European Climate Foundation M&E Support

Terms of Reference

July 2019

Table of Contents

1. Overview ........................................................................................................................................ 2
2. Background ...................................................................................................................................... 2
   2.1 Organisation Overview .................................................................................................................. 2
   2.2 Context and Programme Description ........................................................................................... 2
3. Purpose and Scope .......................................................................................................................... 3
4. Methodology .................................................................................................................................... 6
5. M&E Support Deliverables and Illustrative Timeline ..................................................................... 6
6. Evaluation Quality and Ethical Standards ....................................................................................... 7
7. Evaluator/s Qualifications ............................................................................................................... 7
8. M&E Support Budget ....................................................................................................................... 8
9. Application Procedures .................................................................................................................... 8
10. Proposal Assessment Criteria ......................................................................................................... 10
11. Terms of Reference Specifications ................................................................................................ 10
13. Annexes ......................................................................................................................................... 11
    Annex 1 - CIFF Evidence, Measurement, and Evaluation Approach .................................................. 12
    Annex 2 - CIFF Overhead Policy for Monitoring & Evaluation .......................................................... 13
    Annex 3 - CIFF EME Budget Template ............................................................................................. 14
    Annex 4 - CIFF Guidance Note on Evaluation Report Writing ............................................................ 15
    Annex 5 – ECF Model for Theory of Change .................................................................................... 18
1. **Overview**

The Children’s Investment Fund Foundation (CIFF) in partnership with the European Climate Foundation (ECF) is commissioning a monitoring and evaluation (M&E) consultancy for its core investment in ECF. The consultancy will have two primary objectives: (1) build ECF organisational capacity to use and improve M&E; (2) evaluate the effectiveness of 2-3 core programmes for specific programmatic recommendations, as well as broader recommendations for ECF overall.

The consultancy is expected to take place from September 2019 to February 2021.

Letters of interest are due to CIFF by **Friday 9th August 2019**, after which shortlisted candidates will be invited to submit full proposals. Full proposals are expected by **Friday 6th September, 5pm (London time)**.

2. **Background**

2.1 **Organisation Overview**

CIFF is an independent philanthropic organisation, headquartered in London with offices in Nairobi, New Delhi, Addis Ababa and Beijing. We work to transform the lives of poor and vulnerable children in developing countries. Our areas of work include children and mothers’ health and nutrition, children’s education and welfare and smart ways to slowdown climate change. CIFF-funded programmes place significant emphasis on quality data and evidence. Before making an investment and during implementation, CIFF works with partners to measure and evaluate progress to achieve large scale and sustainable impact. For more information, please visit: [https://ciff.org/](https://ciff.org/).

The European Climate Foundation (ECF) works with NGOs, think tanks, industry and academia to develop and promote cost-effective solutions to some of the challenges now facing Europe as it moves towards deep decarbonisation of its energy system. The ECF aims to unlock progress in energy efficiency, particularly in the built environment; to support moves towards an efficient, renewables-led power sector; to ensure that benefits from integration with European energy markets are realised; and to develop thought leadership on future challenges such as decarbonising heating and encouraging efficient, low-carbon infrastructure solutions. For more information, please visit: [https://europeanclimate.org/](https://europeanclimate.org/).

2.2 **Context and Programme Description**

The 2015 Paris Agreement marked a historic turning point in global action on climate change, committing all countries to play a part in limiting global temperature rise, adapt to changes already occurring, and regularly increase efforts over time.

ECF was established in 2008 as a major philanthropic initiative to help Europe foster the development of a low-carbon society and play an even stronger international leadership role to mitigate climate change. The foundation works through several sectoral, cross-cutting and regional initiatives and collaborates with a wide network of partners to advance progress towards this shared goal.

