Terms of Reference
External final evaluation of Skill Development project in Kabul, Afghanistan

On behalf of Welthungerhilfe, January, 2020

1 Introduction and context

Country:	Afghanistan
Project title:	Promoting the economic integration of displaced persons and returnees in Kabul through vocational training and access to credit
Project No.:	Donor; 2017.0601.9, Internal; Project No: AFG 1179
Project holder:	Welthungerhilfe
Approved budget:	2,026,630 – EUR
Committed funds:	1,823,967 - EUR for The German Ministry for Economic Cooperation and Development (BMZ) and 202,663, - EUR Welthungerhilfe's own contribution.
Co-financer (line):	The German Ministry for Economic Cooperation and Development (BMZ)
Project period:	01.05.2017 to 30.04.2020 (36 months)

Deutsche Welthungerhilfe e.V. is one of the largest Non-Governmental Organisations in Germany operating in the field of Humanitarian Assistance and Development. It was established in 1962, as the German section of the "Freedom from Hunger Campaign", one of the world's first initiatives aimed at the eradication of hunger. Welthungerhilfe's work is still dedicated to the following vision: All people have a right to a self-determined life in dignity and justice, free from hunger and poverty.

The initiative for the project came from the Welthungerhilfe Project Office in Kabul, which has been working with internally displaced persons and returnees in the city of Kabul and the neighbouring districts since 2010 and already implements a BMZ-funded project for this target group (Creation of Sustainable Livelihoods for Internally Displaced and Returning Afghan Families in Kabul Province, 20 15.3406.4).

The project is aimed at 850 male and female IDPs and returnees (600 through vocational trainings at ATVI and 250 through business trainings and through access to credit) in the Etifaq Township at Police District/PD 13 in the city of Kabul. Etifaq Township was established after the collapse of the regime of Taliban by returnees from Pakistan and Iran and displaced persons. The district consists of 30,000 residents.

Project Overall Objective (Impact):
Promotion of economic integration of IDPs and returnees in the city of Kabul through vocational training and access to credit.

Project Operation Purpose (Outcome):
One member each of 850 families (approx. 6,375 persons) of the urban district Etifaq, PD 13 in Kabul has participated in state-approved vocational qualification activities and subsequently started qualified wage employment / self-employment and increased the family income.

Target indicators:
1) 75% of the graduates of a vocational training program or skill enhancement have a job according to their newly acquired skill level and gain a higher income than before the training.
2) A customized, needs-oriented vocational training curriculum is developed in coordination with ATVI and the relevant governmental actors and serves as basis for future training programs after the project ended.

3) 45 ATVI staff member are capacitated in the sectors finances, administration, HR, M&E, reporting, logistics and procurement, security management, organizational development and are using their new knowledge within the framework of the training programs.

Project Output 1.
600 IDP's and returnees increase their qualifications and chances to find wage employment / self-employment through job market relevant vocational trainings.

Target indicators:

1.1) Until the end of the project, 600 IDPs and returnees successfully graduate with a governmentally recognized certification from a 1-year vocational training offered by ATVI.
1.2) Six months after graduation 75 % of the graduates secured a higher paid / higher qualified job or were able to establish a livelihood based on self-employment.
1.3) The tools and curricula of inclusive education developed by ATVI for marginalized groups are known to relevant governmental actors.

Project Output 2.
250 IDPs and returnees, who are planning to start their own businesses, receive business trainings and have better access to loans.

Target indicators:

2.1) 250 people have successfully participated in business administration trainings. Until the end of the project, at least 50 loans have been paid out to training graduates, who are planning to open a shop or other self-employment.

2.2) The loans will be paid out according to a set of criteria that will be defined by ATVI, local stakeholders and governmental representatives. Prerequisite for the loan is a business plan that reflects that technical and economic feasibility. Payback modalities will be examined and fixed.
2.3) The procedures and mechanisms to administer the fund are elaborated and community representatives are capacitated to administer the fund.

Project Output 3.
ATVI's capacities are strengthened and has a vocational training program that targets marginalized groups and is tailor-made to their needs.

