Asia-Pacific Network for Sustainable Forest Management and Rehabilitation

APFNet Guidelines for Project Monitoring and Evaluation

2022

Content

Abbreviations and Acronyms

APR	Annual Progress Report
PPR	Periodical Progress Report
AWP	Annual Work Plan
PD	Project Document
EA	Executing Agency
M&E	Monitoring and Evaluation
MPR	Mid-year Progress Reports
MTE	Mid-term Evaluation
OECD	Organization for Economic Cooperation and Development
PCR	Project Change Request
PD	Project Document
PESC	Political, Economic, Social and Cultural
PIIM	Project Identification, Implementation and Management
PMD	Project Management Division
PMO	Project Management Office
ACP	Annual Communication Plan
PSC	Project Steering Committee
TAG	Technical Advisory Group
ToR	Terms of Reference

I. Introduction

1.1 Scope of the Guideline

This guideline is to provide guidance for evaluators, project partners, APFNet staff and other stakeholders regarding the conducting of monitoring and evaluation (M&E) of APFNet-funded projects. Yet, users of the guideline should be informed that the M&E execution could vary depending on the specific local context and needs.

1.2 Concept clarification

Monitoring is often used in conjunction with evaluation, and information collected through monitoring is an important source of data used in evaluation. The processes of monitoring and evaluation are viewed as relevant, but they have distinct approaches, focuses and functions.

Monitoring is a part of regular management. It is a continuous process of data collection and analysis of a project, and enables timely decision-making. It aims to check if the progress of project implementation is on track towards intended objectives, and is usually conducted by people who are directly involved in project implementation.

Evaluation is independent from regular management. It is a systematic and periodic assessment of an ongoing or a completed project and draws on the data and information generated through the monitoring process. It aims to analyze the implementation outcomes and impacts of the project, and is usually conducted by people who are not directly involved in project implementation. APFNet normally conducts results-based evaluation.

> *Box 1 Results-based evaluation*
>
> *It is an evaluation strategy that necessitates clear objectives and outcomes in the beginning of the project to define the way forward, and then uses specific indicators to assess the progress made. It enables the evaluators to conclude whether a planned goal or expected outputs have been achieved at all, or to what degree they have been achieved.*

II. Project monitoring

2.1 Classification of project monitoring

Project monitoring is classified into internal project monitoring and external project monitoring. An annual project monitoring plan should be formulated based on the SMART indicators identified in a log frame, with data collection methods and timeline defined, roles and responsibilities identified, and data analysis and a reporting plan

created. Monitoring results should be shared among relevant parties through the periodical progress report (PPR) or other channels in a timely manner, and all monitoring data/reports, both internal and external, should be well documented.

A. Internal project monitoring

Internal monitoring is undertaken by the PMO, through their daily management of the project, tasks involved are to check project progress, the project implementation team's performance and to ensure that project implementation is directed towards achieving its intended objectives. The internal monitoring result should be shared with APFNet and relevant stakeholders in a timely manner.

Box 2 Project Management Office (PMO)

A Project Management Office (PMO) needs to be established under the guidance of a Project Director for day-to-day management. The PMO is composed of regular project staff, which generally includes the Project Director, the Project Coordinator, financial and administrative staff, a communications officer, and personnel responsible for administrative support, controlling, reporting and monitoring, producing deliverables as outlined in the work plans and communicating about the project as outlined in the communications plan.

The internal monitoring scope should include the following aspects:

a. **Input:** The timely availability of inputs, e.g., personnel, equipment, funds, expenditures and the timely and proper execution of activities. Indicators can be derived from input items in input tables and budget tables and the activities in the Annual Work Plan (AWP) and Project Document (PD).

b. **Output:** The delivery and quality of the outputs (direct results) as planned, using indicators as presented in the logical framework matrix in the PD;

c. **Outcome:** The extent to which the specific objective has been achieved, using indicators as presented in the logical framework matrix in the PD;

d. **Impact:** The fundamental economic and environmental impact and the effect after the implementation of a project, including questions regarding sustainability.

To better understand the impacts of a project, project partners are, if applicable, expected to collect a range of baseline data regarding the environmental and social conditions of the project and the project site. Additionally, the EA is expected to produce photographic documentation of forestry-related project activities. This includes pictures of the demonstration plots before the intervention (baseline) and each year after, taken from the same angle, as well as images of the activities (thinning, planting, etc.).

