**DESIGN, MONITORING, EVALUATION AND LEARNING (DMEL)
 MINIMUM QUALITY STANDARDS**

\* Entries that are in **BOLD** and *ITALICS* are resources that are not currently available as part of DMEL Phase 2 or as part of LWR International Programs Department resources.

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| **Project Cycle Stage - DESIGN** |
| 1. **Conduct the Needs Assessment**

*Purpose:* To help understand the needs of your target population(s) through gathering primary and secondary evidence. The evidence is used to support the problems and causes in the problem analysis. |
| **Minimum Quality Standards** | **Where can you document it?** | **How do you do it?** |
| * 1. Projects using endline data as evidence for a new project where more than six months have elapsed since the gathering of the endline data (including new phases) must re-validate the data to ensure it reflects the current needs of the target population.
 | * Needs Assessment Planning tool
* Needs Assessment Data Triangulation tool
* Endline Report
 | * CRS Guidance on Participatory Assessments
 |
| * 1. There must be a plan developed, including objectives and methodology, which clearly outlines the data that is necessary and sufficient to understand the needs of the target population(s).
 | * Needs Assessment Planning tool
 | * CRS Guidance on Participatory Assessments
 |
| * 1. There must be evidence gathered on all relevant targeted subsets of the population (by sex, age, etc.)
 | * Needs Assessment Data Triangulation tool
 | * Gender Integration Guidance(GIG) – Needs Assessment
 |
| * 1. All evidence used in the needs assessment must be triangulated or a good reason documented if it cannot be accomplished.
 | * Needs Assessment Data Triangulation tool
 | * CRS Guidance on Participatory Assessments
 |
| * 1. All evidence used must have a reference to the source and must document the date it was collected.
 | * Needs Assessment Data Triangulation tool
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| * 1. All Needs Assessment materials must be organized and stored in the project file folder.
 | * Project Files
 | * ***IPD Project File Management and Naming Guidelines***
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| **Project Cycle Stage - DESIGN** |
| 1. **Conduct the Problem Analysis**

*Purpose:* To identify the main problem facing a population, the causes that contribute to the problem and the effects that are a result of the problem. Clearly understanding the problem is the first step to determining solutions, which become the results the project expects to achieve. |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. There must be evidence for all the problems, causes and effects that are identified in the problem analysis.
 | * Problems to Objectives tab of the Project Design Workbook
 | * LWR Evaluation Methodology Overview
 |
| * 1. There must be a clear cause and effect logic between the problems, causes and effects.
 | * Problem Analysis tab of the Project Design Workbook
 | * CRS Problem Tree Guidance
 |
| * 1. Each problem, cause and effect must identify which subset of the target population is affected by it (men, women, household, organization, etc.).
 | * Problem Analysis tab of the Project Design Workbook
 | * GIG – Problem Analysis
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| **Project Cycle Stage - DESIGN** |
| 1. **Conduct the Solutions Analysis**

*Purpose:* To determine how the project will most efficiently and effectively solve the problems facing the target population(s). Once the project’s results are clearly outlined through the solutions analysis, the project will determine how to measure the achievement of each result and identify any assumptions behind the theory of change.  |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. The positive condition of all problems, causes and effects must be present in the solutions analysis. If not, there must be documentation justifying their exclusion.
 | * Solutions Analysis***/Theory of Change (ToC) tab*** of the Project Design Workbook
* Results Frameworktabof the Project Design Workbook
* Problems to Objectives tab of the Project Design Workbook
 | * ***Guidance for strategically selecting outcome domains. (ToC)***
 |
| * 1. The cause and effect logic (IF-THEN) must be validated each time a new draft of the solutions tree is developed.
 | * Solutions Analysis***/Theory of Change (ToC) tab*** of the Project Design Workbook
* Results Frameworktabof the Project Design Workbook
 | * ***ToC example***
* ***Results Framework Tools Summary***
 |
| * 1. There must be only one result in each node of the solutions tree.
 | * Solutions Analysis***/Theory of Change (ToC) tab*** of the Project Design Workbook
* Results Frameworktabof the Project Design Workbook
 | * ***ToC example***
 |
| * 1. All solutions must be linked to an identified problem.
 | * Problems to Objectives tab of the Project Design Workbook
 |  |
| * 1. All gender-based constraints identified in the Problem Analysis should be accounted for in the project’s objectives, or a special objective should be developed to address the constraints.
 | * Solutions Analysis***/Theory of Change (ToC) tab*** of the Project Design Workbook
 | * GIG – Indicators
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| **Project Cycle Stage - DESIGN** |
| 1. **Select the Indicators and Assumptions**