Target Indicators:

3.1) Based on a needs assessment, ATVI received capacity building in financial administration, HR, M&E, reporting, logistics, and organizational development.
3.2) Through the project, free-of-charge training options will become available for marginalized groups (IDPs and returnees).
3.3) Until the end of the project, ATVI has developed training schedules for at least 10 market relevant programmes that are recognized by governmental stakeholders and offers trainings that are tailored to the needs of marginalized groups.
3.4) Through the implementation of the new training schedules, ATVI will diversify its portfolio of multiple-year programmes for high school graduates by including

one-year trainings for marginalized groups lacking formal education and / or being illiterate.

Partners:

The activities are being implemented in partnership with Afghanistan Technical Vocational Organization/ATVO and Afghan National Association for Adult Education / ANAFAE. ATVO Is being implemented Output1, which was provision of vocational training increasing the qualification of targeted project participants in PD "police district" 13 of Kabul city. While ANAFAE was implementing activities related to Project Output 1 and output 2- also in PD 13, Kabul city. WHH is being responsible for implementation of Output 2 and output 3 – 250 IDPs and returnees, who are planning to start their own businesses, receive business trainings and have better access to loans and ATVI's capacities are strengthened and has a vocational training program that targets marginalized groups and is tailor-made to their needs.

With the Project ending in April 2020, WHH would like to conduct a final external evaluation as per donor contract, the results will enable the project holder to realize the gaps, weakness and the strengths (with regard to project design, implementation and desired achieved result) and consider recommendations and identify lessons learnt for planning of follow-up project and future programming.

2. Evaluation purpose:

The objectives of this external final evaluation are; a) fulfil the donor requirement, b) assess the project achievements at different levels (as per log-frame) c) critically assess technical strategies and administrative issues, d) consider recommendations to improve future programming in terms of vocational training program for the integration of IDPs and returnees.

3. Scope of the evaluation

Evaluations are an integral and standardised part of Welthungerhilfe's efforts to improve the quality and impact of its work by ensuring continuous learning and inform decision makers Furthermore, Welthungerhilfe is keen to gain early insights into the effectiveness of the project to realize the gaps, weaknesses and the strengths (in term of project design, implementation and desired achieved result).
WHH is planning to conduct the external final evaluation for said project in all coverage areas in Kabul province and to analyse the project from different aspects as listed below. Furthermore WHH expect the evaluator to draw the recommendations for future programing on TVETs considering marginalized people.

1) To analyse the design of the project considering OECD/DAC criteria within the agreed contractual conditions, achieved target, implementation approaches, time- frame, work-plan, log frame, and budget.
2) To analyse whether the interventions provided job opportunities to the target group and how their economic situation improved?
3) To assess how the ATVO integrated one year TVET programing into its current curricula for marginalized and illiterate people.
4) To assess how the partners capacity improved on program and administrative issues.
5) To analyse and evaluate the level of WHH coordination, communication, and linkages with project stakeholders and line departments.
6) To identify and record lessons learnt, best practices, strengths and provide recommendations for further improvements in the upcoming interventions.

4. Users of the evaluation:

The primary users of the evaluation are project management, MEAL and programme staff within WHH AFG, who are actively involved in the said running project and in future project and programme design, secondary evaluation users are project's partners' program staff and relevant local authorities, who will be informed about the evaluation findings and recommendations.

Evaluation standards and criteria:

OECD/DAC criteria of relevance, effectiveness, efficiency, impact, sustainability, should be used for this evaluation, the criteria can be adjusted based on relevance for this particular intervention.

http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

In addition to the OECD/DAC criteria, the evaluator or team should analyse any other pertinent issues that need addressing or which may or should influence future project direction. Based on the observations and findings, the evaluator should come up with clear recommendations on project design, implementation methodology and results.

5. Evaluation questions

The evaluators should provide answers to the following evaluation questions.

5.1 Relevance

- Is the Project addressing the right target group in the target areas?
- Are the priorities and needs of the target group(s) in project-targeted areas met in relation to provision of job and income opportunities to the participants?
- Are the Welthungerhilfe relevant standards, procedures as well as government and donor priorities considered?
- Are the activities and outputs of the projects consistent with the project primary goal and the intended impacts?