B. External project monitoring

External monitoring is organized by the APFNet Project Management Division (PMD), which is mainly responsible for overseeing the project's day-to-day activities and serves as the external monitoring body to monitor the status of project implementation against the

approved work plans and budget. It also identifies potential problems in order to facilitate timely adjustments during project implementation. Monitoring tools include but are not limited to daily communication, field visits, reviews of project documentation and meetings with project stakeholders.

Box 3 Executing Agency (EA)

The EA is responsible for implementing the project itself or coordinating the implementing partners to achieve project objectives. The EA is expected to play a key role and leads in coordinating the other parties involved in the project.

The EA will assist and facilitate the external monitoring mission, and results will be shared among partners as reference to adjust and improve the project performance.

2.2 Documentation of monitoring data

Data collected through monitoring is an important source of data used in evaluation, therefore, the baseline project documents and reports showing the monitoring results should be well developed and documented. Below is a list of documents that project partners are expected to prepare:

Baseline data and project documents:

- *Baseline data of environmental, economic and social conditions of the project, which is necessary to learn about the impacts of a project.*

- *Project Agreement (PA)*

- *Project Document (PD)*

- *Annual work plans (AWPs)*

  - *(Potential annexes: Annual Communication Plan (ACP), technical implementation plan as required)*

Documents showing the monitoring results:

- *Mid-Year Progress Reports (MPRs)*

- *Annual Progress Reports (APRs)*

  - *(Potential annexes: Communication products, financial reports, meeting minutes, technical implementation report and other output reports as required)*

- *Audit reports*

- *Completion report*

  - *(Potential annexes: Communication products, financial reports, meeting minutes, social and economic surveys, technical implementation report and other output reports as required)*

- *Comparison photos before and after the implementation of each forest-related project activity*

- *External monitoring results/report*

2.3 Monitoring principles

APFNet adopts the monitoring guiding principles of the United Nations Evaluation Group (UNEG), which are impartiality, utility, transparency, credibility, disclosure and participation. The table below provides a summary of the guiding norms and standards.

Table 1 Monitoring guiding principles

Principles	Description
Impartiality	The key elements of impartiality are objectivity, professional integrity and the absence of bias. Mitigating the presence of bias applies to any monitoring actions and reporting.
Utility	In commissioning and conducting monitoring work, there should be a clear intention to use the resulting analysis, conclusions or recommendations to inform further decisions and actions.
Transparency	All stages of the monitoring processes should be transparent; consultation with major stakeholders is essential and involves clear and regular communication.
Credibility	Monitoring should be credible. It shall be based on data and observations using systems and tools that can guarantee quality and reliability.
Disclosure	To bolster the organization's public accountability, the monitoring result should be publicly accessible.
Participation	Whenever relevant, the monitoring activities shall be carried out with the participation of relevant stakeholders.

III. Project evaluation

3.1 Classification of project evaluation

Project evaluations are classified into internal project evaluation and external project evaluation. Evaluation results should be shared among relevant parties in a timely manner.

A. Internal project evaluation

The Project Steering Committee (PSC), the Technical Advisory Group (TAG) or the supervisory agency is usually responsible for the internal project evaluation through periodical field visits to check project implementation performance on the ground or through PSC/TAG meetings to review project work plans and progress reports.

An annual internal evaluation plan should be formulated, with data collection methods and timeline defined, roles and responsibilities identified, data analysis conducted and a reporting plan created. Furthermore, the evaluation results should be shared among relevant parties through the APR/MPR or other channels in a timely manner.

Box 4 Project Steering Committee (PSC) & Technical Advisory Group (TAG)

The PSC directs and supervises the project through approving project work plans, annual progress reports, final reporting documents and key deliverables, is able to revise the project scope (objectives and outputs) and apply for major project changes, and coordinates at the policy level to resolve issues and make decisions.

The TAG provides technical input to project activities, in particular it brings project researchers and experts from different research teams, economies or regions on the same page and creates a project technical route map.