*Purpose:* To establish how the project will measure (through indicators and means of verification) each result identified in the solutions analysis and document any assumptions underpinning the logic of the project design. This information is organized in the Logframe and then the indicators and means of verification are transferred to the M&E Matrix, which is the first step in operationalizing the project’s M&E system. |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. The cause and effect logic (IF-AND-THEN) between the project’s results and assumptions must be validated.
 | * Logframe tab of the Project Design Workbook
 | * Logframe Cheat Sheet
* ***Assumptions Tool***
* ***Suggestion: Working with assumptions in international development program evaluation (Michael Bamberger book)***
 |
| * 1. All “people level” indicators must be disaggregated by sex and/or other variable.
 | * Logframe tab of the Project Design Workbook
 | * GIG – Indicators
* Logframe Cheat Sheet
 |
| * 1. All indicators must adhere to the SMART criteria (Specific, Measurable, Attainable, Realistic and Time-bound) by the completion of the M&E Matrix.
 | * Logframe
 | * LWR General Indicator Guidance
* Logframe Cheat Sheet
* Logframe Guidance
* Indicator Checklists
 |
| * 1. All indicators must clearly measure their associated result or provide justification why the indicator is a proxy.
 | * Logframe tab of the Project Design Workbook
 | * Logframe Cheat Sheet
* LWR Indicator Guidance Matrix
* LWR Glossary of Indicator Technical Terms and Indicators
 |
| * 1. All indicators must clearly define the target population associated with each indicator.
 | * Logframe tab of the Project Design Workbook
 | * GIG - Indicator
* Logframe Cheat Sheet
* Example Logframe
 |
| * 1. All projects with restricted funding must include all donor required indicators and follow donor guidelines.
 | * Logframe tab of the Project Design Workbook
 | * LWR Additional Indicator Resources
* Donor specific guidelines
* Logframe Master Translator
 |
| * 1. If any assumption listed in the Logframe can be addressed by an activity, it must be removed and an activity should be added to the corresponding result;alternatively, the project must include justification for why it was decided to not include the activity.
 | * Logframe tab of the Project Design Workbook
 | * Logframe Cheatsheet
* ***Assumptions Tool***
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| **Project Cycle Stage - DESIGN** |
| 1. **Develop the Project M&E Plan**

*Purpose:* To outline the project’s M&E system with sufficient detail to create realistic budgets and timelines. M&E staffing, learning and research needs, data collection and evaluation activities, and other resources needed to carry out project M&E are documented during this process. The M&E plan is used and updated throughout project implementation. |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. Each M&E activity must have a corresponding budget and project staffing must have sufficient budget to implement all M&E responsibilities.
 | * M&E Budgeting Tool
 | * ***IF Budget Template (M&E Section)***
* ***M&E Responsibilities Chart***
 |
| * 1. All projects over US $1 million must have a dedicated M&E staff.
 | * M&E Budgeting Tool
 | * ***M&E Responsibilities Chart***
 |
| * 1. All projects must budget for an M&E kickoff meeting, baseline and endline.
 | * M&E Plan
 | * M&E Plan Guidance
* M&E Budgeting Tool
* M&E Proposal Checklist
 |
| * 1. All LWR and partner staff who have M&E responsibilities in the project must be listed with a description of their roles and responsibilities.
 | * M&E Plan
 | * M&E Plan Guidance
* M&E Budgeting Tool
* ***M&E Responsibilities Chart***
 |
| * 1. The M&E plan must comply with all donor requirements.
 | * M&E Plan
 | * M&E Proposal Checklist
* LWR Additional Indicator Resources
* Logframe Master Translator
 |
| * 1. The project must meet all DMEL standards if the donor requirements are less rigorous.
 | * M&E Plan
 | * DMEL Minimum Quality Standards
 |
| * 1. If the project lasts less than three years it must NOT include a mid-term evaluation unless there is clear justification for it
 | * M&E Plan
 | * Project Evaluation Criteria
 |
| * 1. The project must include an external final evaluation only if it is required by the donor or if there is a need that is clearly articulated in the M&E plan.
 | * M&E Plan
 | * Project Evaluation Criteria
 |