5.2 Effectiveness

- To what extent has / is the livelihood situation (job and income opportunities) of targeted IDPs and Returnees improved/likely to be improved? What has improved, and what has not improved?
- To what extent has the target group's knowledge and skills on vocational trainings has improved?
- To what extent did the intervention supported IDPs and returnees in term of socio economic integration?
- To what extent have the project's partners build capacity with regard to program and administrative issues? In which areas was there no improvement and why?
- Have the project results (outputs) achieved in term of quantity and quality?
- To what extent have the project outcomes been achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?

5.3 Efficiency

- To what extent has the use of project resources been appropriate with regard to the achieved results?
- Have the project objectives mentioned above are achieved on time?
- To what extent did the project coordinate and cooperate with other stakeholders in order to avoid duplication and create synergies?

- What factors contributed to the project implementation in an efficient way?

5.4 Impact:
- What are/will be the positive and negative changes produced directly or indirectly, intended or unintended?
- What recommendations can be made on the basis of the “lessons learnt” and “good practices” in all parts of the project, particularly on strengthening outcomes, impact and sustainability for the future programming?
- What are the major factors that influenced the achievements or non-achievement of project impact?
-

5.5 Sustainability:
- To what extent are positive changes / impact of the project expected to continue once donor funding has ceased?
- What are the major factors that influenced the achievements or non-achievements in the sustainability of the programme or project?

6 Evaluation design and methodology
As part of assignment, the successful consultant/consultancy will apply a mixture of different methodologies, including primary data collection and review of existing resources:

a) A desk review of all project-related documents, reports (narrative, financial and monitoring reports), review of the project proposal and budget and the contract between donor and WHH.
b) Field data collection on project outputs/outcomes (selection is to be discussed by the evaluator with the project team) to verify data against baseline.
c) Structured interviews with direct & indirect beneficiaries with an appropriate sample size. (Quantitative Approach)
d) Focus Group Discussion with direct & indirect beneficiaries including men, women, (youth and elders), and, were applicable, particularly vulnerable population groups, at the community level. (Qualitative Approach), further more utilization of additional tools “Story of Change” proposed with direct beneficiaries.
e) Key Informants Interviews (KII) with the community representatives, relevant government officials and project key staff (WHH / Partners). (Qualitative Approach)
f) Influence Matrix to be used both in FDG as well as in key informant interviews to analyse influenced factors.

As part of the assignment, the evaluator will provide a detailed planning on proposed methodologies. WHH will review the planned methodologies proposed by the evaluator and provide feedback before the evaluation process begins. We would also like the evaluator/s to suggest any particularly innovative or interesting methodologies they may employ.

A final agreement on design and methodology will be discussed on the basis of the submitted offer.

7 Managerial arrangements / roles and responsibilities:
The evaluation will be conducted by external consultant/consulting company and would be responsible for deliverable list under chapter 8. WHH role would be as following:
- Review of the evaluation tools.
- Track the progress and condition of assignment as per agreed contract
- Coordination of geographical area, beneficiaries and line departments.
- Providing project necessary data and documents “project reports, baseline and monitoring data. (beneficiaries, process, outputs and outcome monitoring data)

8 Deliverables and reporting deadlines

The following deliverables are expected to be produced by the evaluators:

a) Inception Report documenting the evaluation design and methodology to answer to specific evaluation questions; preferably an evaluation matrix is attached to the IR. Handing in of the IR latest 5 days after briefing meeting. (3-5 pages for the main text without front page, table of contents and annexes)

   The Evaluation process starts with a briefing meeting between the evaluator and relevant project staff to discuss the feasibility of the ToR, to discuss and agree on the evaluation schedule, based on which the inception report will be drafted.
   The inception report should set out the planned approach and methodology to meet the above-mentioned objectives and to answer the related questions, as well as a reflection of the limits of the suggested approach and methodology. It should provide a description on how data will be collected, an evaluation matrix, drafts of suggested data collection tools such as questionnaires and interview guidelines as well as a tentative evaluation schedule.