The ECF team is a highly dynamic group of individuals, combining ambition and passion with a rigorous, results-oriented and analytic approach to the work. The ECF’s culture is one of intensity, enthusiasm and mutual support.
The ECF’s Monitoring, Evaluation and Learning (MEL) Team is part of the Operations unit of the foundation. Its role is to act as a centre of the strategic planning, monitoring and evaluation processes and to play an active role in helping create evidence base investment and prioritisation of work at EU and national level. Team members deliver strategic advice to the ECF management team and support for strategic decision making by developing M&E frameworks to assess ECF programmes and projects, identify greatest impact opportunities and priorities and progress towards ECF strategic objectives. It also supports ECF’s programmes and its grantees to enable effective planning, monitoring and evaluation processes.

In 2018 ECF carried out an internal assessment of the Key Performance Indicators (KPIs) used by the organisation to understand what improvements are needed in terms of monitoring and reporting. The review found that target indicators were often insufficiently defined (not measurable) and that progress reports were highly descriptive.

As a result, four areas of improvement have been identified:

1. Support better strategic planning
2. Improve monitoring and reporting
3. Strengthen internal evaluation and integrate learning into decision making process
4. Improve accountability

Moreover, a new ECF M&E Framework was developed responding both to the improvement needs highlighted by the internal assessment and to ECF’s new Strategy Paper (2018-2021). The aim of the M&E framework is to enable robust planning, monitoring and reporting and facilitate learning for strategic decision making and priorities for investment, as well as to identify progress made against the strategic objectives.

ECF primarily uses the Planning Assessment Reporting and Learning (PARL) tool to document its strategic objectives, logic models, and to verify progress against KPIs at the grant, outcome and objective levels. A number of improvements are planned to this tool during 2019, with the aim to facilitate the reporting process and improve the use and usefulness of data collected.

CIFF’s investment in ECF has the following objectives:

- EU adopts Long Term Strategy for net-zero emissions by 2050
- Europe-wide coal phase-out accelerates to total closure by early 2030s
- To increase the share of zero-emissions renewable energy in EU-28 energy consumption
- Zero-emission passenger vehicle fleet in Europe by 2050
- Heavy industry achieves net-zero emissions by 2050
- EU International climate leadership is achieved
- Increased flexible funding for European climate activities

3. **Purpose and Scope**

The audience for this consultancy will primarily be ECF and CIFF, with findings being relevant to ECF subgrantees as well.
The M&E consultancy will work in collaboration with ECF to achieve the following outcomes:

1. **M&E Capacity Development. Provide technical assistance to develop ECF staff capacity and skills to improve and use M&E systems and to embed evidence in ECF culture**
   a. Develop and conduct an organisational capacity assessment exercise focusing on M&E, using a methodology and approach that can be replicated by ECF for future iteration. The scope of the assessment should include organisational and M&E processes, grant management, use of strategic level objectives in PARL (ECF’s information management system), theories of change, and indicators. Recommendations should be provided that are realistic and adapted to the complexity of ECF organisational structure and processes.
   b. Assess usefulness and use of data collected through ECF’s information management system, PARL, and provide recommendations for improved metrics and effectiveness and efficiency of the process;
   c. Provide recommendations for integration of strategic objectives, including budgeting and other operational processes to improve evidence-based decision making and prioritization of investment, including increased ability for fundraising for core funds.
   d. Based on capacity needs identified provide recommendations in relation with CIFF’s investment for technical assistance and capacity development for M&E and other organizational processes.
   e. Implement recommended actions resulting from the capacity assessment (trainings, tools, etc.)

Key questions to guide this capacity development support include (but may not be limited to):

- To what extend does the existing organisational capacity at ECF enable implementation of performant M&E?
- What are the key elements that could improve ECF organisational capacity for M&E?
- How effective is the PARL system for the intended processes? What can be improved in the design and use of the ToC, indicators and overall monitoring and reporting processes? What improvements/changes are needed for PARL?
- How can the ECF M&E system and organisational capacity be improved to enhance evidence-based decision making?
- How effective is ECF in developing and providing support to a complex network of stakeholders? What can be improved to enhance its role as a strategic leader in the climate area?