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| **Project Cycle Stage - PLANNING** |
| 1. **Operationalize the M&E System**

*Purpose:* To clarify and validate the ToC with relevant stakeholders and to come to an agreement on collective ownership and operationalization of the data collection system. The meeting is also used to refine indicator definitions, finalize indicator data collection methodologies (how, when, who and why), create database and report templates and create a common understanding about this between everyone involved. Once the M&E system has been operationalized, the project then collects the baseline data.  |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. The kickoff meeting must be completed before collecting the baseline data.
 | * M&E Matrix tab in the Detailed M&E Plan
* ***Additional M&E Kick-off meeting tools***
 | * ***M&E Kick-off Meeting Guidance***
* ***IPD Program Management Manual***
 |
| * 1. Each indicator must have a definition that is clear and comprehensible .
 | * M&E Matrix tab in the Detailed M&E Plan
 | * Detailed M&E Plan Instructions, M&E Matrix Cheat Sheet tab
* M&E Matrix Example
 |
| * 1. If the indicator has more than one unit (e.g. # of people & improved agriculture practices), the definition must define how to count one unit (Count One When).
 | * M&E Matrix tab in the Detailed M&E Plan
 | * M&E Matrix Tip Sheet
 |
| * 1. All indicator terms that could be interpreted differently by different staff (adequate, sufficient, etc.) must either be defined, removed or replaced.
 | * M&E Matrix tab in the Detailed M&E Plan
 | * Detailed M&E Plan Instructions, M&E Matrix Cheat Sheet tab
* M&E Matrix Example
 |
| * 1. All indicators must describe how the indicator should be calculated. (If needed, projects should document data collection protocols and tabulation strategies for complex indicators. This could be done on an annex to the M&E Matrix)
 | * M&E Matrix tab in the Detailed M&E Plan
 | * M&E Matrix Example
* ***Data collection protocols and tabulation strategies examples***
 |
| * 1. All indicators must specify a unit of measurement.
 | * M&E Matrix tab in the Detailed M&E Plan
 | * Detailed M&E Plan Instructions, M&E Matrix Cheat Sheet tab
* M&E Matrix Example
 |
| * 1. All Means of Verification (MoV) must be linked to a specific staff member who is responsible for it.
 | * M&E Matrix tab in the Detailed M&E Plan
 | * Detailed M&E Plan Instructions, M&E Matrix Cheat Sheet tab
* M&E Matrix Example
 |
| * 1. All Means of Verification must have both frequency and schedule. If more than one MoV is indicated, projects should detail how the information would be triangulated/analyzed/processed to produce one data point.
 | * M&E Matrix tab in the Detailed M&E Plan
 | * Detailed M&E Plan Instructions, M&E Matrix Cheat Sheet tab
* M&E Matrix Example
 |
| * 1. All data analysis must link clearly to the unit of analysis.
 | * M&E Matrix tab in the Detailed M&E Plan
 | * Detailed M&E Plan Instructions, M&E Matrix Cheat Sheet tab
* M&E Matrix Example
 |
| **Project Cycle Stage - PLANNING** |
| 1. **Establish the Project’s Baseline**

*Purpose:* To collect the data necessary to establish the project’s starting point for each indicator. The baseline data is compared with endline data to examine change over time and is also used to validate or set indicator targets. |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. The M&E Matrix must be completed prior to collecting baseline data.
 | * M&E Matrix tab in the Detailed M&E Plan
 | * Detailed M&E Plan Instructions, M&E Matrix Cheat Sheet tab
 |
| * 1. The tools and protocols used for the baseline must be saved so that they can be used for the endline.
 | * Baseline Study Report
* Baseline Table, which will be inserted into the Detailed M&E Plan once it is complete
 | * LWR Records Management Policy
 |
| * 1. The baseline ToR and/or contract must include a clause that requires consultants to hand over all tools and databases to the project team at the end of the contract.
 | * Evaluation ToR
 | * ***LWR contract protocol***
* Evaluation ToR Guidance
 |
| * 1. The ToR must clearly state that the primary purpose of the baseline consultancy is to collect only the data necessary to establish the starting points for indicator data. (Any other data should only be collected if there is sufficient budget and an agreement with the project team about what additional data will be collected and why.)
 | * Evaluation ToR
 | * Evaluation ToR Guidance
 |
| * 1. If endline data from a previous intervention is used for the baseline and more than six months have elapsed from initial collection, the data must be revalidated and/or recollected.
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| * 1. All columns in the Baseline Table must be completed.
 | * Baseline Table
 | * Baseline Table Cheat Sheet tab, Baseline Table - Instructions
 |
| * 1. An inception report must be developed before any field work is started for the baseline.
 | * ***Inception Report Template***
 | * ***Inception Report Guidance***
 |
| * 1. A list of indicators must be developed that defines which indicators the consultants are required to collect to establish the baseline, as opposed to those collected by project staff.
 |  | * ***M&E kick off meeting guide***
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| * 1. The baseline must be completed before activities start. (The report can come afterward but the baseline data must be reviewed for completeness before activities begin.)
 |  | * ***IPD Program Management Manual (new)***
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| **Project Cycle Stage - PLANNING** |
| 1. **Set the Indicator Targets (ITT)**