b) Debriefing paper, at the end of the field mission that outlines the most important findings of the evaluation, 2-4 pages,
c) Preparation of inputs (key findings and first recommendations) for two de-briefing sessions at regional (with field office / Project team) and country level (with country office / program team)
d) Evaluation report in English language, at the latest four weeks after the field mission, 35 pages maximum including executive summary, but excluding the front page, table of contents and annexes. A standard outline for the evaluation report will be provided to the evaluator(s).
e) A summary of evaluation report (max 4-5 pages.)
f) Draft management response; integration of the recommendations into WHH "management response" form, together with the final version of the evaluation report in English.
a) Photos: The evaluator(s) should provide a digital file with up to five photos of the evaluation, including photos related to the evaluation process (e.g. of group discussions, interviews, final workshop). The photos should be submitted in a JPEG or GIF format. The informed consent of the person presented is a prerequisite.

9 Available data:

At the beginning of the project a baseline has been conducted with consideration of project indicators explained in the project M&E plan, the baseline report is available for compression of evaluation results. Outcome, outputs and process monitoring as well as beneficiaries data are documented in the project and could be used as sources for tri-angulation and verification of evaluation data.

10 Planning / Timeframe

Evaluation is to be commenced **mid-February 2020** (time-frame to be discussed and agreed with evaluator), and work in the field to be undertaken around an approximately **23 working days'** timeline including the 1st draft report and, after receiving feedback, another **5 working days** for the final report to be submitted by end of **March 2020** at the latest.

11 Confidentiality:

All documents and data acquired from documents as well as during interviews and meetings are confidential and to be used solely for the purpose of the evaluation.

The deliverables as well as all material linked to the evaluation (produced by the evaluators or the organisation itself) is confidential and remains at all times the property of the contracting party

12 Expertise of the evaluators

The evaluators are required to have the following expertise and qualifications.

a) An advanced degree or equivalent experience in Education, Skill Development, Entrepreneurship, Development Intervention and/or relevant academic field.
b) At least, team leader / lead consultant with more than 5 years of experience working on evaluating TVET sector including entrepreneurship or development interventions. In addition, the other team members with 3 years relevant experience.
c) Sound knowledge on entrepreneurship, skill development, IDPs and Returnees expert, and its implementation, community resilience, empowerment and challenges related to working with Community and Government in Afghanistan.
d) Previous experience of similar work in Afghanistan in the skill development sector and experience in the target province will be a plus.
e) Very good knowledge of empirical social research.
f) Clear, effective writing in English. Working knowledge of Dari will be an advantage.
g) Experience of working in participatory approaches and research methodologies

13 Technical and financial offer

Applicants should provide the following in PDF:

a) Application letter, signed by lead applicant
b) Financial and technical proposal with draft evaluation schedule
c) Detailed CV of the consulting team
d) References

13.1 The technical proposal

The technical proposal submitted by the consultants has to comply with the Terms of Reference. The complete proposal document should contain:

a) Methodology: detail of the following should be presented
   - Type of study design
   - Sampling technique
   - Data collection technique
   - Methods of data compilation, analysing and interpreting
b) Understanding of the TOR
c) Organizational experience and capacity to undertake the assignment
d) The physical input (e.g. computer, printer, fax, telephone and internet access) which would be used by the team of consultants
e) Work schedule
f) Composition of the whole evaluation team including data collectors and supervisors

13.2 Financial part

The offer should contain the costs of personnel (lead and assistant consultant, enumerators, supervisors, etc.), international airfare (if applicable), accommodation costs in country, and inputs (stationary, photocopying, etc.). Costs for unforeseen expenses should not be included in the calculation.

When preparing budget, the following to be considered;

a) Soft and hard copies of relevant documents will be provided by WHH
b) Transportation and accommodation in the field will be provided by WHH
c) All insurances and visa are the responsibility of the evaluator(s)
d) WHH staff will facilitate community entry
e) Laptop to be provided by the evaluator

Preferred budget structure:

Item	Total Cost (AFN / EURO/USD)
Evaluator's Fee: XX days @ XX AFN / EUR Total = XXXX USD/AFN	
Other costs (please specify)	
Total	

14 Deadline and place of submission

Consulting firms or individual consultants that fulfil the requirement shall submit: all of the documents mentioned above section8.