2. **Evaluation. Assess the effectiveness of 2-3 core programmes, providing real time analysis with an adaptive approach to learn about the impact of specific activities.**
a. ECF’s Industry programme is one of the areas we are most interested in exploring and identifying the most effective approaches for targeted investment. In addition, transport and coal may be considered as suitable case studies. The final selection of the case studies should be done during the inception phase, in close consultation with both ECF and CIFF.
b. Assess the degree to which the programmes selected are integrated within an in-depth analysis of economic, societal and political context;
c. The consultants/consultancy firm should provide specific recommendations to improve the planning and strategic thinking, monitoring/reporting and learning
d. The evaluation should ensure a continuous learning process for evidence-based decision making, improved effectiveness of re-granting/investments and adaptive management;
e. Based on the case studies, it should ‘tell the story’ of the programmes involved and draw lessons applicable to overall ECF work and its capacity as a grantee to drive mitigation ambitions in key geographies and its contribution to policy change.

It is expected that the evaluation will help answer the following (illustrative) questions in relation to ECF’s activities:

- To what extent has this investment contributed to securing Europe’s leadership role on climate change and put Europe on the pathway to net zero by 2050? What are the specific contributions in industry and transport?
- To what extent has this investment accelerated a Europe-wide coal phase out by 2030?
- To what extent has this investment contributed to zero-emissions passenger fleet in Europe by 2050?
- To what extend has this investment advanced towards heavy industry net-zero emissions by 2050
- Has ECF driven an increase in public demand for ambitious and equitable climate action in each of the case studies?
- What are the most successful advocacy or technical assistance strategies used by ECF?
- As a cross-cutting theme for all case studies, what is the added value of core funding? What is the role of integrated and coordinated investment provided by ECF? How is this perceived by ECF grantees and how does it differ among the core programmes?
4. **Methodology**

Applicants interested in this assignment should submit an illustrative methodology and work plan to achieve the above objectives, which will be used to assess proposals. The contracted consultant will then develop a detailed methodology and work plan as part of the inception phase of the assignment, in consultation with ECF and CIFF.

A key consideration in terms of operationalising any chosen methodology will be maintaining good collaboration between ECF Headquarters, ECF subgrantees, as well as CIFF’s EME team.

Once selected, more detailed information will be provided of activities conducted to date. Following an inception period of initial analysis, the evaluation team will submit an inception report to demonstrate a shared vision of the objectives of the exercise, and the data collection and analytical framework that is realistic to achieve them.

Please see Annex 1, CIFF’s Evidence, Measurement, and Evaluation approach for more information on evaluations at CIFF.

**Embedding a culture of evaluation**

ECF has already established an Evaluation Advisory Group of 7-8 staff members to support the M&E development plans outlined above as well as all necessary steps for improvement and change, including on the use of data and evaluation findings by ECF staff for decision making and adaptive management.

In addition to this group, the external evaluation would benefit from a Steering Committee formed of CIFF, ECF, and potentially other donor representatives to guide the evaluation activities and to review key deliverables.

This consultancy will have to take into account and integrate learnings from all other additional, specific M&E capacity development efforts and evaluations taking place at ECF. These include:

- M&E Support for the International Climate Politics Hub (August 2019 – March 2021)
- M&E Support for the UK Climate Leadership Programme (July 2019 – August 2020)
- The work of the M&E officers currently being hired for two ECF programmes (ongoing)