*Purpose:* To establish the degree of change the project expects to see in the target population and by when that change is expected to occur. The change is created through the implementation of activities and measured through indicators at the output and outcome level. Targets allow staff to track actual data against the expected results, which helps in evaluating progress throughout the project. |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. Indicator and activity targets for all project periods (where relevant) must be set.
 | * Indicator Tracking Table (ITT)
* Activity Tracking Table (ATT)
 | * ***Indicator Target Setting Guidance***
 |
| * 1. The “percent of target” formula in the ITT and ATT must not be changed.
 | * Indicator Tracking Table
* Activity Tracking Table
 |  |
| * 1. The ITT/ATT must be shaded for all reporting periods where no activities are planned or where indicators do not have targets. (e.g. If no activities for Output 1 until Q3, shade Q1 and Q2).
 | * Indicator Tracking Table
* Activity Tracking Table
 | * ***ITT/ATT Example***
 |
| * 1. Any revision to ITT targets must be communicated to the donor and/or HQ. The reason for the change must be noted in the ITT status column.
 | * Indicator Tracking Table
* Activity Tracking Table
 | * ITT Description tab in the Detailed M&E Plan - Instructions
 |
| * 1. Indicator targets must correspond with planned data collection.
 | * Indicator Tracking Table
 | * M&E Matrix
 |
| * 1. All targets must be sex-disaggregated, where applicable.
 | * Indicator Tracking Table
 | * GIG - Indicators
 |
| * 1. Double-check all formulas.
 | * Indicator Tracking Table
* Activity Tracking Table
 |  |
| * 1. ITT must be set up along with the targets for all years of the project after the baseline data is collected.
 | * Indicator Tracking Table
* Activity Tracking Table
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| * 1. All projects must have a system to track activities.
 | * Activity Tracking Table
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| **Project Cycle Stage - IMPLEMENTATION** |
| 1. **Collect Project Progress Data**

*Purpose:* To collect project progress data and ensure its accuracy and quality. The aggregated project progress data is entered into the ITT and ATT and then analyzed during the Reflection Meeting.  |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. Data must be collected for all indicators that have a target for the reporting period.
 | * Indicator Tracking Table
* Activity Tracking Table
 | * Project’s completed M&E Matrix
* Project’s completed operationalization documents
 |
| * 1. All data must meet privacy and security standards.
 | * ***Data Privacy and Security Checklist***
 | * **Data Privacy and Security Standards**
 |
| * 1. All data must be documented in project databases before being aggregated into the ITT and ATT.
 | * Project databases
* Indicator Tracking Table
* Activity Tracking Table
 | * Project’s completed M&E Matrix
 |
| * 1. All data must be checked for errors before it is aggregated into the ITT or ATT.
 | * Data quality checklist
 | * ***Data quality guidance***
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| **Project Cycle Stage - IMPLEMENTATION** |
| 1. **Analyze the Project Progress Data (Reflection Meeting)**

*Purpose:* To convene key project staff who have knowledge of the project that will help in analyzing the project’s progress to date. The reflection meeting is oriented around the analysis of the achievement of project results through the use of data collected and documented in the Indicator Tracking Table and Activity Tracking Table. The analysis is used to make decisions and learn.  |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. The project must analyze any indicators (or activities) that achieved less than 75% or more than 125% of its target.
 | * Project Progress Report
* Reflection Meeting Minutes
 | * Reflection Meeting Guidance
 |
| * 1. There must be analysis of how men, women, boys and girls benefitted differently from any progress the project has made (where appropriate).
 | * Project Progress Report
* Reflection Meeting Minutes
 | * GIG Implementing
* Conducting a Gender Focused Reflection Session
 |
| * 1. All reflection meetings must identify and document any unintended results (both positive and negative).
 | * Project Progress Report
* Reflection Meeting Minutes
 | * ***Unintended outcomes guide***
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| **Project Cycle Stage - IMPLEMENTATION** |
| 1. **Make Decisions and Document Learning**

