic factors	2	22%	2	100%	1	50%	1	50%	0	0%
06- Information management / communication	4	44%	4	100%	4	100%	1	25%	1	25%
07- Effective, efficient and accountable management	3	33%	0	0%	0	0%	0	0%	3	100%

REPORT FORMAT

	Number	% of total
Table of contents:	6	67%
Abstract / Executive summary:	6	67%
List of acronyms:	3	33%
TORs:	2	22%
Data collection instuments:	8	89%
Field visits:	3	33%
Workplan:	0	0%
Action plan:	0	0%
Evaluation matrix:	3	33%
Main finding section clearly identified:	6	67%
Clear recommendations:	7	78%
Clear lessons learned:	3	33%

VALUE OF PROJECT

	Number	% of total
Not Clear:	0	0%
Not Specified:	6	67%
Specified:	3	33%
<b>Total:</b>	<b>9</b>	<b>100%</b>

EVALUATION VALUE

	Number	% of total
Not Clear:	0	0%
Not Specified:	7	78%
Specified:	2	22%
<b>Total:</b>	<b>9</b>	<b>100%</b>

CONTEXT PROVIDED

	Number	% of total
None:	2	22%
Narrow:	3	33%
Broad:	4	44%

PURPOSE OF THE EVALUATION

	Number	% of total
Relevance:	5	56%
Effectiveness:	7	78%
Efficiency:	4	44%
Gender equity:	0	0%
Impact:	4	44%
Sustainability:	2	22%
Other:	8	89%

CLEAR DESCRIPTION OF PROJECT/PROGRAM/ETC.

	Number	% of total
Rationale:	7	78%
Goals/objectives:	7	78%
Activities:	7	78%

QUALITY OF RESULTS

	Number	% of total
Findings are databased:	7	78%
Recommendations are linked to findings:	6	67%
Lessons learned are testable hypotheses:	2	22%

METHODOLOGICAL CLARITY

	Number	% of total
Questions clearly identified:	7	78%
Data sources clearly identified:	8	89%
Data analysis explained:	5	56%