B.   External project evaluation

The external project evaluation is organized by APFNet through hiring an independent individual consultant or a third-party evaluation team. It aims to check if the progress of project implementation is on track towards achieving the goals and objectives, figure out problems/challenges, assess the outcomes of the project based on the criteria of relevance, efficiency, effectiveness, impacts and sustainability, and gives recommendations. It is classified into mid-term evaluations, terminal evaluations and ex-post-evaluations.
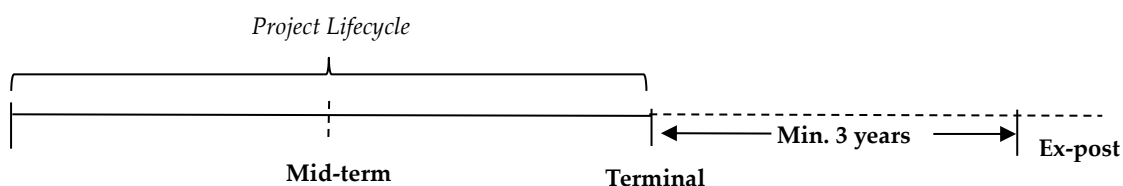

Figure 1 Classification of project external evaluation

Box 5 Types of external project evaluation

Mid-term evaluation (MTE) *is to assess the project progress to date, as well as the relevance, efficiency, effectiveness, impacts and sustainability of a project, figure out problems/challenges, and give recommendations regarding the remaining activities to ensure the goals and objectives of the project are achieved. It is usually conducted at the mid-term of a project.*

Terminal evaluation (TE) *is to assess the relevance, efficiency, effectiveness, impacts and sustainability of a project, and give recommendations for further planning, implementation and management if there is another phase in the future. It is performed upon the completion of a project implementation.*

Ex-post evaluation *is generally conducted until three years after project completion with the emphasis on the effectiveness, impacts and sustainability, identifying factors for success and failure and lessons learned, as well as giving recommendations for future planning and improvement.*

The EA will assist in local arrangements to facilitate the external M&E mission, of which results will be shared among project partners as reference and guide to adjust or improve project performance.

3.2 Evaluation frequency

For internal project evaluation, it is suggested to be conducted at least once a year, while the external project evaluation frequency is set as follows:

Table 2 Frequency for external project evaluation

Project Type	Evaluation frequency	Note
Small project (<USD 100,000)	None	Exceptions exist if APFNet has special requirements.
Regular projects/ projects(>USD100,000)	MTE or/and TE	
	Ex-post evaluation	It could be based on the needs of APFNet and project impacts.
Earmarked projects	MTE or/and TE	Based on the requirements of the donor.

Box 6 Types of APFNet projects

Based on project budget, projects are classified into small projects, regular projects and Earmarked projects as follows:

Small projects *are applied for and identified through direct approval by the Executive Director of APFNet, and NOT reviewed by the PAP. Implementation duration is normally up to two years with an APFNet grant below USD 100, 000.*

Regular projects *are identified through the APFNet PAP's technical review and ranking need a final approval of the APFNet Executive Director. Normally projects requesting APFNet grants above USD 100,000 fall in this category. The maximum grant for a two-year project is USD 500,000 and USD 1, 500,000 for a five-year project.*

Earmarked projects *are directly identified by an APFNet donor that the donor entrusts to APFNet for planning and executing specific projects and project activities using the earmarked funds. Earmarked projects are identified through the donor and approved by the Executive Director of APFNet. Project duration, budget and key content are determined by the donor in consultation with APFNet.*

3.3 Evaluation scope and criteria

3.3.1 Evaluation scope

In APFNet, the internal project evaluation is conducted to review the inputs, outputs, outcomes and impacts of a project, as well as the performance of project implementation teams. Meanwhile, the external project evaluation usually looks at aspects of planning, implementation and management of a project comprehensively.

3.3.2 Evaluation criteria

A criterion is a tool used in evaluation as the basis for evaluative judgement. Project evaluation in APFNet normally adopts the six criteria of OECD, including relevance, coherence, effectiveness, efficiency, impact and sustainability. The corresponding indicators and descriptions are shown as follows:

Table 3 Evaluation criteria and indicators

Criteria &Indicators		Description
A. Relevance: Is the intervention doing the right thing? *The extent to which the intervention's objectives and design respond to beneficiaries' global, economy and partner/institutional needs, policies and priorities, and continue to do so if circumstances change.*		
a. Contribution to target region		The extent to which the project addresses the needs, policies, priorities or strategies of project area(s) or target economy(ies)；
b. Contribution to APFNet priorities		The extent to which the project contributes to APFNet priorities, notably the projects' priorities described in the APFNet *Strategic Plan*.
B. Coherence: How well does the intervention fit? *The compatibility of the intervention with other interventions in an economy, sector or institution.*		
c. Internal coherence		The alignment of the project with other projects carried out by the same executive agency.
d. External coherence		The integration with projects implemented by other actors in a specific context.
C. Effectiveness: Is the intervention achieving its objectives? *The extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.*		
e. Project performance		The performance of project implementation.
		The performance of project management, including communication and dissemination, monitoring, evaluation and reporting, consultancy, project management and implementation teams.
f. Project achievements		The extent to which the intervention achieved, or is expected to achieve, its objectives and results.
D. Efficiency: How well are resources being used? *The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.*		
g. Financial management		How well the budget is used, is it used as planned, appropriately and fully utilized?