Please note that applications in other formats than PDF and applications with an application letter lacking a signature will not be considered.

These should be submitted to afg.kab.hr@welthungerhilfe.de no later than **January 31st, 2020** at 17:00hrs Kabul time.

Key references/annex

Template: "Standard outline for inception report"
Template: "Outline for project evaluation reports"
Template: "Standard outline for executive summaries"
Template: "Standard management response matrix"

Annex: "Standard outline for inception report

The inception report (IR) should be concise with only 4–6 pages for the main text without cover page, table of contents, abbreviations and annexes.

Cover page

States the type of report (IR), the type of the evaluation (midterm or final), the title of the project that is evaluated, project number, country, name of the evaluator(s)/company, date, Welthungerhilfe and the partner organisation as the commissioning parties

Table of contents

Abbreviations and acronyms (if applicable)

1. *Introduction (max. 1 page)*

   1.1 Background and context

   Provide a brief summary of the project, including the project background, the project objective, time frame, invested resources and the implementing and funding organisations.

   1.2 Purpose and scope of the evaluation

   State the purpose and scope of the evaluation, in line with the ToR. What are the objectives of the evaluation, who are the intended users, what is the geographical coverage and the time frame covered?

   1.3 Suggested adaptations to the terms of reference

   Provide a brief feedback on the feasibility of the ToR. Will it be possible to answer all evaluation questions (EQ) with the available information and resources? Have any questions been added or deleted during the discussion process? Is there a need to specify / unpack overarching evaluation questions? If yes, what are your suggestions?

2. *Methodology (2–3.5 pages)*

   1.1 Evaluation design

   This section describes the overarching logic of how the evaluation will be organised in order to answer the EQ. Some evaluation designs are better at answering particular EQ.

   1.2 Methods of data collection and analysis

   Present all data collection and analysis methods that will be applied during the evaluation (e.g. document analysis, questionnaires, interviews, focus group discussions, surveys, direct observation).

   Note: It is important not to confuse designs and methods. Design refers to the structuring of the data gathering and analysis, and method refers to how the data is gathered. For example, the evaluation design could be a “randomised control trial”, whereas the method used in this evaluation design is an online survey.

   1.3 Sampling (if applicable)

   Elaborate on the sampling techniques that will be applied for the different data collection methods (e.g. random, stratified or opportunity sampling). Critically reflect on the statistical relevance of the sample size and the risks of sampling errors.

   1.4 Limitations to the evaluation design/methodology

   Ideally, the evaluation design / method is determined solely by the EQ. And, *no* evaluation design is perfect. The constraints imposed by timing, budget, data availability and so on limit the options. The options chosen, and the reasons for doing so should be noted in both the IR and final reports.

3. *Work plan (max. 1 pages)*
   Present a timeline including key activities, deliverables, deadlines and responsibilities.

4. *Roles and responsibilities within evaluation teams (max. 1 page) – if applicable*
   If the evaluation is conducted by a team, the roles and responsibilities within the team are defined.

Annexes

As mandatory annexes, the evaluator(s) should attach the ToR, an evaluation matrix, and draft data collection tools according to the proposed methods (e.g. questionnaire, guides / key questions for semi-structured interviews and focus group discussions).
The evaluation matrix is an essential tool for planning and organising an evaluation. There are many different templates for the evaluation matrix and evaluator(s) can select or design the most adequate for the assignment.
Minimum requirements for the evaluation matrix are the listing of the evaluation questions and the suggested methods for answering the questions. Many matrixes list assessment criteria / areas of observation to clarify the understanding of the evaluation question, sources of information and sampling.