5. **M&E Support Deliverables and Illustrative Timeline**

The following table of outputs is illustrative, summarising key deliverables and their respective timing. The precise order of the M&E outputs can be discussed and agreed on during the inception phase. A detailed timeline will be prepared with the work plan in the inception report to ensure that it’s aligned with key events at ECF.
<table>
<thead>
<tr>
<th>M&amp;E Support Outputs</th>
<th>Indicative Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception report (approx. 6 weeks)</td>
<td>October 2019</td>
</tr>
<tr>
<td>Organisational assessment report with focus M&amp;E Capacity Assessment and Recommendations</td>
<td>November 2019</td>
</tr>
<tr>
<td>Finalised organisational and M&amp;E Capacity building plan and tool</td>
<td>December 2019</td>
</tr>
<tr>
<td>Case study preliminary reports</td>
<td>June 2020</td>
</tr>
<tr>
<td>Mid-term progress report (on both objectives)</td>
<td>June 2020</td>
</tr>
<tr>
<td>Case study reports</td>
<td>September 2020</td>
</tr>
<tr>
<td>Validation workshop to discuss M&amp;E findings</td>
<td>November 2020</td>
</tr>
<tr>
<td>Final M&amp;E progress report (on both M&amp;E objectives)</td>
<td>December 2020</td>
</tr>
<tr>
<td>Dissemination of capacity building progress and evaluation findings</td>
<td>January 2021</td>
</tr>
</tbody>
</table>

It is expected that prior to drafting the evaluation reports, the evaluation team conduct a workshop with the Steering Committee and other key stakeholders (if relevant), to cross-check preliminary findings, and foster feedback on and real-time learning from draft conclusions and recommendations.

There is an M&E working group active at ECF who meet approximately twice a year. The M&E consultancy should plan for contributing to and responding to any discussion points or feedback from these meetings.

At a minimum, evaluation reporting formats include concise written reports (see Annex 4) and accompanying slide sets of findings. However, reporting format and dissemination outlets should adapt to different target audiences to support evaluation learning and use. This can include publications as well as the use of social media, e.g. short video reports, blogs and webinars.

6. Evaluation Quality and Ethical Standards

The evaluators should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights, welfare and privacy of the people and communities involved in and/or affected by the evaluation. Throughout the evaluation, particular attention should be placed on data security, including the collection, processing, and storage of personal or in any other way sensitive information, aligned with GDPR and other relevant regulations.

7. Evaluator/s Qualifications

Individuals, firms, and consortia are invited to submit proposals for this evaluation exercise. Competencies and experience required include:

a. Proven track record delivering M&E capacity development with organisations of similar scale, scope and complexity as ECF.

b. Proven track record working with organizations to develop organizational strategy and results frameworks, and M&E frameworks to support their measurement.
c. Expected thematic expertise in measurement for climate and energy policy interventions and supporting civil society and foundation actors operating in this space.

d. Strong knowledge of EU legislation processes and experience in the European climate sector.

e. Experience in utilising appropriate evaluation methodologies for assessing impact of climate related campaigning work and complex policy and advocacy interventions, with multiple stakeholders.

f. Experience managing multiple relationships with stakeholders working on politically sensitive issues.

We recognize that the two main components of this work (M&E capacity development and evaluation) require a different set of skills and experience. As such, we are welcome to considering partnerships (or consortia) between different firms as well as stand-alone applications for one of the components only.

8. M&E Support Budget

Proposed budgets will be reviewed with respect to the suitability of the proposed methodologies and activities for delivering the M&E deliverables in a cost-effective manner. A cap of £500,000 has been earmarked for this exercise (inclusive of VAT if applicable). This budget cap is provided only as a maximum amount, and budgets will be carefully reviewed per the Application Procedures, and budget template provided to applicants advancing to the proposal stage.

9. Application Procedures

Please note that all personal data and application materials provided by applicants will be used by CIFF in accordance with applicable privacy regulations, unless applicants specifically mention that they agree for their applications to be held by CIFF for potential evaluation work in the future.

Short expressions of interest are due to CIFF by COB Friday 9th August 2019. These should include a brief description of the candidate’s technical experience and be 1 page in length maximum.

ECF and CIFF will then shortlist candidates who will be invited to submit full proposals.

Full proposals are expected by Friday 6th September, 5pm (London time).