	Note: Normally, the financial statement in the evaluation report should be based on the project financial report and audit report.	
h. Timeliness	The extent to which the results were achieved within the intended timeframe.	
E. Impact: What difference does the intervention make? *The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.*		
i. Impacts	The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects from environmental, social, economic and institutional aspects.	
F. Sustainability: Will the benefits last? *The extent to which the net benefits of the intervention continue or are likely to continue.*		
j. Challenges	Issues, risks and challenges encountered while achieving the outputs of the project, and how well does risks were managed throughout the project.	
k. Sustainability	Reflection on whether project activities can self-sustain without further funding or is able to seek other funding resources for follow-up activities/projects.	
l. Duplicability	Whether the impact has a potential to be applied to or has already been scaled up to a larger area/ audience with a similar political, environmental, social and cultural (PESC) situation.	

3.4 Evaluation preparation and conduction

Internal project evaluation is mainly organized by the EA, and conducted by the PSC/TAG, while external project evaluation is mainly organized by APFNet, in cooperation with the EAs. This section in this guideline is mainly focused on the external project evaluation. APFNet project external evaluation consists of three major parts, which are 1) evaluation preparation, 2) evaluation conduction, and 3) results sharing and feedback. The details are shown as follows:
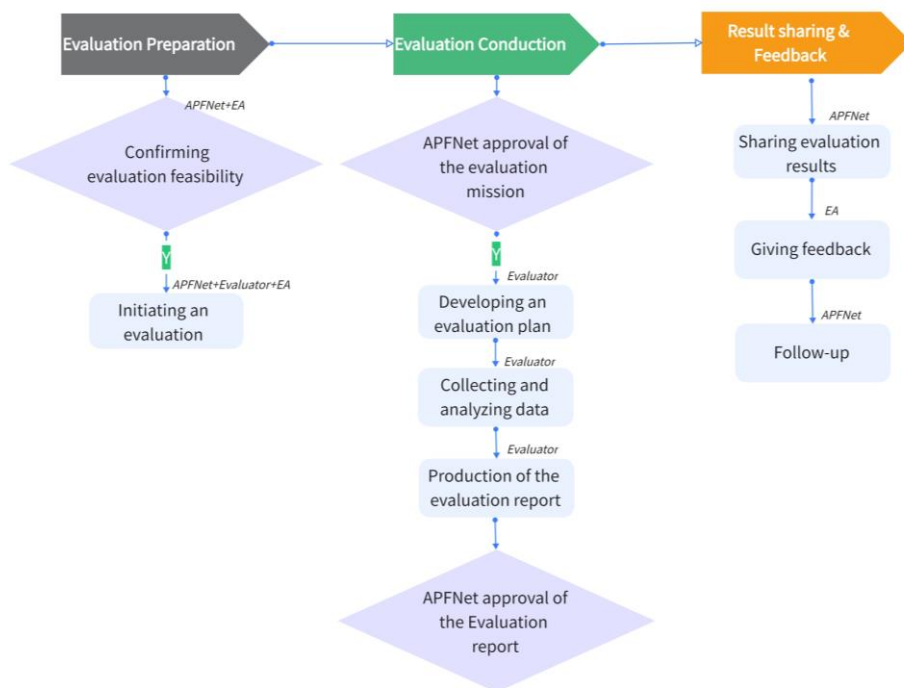
Figure 2 External evaluation procedure

The following sections provide an overview of what is expected at each stage of the evaluation process.

3.5.1 Evaluation preparation

The preparation phase should begin at least 3 months before the evaluation is initiated.

A. Confirming evaluation feasibility

APFNet should take the lead to confirm evaluation feasibility with the EA(s), and the following factors shall be considered regarding the evaluation feasibility:
   a. Project implementation progress;
   b. Availability of project progress reports and audit report;
   c. Access to project sites;
   d. Availability of evaluation budget.