1. Terms of reference (mandatory)
2. Evaluation matrix (mandatory)
3. Draft data collection tools (mandatory)
   Questionnaires (if applicable)
   Key questions for semi-structured interviews (if applicable)
   Other data collection tools (if applicable)

Annex : Final Report Outline (35 pages, excluding front page, table of contents and annexes)

Section	Pages	Content	Tips
Cover page and opening pages	2-3	- **type of report** (evaluation report) - the **type of the evaluation** (external midterm or external final) - the **title of the project** that is evaluated, **project number, country, donor** - **name of the evaluator(s)/company, date** - **Welthungerhilfe and the partner organisation** as the commissioning parties - the **logos of Welthungerhilfe, the relevant donors and the partner organisations** - a **photo** representing a project activity for a good visual impression of the report - **table of contents** - **list of figures and tables** - **abbreviations and acronyms**	Protection of your personal data: Please be aware that we publish the evaluation report on our publicly available website www.welthungerhilfe.org. You agree to the publication of the personal data you provide in this section.
0 **Executive summary**	3–5	The executive summary is an **independent and self-explanatory document and includes:** - **overview of the project** being evaluated (project purpose, main activities, target group, intervention area, implementing structure) - **evaluation objectives** and **intended users/audience** - **evaluation design** and **methods** - **most important findings and conclusions**, following the sequence in which these are presented in the main report - **main recommendations**	**Tip:** As most of the evaluation report's readers might, or are even most likely to, only read the executive summary, special attention and time should be devoted to this stand-alone section of the evaluation report. Especially the recommendations should be highlighted, for example in a table stating their priority level. **Tip:** It is recommendable to allow the evaluator(s) to omit the executive summary in the draft version of the report, as adaptions might follow the feedback process on the core body of the report
0 **Introduction**	1–2	- Scope and purpose of the evaluation, intended audience, team composition	

<table>
<tr><th>Section</th><th>Pages</th><th>Content</th><th>Tips</th></tr>
<tr><td></td><td></td><td>- The overarching evaluation questions
- Were there any changes to the evaluation questions proposed in the ToR?</td><td></td></tr>
<tr><td>1 Description of project and context</td><td>2–3</td><td>- Overview of the project, using the table providing basic project data (see the table below)
- Project summary of the intervention area(s), e.g. project purpose and main activities, project participants</td><td>Please use the following table for overview of the project:
<table>
<tr><td>Overall goal/ indicator</td><td colspan="3"></td></tr>
<tr><td>Project purpose/ indicators</td><td colspan="3"></td></tr>
<tr><td>Target group and final beneficiaries</td><td colspan="3"></td></tr>
<tr><td colspan="2">Project phase duration:</td><td colspan="2">Reporting period:</td></tr>
<tr><td>Total eligible cost of the action:</td><td>Amount from the contracting authority:</td><td>Amount from project holder:</td><td>Other funds:</td></tr>
<tr><td colspan="4">Co-financer:</td></tr>
</table></td></tr>
<tr><td>2 Methodological approach</td><td>2–5</td><td>- Description of the evaluation design and main methods used, their appropriateness and why they were chosen (also in light of gender-responsiveness, triangulation, use of existing monitoring or complaints-response-mechanism data), as well as their limitations
- Description of sampling / rationale and selection process, as well as criteria for data sources
- If you have evaluated against a DAC criterion or logframe or any other type of framework,</td><td>Remember: Should you have chosen only some of the DAC criteria as reference framework for your evaluation, make sure you justify your selection and explain why you decided to omit the others (see ToR section). Should you have opted to organise your evaluation questions in another way / according to other reference framework, please specify</td></tr>
</table>

Section	Pages	Content	Tips
		you should make reference to it here and include it an annex - **Level and type of participation** of the project participants - **Key constraints** to carrying out the evaluation (e.g. lack of time, constrained access to project participants lack baseline / monitoring data), and their effect - **Any biases** in the evaluation process or evaluation team and how these were mitigated	
4 Recommendations	2–5	Have to be: - Clearly linked to findings and conclusions - Clear, relevant, reflecting any constraints to follow-up - Presented in priority order, with a timeframe for implementation, suggesting where responsibility for follow-up should lie (see Step 10: Management response) - Limited in number (5–15 recommendations) **Note:** Recommendations have to be presented in the recommendation chapter as well as in the Template "Standard management response matrix" that is a mandatory annex of the evaluation report.	**Tip:** If it seems difficult to reduce the number of recommendations, it could help to try to cluster recommendations according to their focus. **Tip:** You may want to present (different) options as recommendations instead of direct advice. **Remember:** It might be worth considering either to make key stakeholders develop recommendations, i.e. in a facilitated session or to have their feedback on draft recommendations through a consultative process (See Step 8: Debriefing). **Tip:** Evaluation recommendations are clear, relevant and implementable if they are: • Specific – it must be clear exactly what is being recommended. • Actionable – should state as much as possible actions to implement the recommendation.