The proposals should be 10 pages or less, and illustrative of how the consultant(s) will approach and budget an M&E work of this nature, reflecting the professionalism and experience required for the assignment.

The full proposal should include two components:

1) The technical proposal consists of the proposed methodology and timeframe for the M&E support, including the following details:
   a. Illustrative evaluation questions.
b. Proposed methodology(ies), both for data collection and the primary analytical framework(s).

c. Team structure (team leader, key personnel, personnel for analysis and creation of dissemination products, etc.), responsibilities, summary of relevant qualifications and experience, and annexed CVs.

d. Evaluation plan and illustrative timeline for data collection, analysis, and dissemination.

2) **An illustrative budget** (template provided in Annex 3) should be used to itemise items for accomplishing the proposed work in the given timeline. The financial proposal should clearly distinguish the budget necessary for different work streams in the assignment, including the evaluation design review (inception) phase, data collection and analysis, reporting, support for dissemination, and any additional M&E technical assistance or capacity building. The financial proposal should clearly state the proposed level of effort, as a percentage of full-time equivalent, for proposed key personnel. Please review CIFF’s overhead policy for monitoring and evaluation in Annex 2.

Proposals should be professionally presented and adhere to the following requirements:

1) Please submit the proposal via email in Microsoft Office format.

2) Technical proposals must be in English, in font no smaller than 11 point, and the combined length of the technical and financial sections of the proposal should be **10 pages or less** in length.

3) Annexes may be included beyond the 10 page maximum, however, the **criteria for assessing the technical and financial proposals must be met within the 10 page limit.**

4) Please include the CVs of the evaluation team members in the Annex, and please limit them to **4 pages each.**

5) The proposed budget and line items should be given in USD ($) and be inclusive of VAT (if applicable).

6) The proposal should include a table of contents, and a list of supporting material.

7) Where documents are embedded within other documents, please provide separate electronic copies of these embedded documents.

The submission must be clear, concise and complete. CIFF reserves the right to mark a proposal down or exclude it from the process if it contains any ambiguities or lacks clarity. Applicants should submit only such information as is necessary to respond effectively to this ToR. Unless specifically requested, extraneous presentation materials are neither necessary nor desired. Submissions will be evaluated on the basis of information submitted by the deadline.

Where the applicant is a company, the proposal must be signed by a duly authorised representative of that company. Where the applicant is a consortium, the proposal must be signed by the lead authorised representative of the consortium, which organisation shall be responsible for the performance of the contract. In the case of a partnership, all the partners should sign or, alternatively, one only may sign, in which case she or he must have and should state that she or he has authority to sign on
behalf of the other partner(s). The names of all the partners should be given in full together with the trading name of the partnership.

Proposals should be submitted by 5pm (London time), Friday 6th September 2019, to evalclimate@ciff.org, clearly stating “ECF Core M&E Support – Agency Name” in the email subject line.

10. **Proposal Assessment Criteria**

The following criteria will be used to evaluate proposals, with the technical component weighted as 80% and the financial component as 20% of the proposal’s overall assessment.

<table>
<thead>
<tr>
<th>Criteria for Technical Component</th>
<th>Weightage</th>
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<tbody>
<tr>
<td>Previous experience with similar assignments</td>
<td>20%</td>
</tr>
<tr>
<td>Proposed staffing plan (demonstrated technical, managerial and capacity development experience in team members)</td>
<td>20%</td>
</tr>
<tr>
<td>Methodology</td>
<td>35%</td>
</tr>
<tr>
<td>Deliverables and timelines</td>
<td>20%</td>
</tr>
<tr>
<td>Professional presentation of technical proposal</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Criteria for Financial Component</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realistic illustration of potential expenses</td>
<td>30%</td>
</tr>
<tr>
<td>Unit costs for potential expenses</td>
<td>30%</td>
</tr>
<tr>
<td>Professional salaries</td>
<td>30%</td>
</tr>
<tr>
<td>Professional presentation of financial proposal</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

11. **Terms of Reference Specifications**

1) While the information contained in these terms of reference is believed to be correct at the time of issue, no liability is accepted for its accuracy, adequacy or completeness, nor will any express or implied warranty be given. This exclusion extends to liability in relation to any statement, opinion or conclusion contained in or any omission from, this Terms of Reference (including the annexes) and in respect of any other written or oral communication transmitted (or otherwise made available).