B. Initiating an evaluation

Once the feasibility has been confirmed, the evaluation can be officially initiated.

a. Confirming the tentative evaluation time

   Project partners will be notified by APFNet of the evaluation initiation, and the tentative evaluation time is confirmed.

b. Gathering project documents

Documents and other information required during this phase include:

a) Project contracts and agreements;
b) Project baseline data;
c) PDs, AWPs and reporting documents, such as progress reports, technical reports, monitoring reports, mid-term/terminal project progress reports, financial reports, etc.;
d) Project change requests;
e) Dissemination materials: photos, videos, news with links, publications, and brochures, etc.;
f) A list of stakeholders.

c. ToR preparation

APFNet is responsible for preparing the Terms of Reference (ToR), which is attached to the consultancy contract. It covers aspects, such as project description, purpose of the evaluation, evaluation scope and focus, timing and duration, deliverables, required qualification and performance indicators of the evaluator, as well as terms of payment.

Terms of Reference (ToR) Template

d. Confirming evaluators

Normally external evaluators will be selected by APFNet in accordance with the *APFNet Procedures for Consultant Selection and Recruitment (2014)*. Furthermore, APFNet should ensure that contracts shall only be awarded to evaluators who can satisfy the requirements of the assignment.

The evaluation tasks can be performed by an individual consultant or an evaluation team. An individual consultant may either be involved directly in the evaluation task, or through an organization, such as an academic institution, a governmental or international agency; while an evaluation team should consist of at least two external evaluators who have different professional backgrounds required by the evaluation task.

In addition to the required expertise, the following factors should also be considered when selecting an evaluator, including but not restricted to the following aspects:

• Previous experience: previous working experience with APFNet, or experience in performing similar tasks;
• Impartiality: No conflict of interest with any of the parties involved in the evaluation;
• Communication and interpersonal skills: having good communication skills, being able to interact with all stakeholders in a sensitive, effective and respective way; good character and sense of responsibility;
• Capability and availability: Being capable of conducting the evaluation at the required level of depth and able to do it in the specified time frame.

3.5.2   Evaluation conduction

The evaluation execution begins with APFNet's approval of the evaluation mission and ends with APFNet approval of the evaluation report.

This session provides guidance on evaluation procedures step by step, which should be collaboratively implemented by evaluators, EAs and APFNet, additionally the evaluation

mission must be approved by APFNet before it is executed. The evaluation lifecycle is defined by six phases: APFNet's approval of the evaluation mission, developing an evaluation plan, data collection and analysis, production of the evaluation report, and APFNet approval of the evaluation report. The details are as follows:

A. APFNet approval of the evaluation mission

After APFNet and an evaluator both reach consensus on the consultancy contract and the ToR, the evaluation mission, consultancy contract and ToR will be approved by APFNet.

B. Evaluation plan formulation

The evaluators will work with APFNet to formulate an evaluation plan, which will incorporate tasks and responsibilities (among the evaluation team), evaluation scope and focus, methodologies to collect data (desk review, documents to be reviewed, meetings and interviews, field site visits, questionnaires, etc.), stakeholders to be interviewed, and evaluation questions. APFNet will review the evaluation plans and schedules regarding whether they are on track.

Evaluation plan template

C. Collecting and analyzing data

An evaluation should be of collaborative nature and ensure the greatest possible participative involvement of stakeholders. The evaluators are supposed to obtain information as much as possible for the analysis using different methods, which may include participation in project-related activities, desk review, consultation and interview, case studies, field site/project office visits, surveys and questionnaires.

Documentation and other information required but not restricted to during this phase include: PD, AWPs, APRs, technical reports, project change requests (PCRs), mid-term/completion progress reports, baseline and monitoring reports, promotional materials, audit reports and other relevant reports.

For the data collection through field visits, it is recommended that the EA should have at least one month to prepare for the project evaluation. The EA will be responsible for facilitating the evaluation mission by providing relevant documents and reports to evaluators, scheduling meetings and interviews, arranging local travel to project sites and accommodations, as well as preparing a suggested list of the stakeholders and institutions to be interviewed and visited.

A debriefing with the EA, relevant stakeholders and project management team should be organized during the evaluation process, normally at the end of the data collection of a field site visit. The objectives of the debriefing are to present preliminary findings and gather feedback from the main beneficiaries of the evaluation, and jointly define preliminary conclusions and recommendations.