*Purpose:* To use evidence to make decisions on how to improve project implementation to achieve the best possible results. To document any learning about what is and is not working and why. Decisions may lead to adjustments in programming or approaches. Lesson learned are documented so that they can be shared more widely with project staff and other LWR staff globally.  |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. All decisions made must demonstrate the use of available project evidence.
 | * Project Progress Report
* ***Reflection Meeting Minutes***
 | * Reflection Meeting Guidance
* Conducting a Gender Focused Reflection Session
 |
| * 1. Any decision resulting in an adjustment to project activities, budgets or timelines must be communicated and/or approved by the donor according to the donor guidelines.
 | * Email attachment or official memo
 | * Donor implementation guidelines
* ***LWR adaptive project management guidelines***
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|  **Project Cycle Stage - IMPLEMENTATION** |
| 1. **Create Project Progress Reports**

*Purpose:* To analyze and document progress the project has made towards completing its activities and achieving its results within the allocated budget and according to the project timeline. The progress report documents the project team’s analysis of the project’s progress according to its Theory of Change. |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. Project progress reports must report on how activities are contributing to associated outputs and outcomes. Reporting only on activity implementation is not sufficient.
 | * Project Progress Report
* Project Design Workbook (Theory of Change)
* Detailed M&E Plan
 | * Project Progress Report Instructions
 |
| * 1. The project report must include an analysis of any indicators (or activities) that achieved less than 75% or more than 125% of its target.
 | * Indicator Tracking Table
* Activity Tracking Table
* Project Progress Report
 | * Project Progress Report Instructions
 |
| * 1. The project must provide updated actual beneficiary numbers in the progress report.
 | * Project Progress Report
 | * Project Progress Report Instructions
 |
| * 1. The project must include an updated Indicator Tracking Table and Activity Tracking Table with the narrative progress report.
 | * Indicator Tracking Table
* Activity Tracking Table
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| **Project Cycle Stage - IMPLEMENTATION** |
| 1. **Monitor the Project’s M&E System**

*Purpose:* To gather more meaningful information about project M&E during monitoring visit by determining trip objectives before each trip. The information from monitoring trips will be used by project teams during reflection meetings to improve the quality of their M&E system and/or general project implementation.  |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. All M&E focused project monitoring visits must outline objectives and share them with the project team before the trip.
 | * Project Monitoring Tool
 | * GIG – Implementing
 |
| * 1. All recommendations made in the monitoring visit report must be documented and addressed by the project team in a timely manner.
 | * Management Response Plan
* Monitoring Visit Report
 | * ***Management Response Plan Example***
* ***Monitoring Visit Report Instructions***
 |

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| **Project Cycle Stage - IMPLEMENTATION** |
| 1. **Conduct the Mid-Term Evaluation**

*Purpose:* To evaluate project progress to date by focusing on the criteria of efficiency, effectiveness and relevancy. Mid-term evaluation findings are used to make decisions based on evidence about how to improve project implementation to achieve the best results possible by the end of the project.  |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. If the project lasts less than three years, it should include a mid-term evaluation only if there is clear justification for it.
 | * M&E Plan
* M&E Budgeting Tool
 | * Project Evaluation Criteria
 |
| * 1. Mid-term evaluations must be planned and executed to the same quality as final evaluations (refer to Final Evaluation Minimum Quality Standards),
 | * Evaluation Use Plan
* Evaluation Report Guidance (slightly adapted for Mid-Term Evaluation’s Purpose)
* Evaluation ToR Blank
* Evaluation Management Response Plan (after evaluation ends)
 | * Evaluation ToR Guidance
* Evaluation Questions Guidance (focusing on the Efficiency, Effectiveness and Relevancy)
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| **Project Cycle Stage – EVALUATION** |
| 1. **Conduct the Final Evaluation**