2) Contracting is also subject to the selected party having all necessary authorisations and approvals.

3) Neither the issue of these TOR, nor any of the information presented in it, should be regarded as a commitment or representation on the part of CIFF (or any other person) to enter into a contractual arrangement.

4) No publicity regarding these TOR, the evaluation, or the award of any contract will be permitted unless and until CIFF has given prior written consent to the relevant communication. For example, no statements may be made to the media regarding the nature of the evaluation, the contents or any proposals relating to it without the prior written consent of CIFF.
5) The applicant shall treat all information obtained as a result of these TOR as confidential and shall not use any such information other than for the purpose set out in these TOR.

6) CIFF reserves the right to:
   a. Waive or change the requirements of these terms of reference from time to time without prior (or any) notice being given by CIFF.
   b. Seek clarification or documents in respect of a submission by a party.
   c. Disqualify any party that does not submit a compliant submission in accordance with the instructions in these terms of reference.
   d. Disqualify any party that is guilty of serious misrepresentation in relation to its submission or expression of interest.
   e. Withdraw these terms of reference at any time, or to re-invite parties on the same or any alternative basis.
   f. Choose not to award any contract as a result of the current procurement process.
   g. Make whatever changes it sees fit to the timing, structure or content of the procurement process, depending on approvals processes or for any other reason.

2. CIFF will not be liable for any bid costs, expenditure, work or effort incurred by a party in proceeding with or participating in this procurement, including if the procurement process is terminated or amended by CIFF.

13. **Annexes**
   1. CIFF Evidence, Measurement, and Evaluation Approach
   2. CIFF Overhead Policy for Monitoring & Evaluation
   3. CIFF EME Budget Template (.xls format)
   4. CIFF Guidance Note on Evaluation Report Writing
   5. ECF Model for Theory of Change
Annex 1 - CIFF Evidence, Measurement, and Evaluation Approach

CIFF’s Evidence, Measurement, and Evaluation team approach includes:

- All our evaluations are fit-for-purpose so that we choose the right methodology for answering simple but critical questions – a robust system to provide data on the critical path to impact, complemented by a purposeful evaluation approach.

- We focus on simple but critical questions, such as what do we need to know to measure the progress and impact of the programme? How will we know? When will we know? Who is the information for and how will it be used? Focusing on these questions allows us to design evaluation frameworks that are focused and operationally relevant.

- Objectivity and credibility of EME findings, through engagement of third party evaluators and creation of advisory EME groups involving non-implementation partners. This allows us to confidently learn and course-correct based on the findings and use of evidence to leverage the impact of our programmes with relevant stakeholders, such as policymakers and other funders.

- We utilise and consider ways to strengthen existing data systems, for example HMIS, in countries that we work in.

- We work closely with the implementing partner to understand what the programmatic data means and how this influences programme implementation.

- We encourage dissemination of evaluation findings in appropriate forums, especially for the purposes of adding to the knowledge economy and for leveraging the success or learnings from the programme.

- We strongly encourage leadership in local contexts in which we work, and support local evaluation organisations and local sub-contractors.

See also: https://ciff.org/about-us/data-and-evidence/
Annex 2 - CIFF Overhead Policy for Monitoring & Evaluation

Monitoring and Evaluation Overhead Policy

CIFF’s overhead reimbursement policy is that we will support indirect reimbursement up to:

- 10% on true direct programme costs (and approximately allocated HR costs),
- 5% on the value of sub-contracts and sub-grants, and
- 0% on equipment purchases or procurement

Procurement is defined as any substantial purchase of goods directly related to programme goals (vehicles, medical equipment, drug purchases, and substantial travel costs) funded directly, or indirectly, by a CIFF grant.