D. Production and approval of the evaluation report

The evaluation report will be the main output of the evaluation mission to present findings, conclusions and recommendations. The evaluators are expected to draft the report after

intensive analysis of the data collected, and submit the report to APFNet within the deadline outlined in the ToR.

During the evaluation report drafting process, the evaluators should stay in contact with APFNet and the EA for further clarification and comments. Once the consolidated report is prepared, the evaluator should send it to APFNet and the EA for comments. Once comments and feedback from APFNet and the EA are received, the evaluator takes the lead in incorporating them as appropriate and prepares the final report. At the final stage the report is approved by APFNet.

Evaluation report template

3.5.3   Evaluation results sharing and feedback

Evaluation reports are supposed to be widely shared among project stakeholders. Soon after the evaluation report is approved by APFNet, APFNet should officially send the EA the evaluation report.

The EA of an ongoing project should give feedback to the recommendations listed in the evaluation report, and take corrective actions after in consensus with APFNet.

Feedback template

Annex

Annex Terms of Reference (ToR) Template

TERMS OF REFERENCE

Evaluation of [Project' Title]

1. **Background**

   In accordance with the project work plan, APFNet is to conduct a mid-term/terminal/ex-post project evaluation from [Month/Year] to [Month/Year]. The objective of the evaluation is to [describe objectives based on the evaluation type].

2. **Project description**

   - Title:
   - Duration:
   - Budget (Total/APFNet grant):
   - Supervisory Agency:
   - Executive Agency:
   - Implementing Agency:
   - Goals & Objectives:

3. **Evaluation scope**

4. **Deliverables**

5. **Duration of the consultancy**

   The total duration of the evaluation will be within the period of [Month/Year] to [Month/Year], and the main tasks include evaluation preparation, data collection and analysis, as well as evaluation report drafting and finalization.

6. **Performance indicators**

   The performance indicators for the consultant include:

   - Timely submission of outputs;
   - Being objective and having a sense of responsibility;
   - Quality of synthesis and summarizing of the evaluation findings.

7. **Terms of payment**

   (1) The total consultancy fee for the service is [USD]/day(pre-tax), with **[**Number**]** days in total.
   (2) Payments will be based on the performance indicators of the consultant defined in this ToR;
   (3) The consultant will be paid in a lump sum upon the approval of the deliverables of APFNet.
   (4) *[Any other terms, if there are, should be based on the actual situation and agreement between APFNet and the consultant].*

Annex B Project Evaluation Plan Template

<div align="center">

PROJECT EVALUATION PLAN

</div>

1. **Background**

    Please briefly state the basic project information and the objectives of the evaluation.

2. **Evaluation scope and methods**

    Please explain the evaluation scope and methods to be used for the evaluation.

3. **Schedule**

    Please specify the tasks and sub-activities to be conducted during the evaluation process.

Date	Tasks	Activities
	Preparation	
	Data collection and analysis	
	Submit the draft report	
	Elaboration of the final report	

4. **Interview plan**

    Please list the stakeholders to be interviewed and questions to ask.

APFNet

Asia-Pacific Network for Sustainable Forest Management

and Rehabilitation

PROJECT MID-TERM/TERMINAL

EVALUATION REPORT

Project Title [Project ID]

Prepared by [Name]

[Date of submission]

Acknowledgements (optional)

Table of Contents

Acronyms and Abbreviations

Executive Summary

Please SUMMARIZE the evaluation mission, key findings, conclusions, recommendations and ratings. The summary should be no longer than 1000 words.)

1. INTRODUCTION

1.1 Project brief

Please brief the basic project information, including project background/significance, SA, EA, target area, budget, duration, objectives, etc.

1.2 Evaluation objectives

1.3 Evaluation scope and criteria

2. EVALUATION METHODS AND APPROACHES

Please explain the evaluation methods, approaches and any limitations if there are.

3. KEY FINDINGS AND ANALYSIS

SECTION A Project Relevance and Coherence

3.1 Contribution to the target region

Assessment of the extent to which the project has addressed the necessity, policies, priorities or strategies of project area(s)/target economy(ies).

3.2 Contribution to APFNet priorities

Assessment of the extent to which the project contributes to APFNet priorities (refer to the most current APFNet Strategic Plan), and explain how the project have contributed to achieving APFNet's objectives.

3.3 Project coherence

State the internal and external coherence of the project, namely the alignment of the project with other projects carried out by the same EA, and coherence with projects implemented by other actors in a specific context.