*Purpose:* To gather evidence to validate the accomplishments and/or challenges of the project in key areas (relevancy, efficiency, effectiveness, sustainability and impact). The results from the evaluation are used for management, decision-making and learning. |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. An external final evaluation must be included in the project only if it is required by the donor or if there is a need that is clearly articulated in the M&E Plan.
 | * M&E Plan
 | * Project Evaluation Criteria
 |
| * 1. All projects must have an evaluative process at the end of the project that is well planned out and summarizes the project’s achievements in the most objective way possible.
 | * M&E Plan
* Final Project Report
* Internal Evaluation Report
 | * ***Final Project Report Guide***
 |
| * 1. Every evaluation must have clear evaluation objectives that have evaluation questions that are clearly related to each of the objectives.
 | * Evaluation ToR
 | * Evaluation ToR Guidance
* Evaluation Questions Guidance
* OECD Development Assistance Committee (OECD-DAC) Quality Standards for Development Evaluation
* ALNAP Evaluating Humanitarian Action using the OECD-DAC criteria
 |
| * 1. An inception report must be completed before any field work begins.
 | * Inception Report Template
 | * Inception Report Guidance
 |
| * 1. All evaluations must state who the evaluation manager is.
 | * M&E Plan
 | * CRS-ARC Preparing for An Evaluation
 |
| * 1. Evaluators that are selected as consultants must meet the minimum qualifications set out in the ToR, or justification for selecting a consultant that does not meet the minimum qualifications must be documented.
 | * Evaluation ToR
 | * Evaluation ToR Guidance
 |
| * 1. Before starting an evaluation, the evaluation team must determine how the evaluation findings will be used.
 | * Evaluation Use Plan
 | * Utilization Focused Evaluation Checklist (Quinn and Patton)
 |
| * 1. Every evaluation must formulate a response to the recommendations outlined in the evaluation report.
 | * Evaluation Management Response Plan
 | * Utilization Focused Evaluation Checklist (Quinn and Patton)
 |
| * 1. All evaluations must have an executive summary that is clear, concise and meets LWR requirements.
 | * LWR Evaluation Summary Template
 | * LWR Evaluation Summary Guide
 |
| * 1. Evaluation consultants must be required to provide all databases and data collections tools to LWR at the end of the evaluation.
 | * Evaluation ToR
 | * ***LWR Contract Template***
 |
| * 1. Evaluations must have an objective that analyzes in what ways and to what extent the status of men, women, boys and girls (or people from different ethnic groups, religions, tribes, of different abilities, etc.) has changed as a result of the project.
 | * Evaluation ToR
 | * Evaluation Questions Guidance
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| **Project Cycle Stage – EVALUATION** |
| 1. **Respond to Evaluation Recommendations**

*Purpose:* To determine and document if the project management team agrees with the evaluation recommendations and how it will act upon them. Some of the actions will relate to fixing issues with the current project while others will involve ensuring that the organization addresses challenges in future projects and builds on best practices.  |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. All recommendations made by the evaluator must have supporting findings.
 | * Evaluation Report
 | * Evaluation Report Guidance
 |
| * 1. All evaluation recommendations must have responses from the project team within a month of the delivery of the final evaluation report or before the project end, whichever comes first.
 | * Management Response Plan
 | * ***Management Response Plan example***
 |
| * 1. All recommendations that the project team decides not to act upon must have justification.
 | * Management Response Plan
 | * ***Management Response Plan example***
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| **Project Cycle Stage – EVALUATION** |
| 1. **Learn From Evaluation Successes and Challenges**

*Purpose:* To make the most use possible of evaluation findings in order to avoid repeating mistakes and encourage building on successes. |
| **Minimum Quality Standards** | **Where do you document it?** | **How do you do it?** |
| * 1. All evaluations should have a plan for sharing evaluation findings and that plan should be implemented.
 | * Evaluation Use Plan
 | * Utilization Focused Evaluation Checklist (Quinn and Patton)
 |
| * 1. All evaluations should have a summary of main findings that can be shared externally.
 | * Evaluation Summary Template
 | * Evaluation Summary Guide
 |
| * 1. All evaluation findings should be communicated to partners and, as appropriate, to project participants.
 | * Evaluation Report
 | * Evaluation Report Guidance
 |
| * 1. The regional team should communicate relevant recommendations from the evaluation to other projects in the country or region, using the appropriate documentation.
 | * Evaluation Report
* Evaluation Summary Template
 |  |
| * 1. The regional team should consider communicating relevant recommendations from the evaluation to local or national stakeholders.
 | * Evaluation Summary Template
 | * Evaluation Summary Guide
 |