Section	Pages	Content	Tips
			• Directed – the person or entity responsible for implementing the recommendation should be identified; responsibility may be further clarified in a management response to the report. • Time-bound – a timetable for implementing the recommendations should be given wherever possible. • Prioritised – it should be clear which recommendations are of primary concern and which are secondary. • Economical – the recommended actions should clearly deliver benefits in proportion to their costs.
Annexes	-	- Annex 1: Terms of reference (mandatory) - Annex 2: Evaluation matrix (mandatory) - Annex 3: Data-collection instruments, incl. information on informed consent handling (mandatory) - Annex 4: Project planning matrix / logframe (mandatory) - Annex 5: Travel and work schedule (mandatory) - Annex 6: Debriefing notes (mandatory) - Annex 7: Sources (e.g. bibliography, people interviewed) (mandatory) - Annex 8: Management response matrix (mandatory) - Annex 9 : Assessment of overall project quality according to OECD DAC criteria (mandatory) - Maps (optional) - Photos, incl. credits, informed consent handling (optional)	**Tip:** If you intend to attach various pictures consider separating the annexes from the report **Tip:** You may attach the Inception Report to give more details on the methods, such as data-collection instruments

Section	Pages	Content	Tips
		- Others (as required)	

Annex: Executive summary template

Front page:

- **type of report** (evaluation report)
- the **type of the evaluation** (external midterm or external final)
- the **title of the project** that is evaluated, **project number (WHH proj.no.; co-funder proj.no.:), country**
- **name of the evaluator(s)/company, date/location**
- **Welthungerhilfe and the partner organisation** as the commissioning parties
- the **logos of Welthungerhilfe, the relevant donors and the partner organisations**
- a **photo** or an illustration/ graph representing a project activity or aspect for a good visual impression of the report

Main text:

- **Overview of the project** being evaluated (project purpose, main activities, target group, intervention area, implementing structure)
- **Evaluation objectives** and **intended users / audience**
- **Evaluation design** and **methods**
- **Most important findings and conclusions**, following the sequence in which these are presented in the main report (incl. direct quotes)
- **Main recommendations**

Annex: Standard management response matrix

<table>
<tr><td colspan="5">Project number and titel:
Responsible for completing management response:
Date:</td></tr>
<tr><td colspan="5">Evaluation recommendation 1:[1]</td></tr>
<tr><td colspan="2">Recommendation to:</td><td colspan="3">Priority level:[2]</td></tr>
<tr><td colspan="5">Management response: Agree / partially agree / disagree (if recommendation is rejected or partially accepted, please provide an explanation):</td></tr>
<tr><td rowspan="2">Actions to take</td><td rowspan="2">Due date</td><td rowspan="2">Who is in charge?</td><td colspan="2">Tracking (or monitoring)</td></tr>
<tr><td>Progress</td><td>Comments/ status</td></tr>
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<tr><td colspan="5">Evaluation recommendation 2:</td></tr>
<tr><td colspan="2">Recommendation to:</td><td colspan="3">Priority level:</td></tr>
<tr><td colspan="5">Management response: Agree / partially agree / disagree (if recommendation is rejected or partially accepted, please provide an explanation):</td></tr>
<tr><td rowspan="2">Actions to take</td><td rowspan="2">Due date</td><td rowspan="2">Who is in charge?</td><td colspan="2">Tracking (or monitoring)</td></tr>
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[1] The evaluator(s) have to fill in the recommendations, the addressees and the priority level of the recommendations (marked in red). They can further propose key actions, a time frame and the responsible unit), (marked in green)

[2] There are three priority levels: 3: high, 2: medium, 1: low