

UN-Habitat's Format for evaluation reports

In general, all evaluation (including review) reports should conform to the following UN-Habitat format. The format is intended to facilitate writing reports by evaluators and checking reports by evaluation managers and others.

	Title page and opening pages	The following information should be easily accessible in the first few pages of the report, the name of the evaluated intervention and its location; duration for evaluation, and date of the report; names and organization(s) of evaluators.
	Table of contents	The table of contents lists the Sections with sub headings and annexes, as well as any tables and figures.
	Acronyms & abbreviations	List of key terminology used by acronym in alphabetical order
1	Executive Summary	<p>This is a brief and concise summary of purpose, objectives and scope of evaluation, intended audience of the report, short description of methodology used including rationale for choice of methodology, data sources, analysis methods and major limitations, main important findings, conclusions, lessons learned and main recommendations.</p> <p>The summary should be a stand-alone synopsis of the whole evaluation report, as it is part of the report that most people with limited time will read.</p>
2	Introduction	<p>The introduction should briefly contain background and context, mandate for the evaluation, overall objectives, purpose, and scope of the evaluation. It should also specify how and by whom the evaluation is intended to be used, and provide the report structure.</p> <p>Overview of the evaluated intervention should be as short as possible while ensuring that all important information is provided. The Section should clearly describe the main characteristics of the evaluated intervention including its history, development, logic model and/or the objectives and priorities, expected results-chain and intended impact, its implementation strategy and key assumptions.</p> <p>The roles and contributions of various stakeholders should be briefly described, including financial contributions, Progress of the intervention should be described and key outputs delivered should be included. The Section should also cover the context of why the evaluation is being done in order to provide an understanding of the setting in which the evaluation took place. Reference to relevant documents and mandates should be included.</p>
3	Methodology	<p>This section should describe how the evaluation was carried out including the design of evaluation and justification of the methodology used. It should describe data collection and analysis methods, as well as the evaluation criteria and evaluation questions used by evaluators. It should also discuss the limitations of the evaluation methodology.</p> <p>The section should include a description of how cross-cutting issues such as gender and human rights were incorporated in the evaluation.</p>

4	Synthesis of findings	<p>This should be an objective reporting of findings, not the opinion of the evaluator. It is the assessment against performance criteria, which should include:</p> <ul style="list-style-type: none"> • Factual evidence relevant to the questions asked by the evaluation; • Progress compared with initial plans (achievements/challenges); • Findings regarding resources used; • Findings about outputs; • Findings about outcomes and impact ,where possible; • Findings on unintended effects; and • Issues of efficiency, effectiveness, relevance, impact and sustainability.
5	a) Key Conclusions	<p>Conclusions need to be substantiated by findings consistent with data collected and methodology. Conclusions should add value to the findings. They should focus on issues of significance to the subject evaluated.</p> <p>They should also consider both achievements and challenges, and analyse the overall achievement of the intervention taking into account positive and negative aspects.</p>
	b) Lessons learned	<p>Lessons learned are generalizations based on the evaluation experience. Often the lessons highlight strengths or weaknesses in intervention planning, design and implementation that affect performance, outcome and impact. Not all evaluations generate lessons; lessons should only be drawn if they represent contributions to general knowledge. They should be well supported by the findings of the evaluation. When presented, the lessons should be generalized beyond the immediate subject being evaluated to indicate what wider relevance they might have.</p>
	c) List of Actionable Recommendations	<p>Recommendations should be firmly based on evidence and analysis, be relevant and realistic with priorities for action made clear. Recommendations should be relevant to the subject being evaluated, the TOR and objectives of evaluation, and should be formulated in clear and concise manner. In addition, recommendations should state responsibilities and the time frame for their implementation, to the extent possible.</p>
	Annexes	<p>Annexes should be complete and relevant. They increase the usability and the credibility of the evaluation report. Additional supplementary information to the evaluation that should be included in annexes include:</p> <ul style="list-style-type: none"> • Terms of reference, references; • List of persons interviewed (if confidentiality allows) and sites visited; • Data collection instruments and other relevant information.