<table>
<thead>
<tr>
<th>Direct and Indirect Cost Definitions Direct Costs</th>
<th>Indirect Costs</th>
</tr>
</thead>
</table>
| Salaries of employees directly attributable to the execution of the project  
  - Includes Project Management  
  - Includes administrative support solely dedicated to the project |
| Fringe benefits of employees directly attributable to the execution of the project  
  - Includes Project Management  
  - Includes administrative support solely dedicated to the project |
| Travel for employees directly attributable to the execution of the project  
Consultants whose work is directly attributable to the execution of the project  
Office and similar supplies directly attributable to the execution of the project  
Sub awards directly attributable to the execution of the project (subject to lower reimbursement rates)  
Sub contracts directly attributable to the execution of the project (subject to lower reimbursement rates)  
Lease costs for facilities newly acquired and specifically used for the grant project (excludes existing facilities). For example:  
  - A new field clinic  
  - New testing laboratories  
  - Project implementation unit office  
Utilities for facilities acquired for and directly attributable to the execution of the project |
| Facilities not acquired specifically and exclusively for the project (eg. Foundation, Institute, or University headquarters)  
Utilities for facilities not acquired for and directly attributable to the project  
Information technology equipment and support not directly attributable to the project  
General administrative support not directly attributable to the project. Examples are as follows:  
  - Executive administrators  
  - General ledger accounting  
  - Grants accounting  
  - General financial management  
  - Internal audit function  
  - IT support personnel  
  - Facilities support personnel  
  - Scientific support functions (not attributable to the project)  
  - Environment health and safety personnel  
  - Human resources  
  - Library & information support  
  - Shared procurement resources  
  - General logistics support  
  - Material management  
  - Executive management (CEO, COO, CFO, etc.)  
  - Other shared resources not directly attributable to the project or Institutional legal support |
| Research management costs  
Depreciation on equipment |
Annex 3 - CIFF EME Budget Template

Please see accompanying Excel spreadsheet, and refer to the description of the budget section of the proposal in the Application Procedure above.
Annex 4 - CIFF Guidance Note on Evaluation Report Writing

Purpose: This guidance note provides recommendations for the format and structure of evaluation and related reports submitted to CIFF, with a focus on the Executive Summary.¹

Background: At CIFF, timely, accurate and reliable data is at the core of our programming, for which evaluation plays a key role. Evaluation helps us assess what difference we are making so we can course correct and adapt to increase our impact.

The evaluation report serves as the foundation for communicating learning. The audience of the report includes CIFF, its grantees, and relevant partners. Oftentimes, other communication products are developed from the evaluation report in different formats to target specific audiences and outlets, (e.g. summary sheets, slide presentations, or scripts for short videos).

No matter how well evaluators conduct data collection and analysis, if the evaluation report is not well written, it can hinder evaluation follow-up and use. Substandard reports not only complicate the review of the report, but can undermine understanding and acceptance of key findings, even when they are reliable and relevant.

The Evaluation, Measurement and Evaluation (EME) team at CIFF prepared this guidance note to pre-empt such problems so that evaluations and their reports are more useful and used.

The Overall Report: There is no one industry standard for evaluation report writing, and CIFF respects that the structure and format a report will vary according its purpose and audience, the author’s style, and other circumstantial factors.

Common sections of an evaluation report include: Title Page, Acknowledgements, Table of Contents, List of Acronyms, Executive Summary, Introduction, Background or Program Description, Evaluation Methodology (and limitations), Findings, Discussion, Conclusions, Lessons, Recommendations, and Annexes.²

The above sections are not a "blueprint." For example, it may be most coherent to combine a discussion of findings and conclusions into one section, or lessons and recommendations into one section.