SECTION B Project Effectiveness and Efficiency

3.4 Performance of project implementation

Please give the overall assessments of the project.

3.4.1   Output 1:   …

Activity 1: …

- - *Activity brief:* Briefly state the activity from the aspects of 5Ws, namely what, when, where, how and who.
- - *Progress:*
- - *Evaluators' judgement:*

Activity 2: …

- - *Activity brief:* Briefly state the activity from the aspects of 5Ws, namely what, when, where, how and who.
- - *Progress:*
- - *Evaluators' judgement:*

3.4.2   Output 2:   …

3.5 Project achievements

State the achievements by SUMMARIZEING the accomplishments of the project.

3.6 Performance of project management

3.6.1   **Project communication and dissemination**
3.6.2   **Project management and implementation teams**
3.6.3   **Monitoring, evaluation and reporting**
3.6.4   **Project consultancy**
3.6.5   **Project financial management**
3.6.6   **Project timeliness**

SECTION C Project Impacts and Sustainability

3.7 Project impacts

Assessment of the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, larger-scale effects from environmental, social, economic and institutional aspects.

3.8 Issues, challenges and lessons learnt

3.9 Project Sustainability and duplicability

- Assessment of whether project activities can be self-sustained without further funding or whether it is able to seek other funding resources for follow-ups.
- Assessment of whether the impact has a potential to be applied to or has already been scaled up to a larger area or audience.

4. CONCLUSIONS

Please state the conclusions comprehensively, balanced and well substantiated by the evidence and logically connected to the evaluation findings.

5. RECOMMENDATIONS

Please give recommendations for the EA, APFNet and future/further project actions from the aspects of project planning, management and implementation.

Annexes

Annex 1 Evaluation agenda
Annex 2 Project progress table
Annex 3 Project overall rating table
Annex 4 Reference documents
Annex 5 Survey questions & results for data collection
Annex 6 Lists of interviewees

Annex 2 Project Progress Table (against the project logical framework)

Items	Baseline (in line with PD/AWP)	Target (in line with PD/AWP)	Actual progress made (% completion of activities and degree of output/objective achievement)		Evaluator's brief comments
Output 1: Community nursery established		One nursery sized 10*8m will be established at XX site	%	Two nurseries sized XX established	
Activity 1.1					
Activity 1.2					
Output2					

Annex 3: Project Overall Rating Table

To support the more systematic recording of the evaluation findings, APFNet evaluations will use a rating table to record project performance and the table should be attached to the evaluation report. OVERALL Ratings are provided based on the six-point ratings scale: Excellent (100), Satisfactory (80), Moderate (60), Unsatisfactory (40), Poor (20) and Not applicable (0).   And the evaluator could give a fluid score between 0 and 100 (could e.g., also be 88) and the following are the benchmark descriptions.

- **Excellent (100):** All project goals and outputs have been achieved, project activities have all been implemented, project outcomes are sustainable.

- **Satisfactory (80):** Nearly all goals and outputs have been achieved and/or all project activities have been implemented, anything missing was due to external circumstances, not financial or organizational issues. Overall project key outcomes have still been achieved and project is likely to be sustainable.

- **Moderate (60):** A number of goals and outputs or project activities deemed very important to project success have not been achieved, at least partially due to project management, e.g., due to financial or organizational issues. Overall, the project has still made a significant positive impact.

- **Unsatisfactory (40)**: A number of goals and outputs or project activities deemed very important to project success have not been achieved due to project management, e.g., due to financial or organizational issues. Possibly only preparations for activities have been made (e.g. studies, preliminary calculations), but nothing was actually implemented on the ground. Overall, the project is unlikely to have a long-term positive effect.

- **Poor (20):** Most or all goals and outputs or project activities deemed very important to project success have not been achieved due to project management, e.g., due to financial or organizational issues. Preparations for activities may or may not have been made (e.g. studies, preliminary calculations), but nothing was actually implemented on the ground. Overall, the project won't have long-term positive effect.

- **Not applicable (0):** No visible actions were made to produce an evaluation, or evaluator was not given access to project location, materials, participants etc when it was critical for evaluation.

Annex D Feedback Form Template

Feedback Form				Date:
Evaluation recommendation	**Feedback and Follow-up Plan**			
	Actions to be taken, and/or comments regarding the recommendation	**Responsible unit**	**Time frame**	**Note**
Recommendation 1:				
Recommendation 2:				
….				