Related, the organising logic of a report can based upon a number of different factors. For instance, the discussion of findings, conclusions and recommendations can be organised according to evaluation questions, criteria, and/or objectives. Similarly, content can be organised based on priority, chronology, geographic or demographic groups, or a combination of these or other criteria.

However the report is organised, attention should be given to a clear, coherent and concise structure, with primary and secondary section headers clearly

¹ In addition to “evaluation” reports, the advice in this guidance note can also be used when preparing reports for evidence reviews, baseline and endline surveys, operational research, etc.

² There is an array of guidelines for evaluation report writing that can be readily found online; e.g. see Western Michigan University's Evaluation Checklists. At CIFF, a draft report outline is recommended as a preliminary deliverable for review before investing time into drafting the full report, ensuring a clear understanding and agreement with the TOR, any inception report, and key stakeholders.
formatted and numbered to assist the reader to navigate through and reference sections of the report.

CIFF also values the effective use of data visualisation, (i.e. incorporate graphs and infographics), and requests that reports avoid overly technical jargon, repetition and duplication of content, and strive to be precise and succinct.

Careful attention should be given to distinguishing between a finding (a factual statement) versus a conclusion (an interpretation of findings) versus a recommendation (a prescription based on conclusions). Avoid restating results in your discussion and conclusion sections.

Related, **recommendations should be specific and actionable**, which helps to support identifying responsibilities and timeframes for management response.

**Executive Summary:** The Exec Sum provides a concise and coherent synopsis of key information from the main report. As the most widely (and often only) read part of the report, it should be a self-contained and accurate summary of the report, but which also points to where readers can find more detail in the body of the report.

**Key subsections in the Exec Sum** include summaries of: the purpose and scope (thematic, geographical, and temporal) of the evaluation, the commissioner/s and audience of the report, when the evaluation was conducted, the methods applied and major limitations, and the key findings, conclusions and recommendations.

It is critical that the Exec Sum reflects a clear and coherent structure that is mirrored in the body of the report. This helps readers navigate from the headlines in the Exec Sum to the body of the report, where they can find further detail and substantiating evidence.

**Parallel formatting should reinforce coherence between the Exec Sum and the body of the report:**

**Each subsection in the Exec Sum should be distinctly numbered correspondingly with the respective section in the body of the report.** Related, the introduction of the subsection can signposted and refer readers to the respective, numbered section in the body of the report for further detail.

**Each finding, conclusion and recommendation should be a numbered, bold statement as it appears in the body of the report.** This statement can be followed by any immediate explanation or qualification, but this should be brief because the parallel formatting with the body of the report allows the reader to locate more detailed discussion and substantiating evidence. Following are a few illustrative examples:

- E.g. “**Finding #:** Experts and policy makers broadly affirmed the importance of focusing on the topical areas addressed by the work programme, including city mobility planning, transit-oriented development projects, and financing. However, they emphasised the importance of allowing grantees to focus some attention to work on non-capital intensive projects.”

- E.g. “**Conclusion #:** The theory of change – with its focus on the value of knowledge generation and dissemination, technical assistance, capacity building, and communications – is generally sound. Nevertheless, key aspects that focus on “political will and mobilisation” and
other enabling policy and system factors were underdeveloped and lacked understanding by some implementing civil society organisations.

- E.g. “Recommendation #: Consider exploring and testing new strategies to complement the existing work programme, including use of legal action and coordinated CSO campaigns connected with unbranded communications support.

Parallel formatting and numbering of key findings, conclusions and recommendations not only helps the report read more coherently, but it supports processes for evaluation follow-up, such as the development of a management response to specific findings and/or recommendations.

Questions & Feedback: Any questions or feedback can be directed to CIFF Evidence, Monitoring and Evaluation (EME) through the person who provided this guidance note.
Annex 5 – ECF Model for Theory of Change

ECF ToC/logic model PARL

Activities carried out by grantees

Strategy led by programme team & partners