

Document No 16

MID-TERM PROGRAMME EVALUATION

1. Background

The WCC Executive Committee at its meeting in February 2007 approved a process of evaluation for the next period leading up to the assembly in 2013. The approved process stated that:

“Evaluation is a way to assess whether the work is on its way to achieve the objectives set and to draw learning for the next phase of the work.

Evaluation will take place at three moments:

- a. at the end of each year (November) there will be an evaluation which will be an internal process;
- b. the mid-term evaluation between two assemblies will involve external experts, members of the Central Committee, funding partners and churches, and will take place in early 2009 in order to deliver a report to the Central Committee in August 2009;**
- c. the pre-assembly evaluation which will be a bigger one will also involve external evaluators and will take place early 2012 to deliver a report at the Central Committee in August 2012 in preparation for the assembly.

All evaluations cover the contents of programmes as well as management issues, with particular effort to keep a good balance between both. Evaluation takes into consideration (1) indicators (as described in the programme plans); (2) programme committee evaluation criteria as described in CC Sept 2006 GEN/PRO 02 §70; (3) feedback from staff and (4) feedback from the constituency.”

So as to organize the 2009 mid-term evaluation, as described in point (b) above that the following is proposed:

2. Team

There will be 4 members in the team of evaluators including a member of the central committee, an expert, a funding partner and a youth. The general secretary has chosen the following:

- Omega Bula, Canada, Leader (representing the churches and Specialised Ministries)
- Samer Laham, Syria, Ecumenical Officer
- Martin Hirzel, SEK-FEPS, Switzerland, Ecumenical Officer
- Jec Borlado, Baptist, Philippines, Core Group of ECHOS.

3. Tasks and methodology

The mid-term evaluation team is asked to undertake the following tasks:

- To study the WCC programme structure and the relevant central committee documents as a base for the evaluation process;
- To conduct interviews with staff teams and relevant consultative bodies and other partners on aspects of WCC's work;
- To prepare an evaluation report and findings for presentation to the SLG, the SEG and governing bodies;
- To propose any recommendations for improvements on the relevance and effectiveness of the WCC programmes.

4. Proposed evaluation questions

Two documents will provide the background to the process.

- A) The section on evaluation in the final report of the programme committee to the central committee at its meeting in September 2006. (See Appendix 1)
- B) The recommendations from the Programme Guidelines Committee (PGC) of the Porto Alegre Assembly (2006) which identified seven basic principles to guide the WCC in setting its programme priorities in the future. (See Appendix 2).
- C) The ECHOS Commission on Youth in the Ecumenical Movement has asked that the criteria of youth participation and their contributions be added in the evaluation of work.
- D) The contributions of the programs to the major achievements to be taken to the assembly in 2013. (As per the Programme Plans 2009-2013 Summary.)

5. Source materials

The following materials will be made available to the evaluation team:

- Relevant WCC assembly, programme and executive committee guidelines and documents
- Programme Plans 2007 - 2013
- CC Programme Committee Reports
- WCC internal programme and project evaluation reports of 2007 and 2008

6. Conditions

WCC will cover the full costs for travel and accommodation for the members of the evaluation team relating to their stay in Geneva – those who can cover their travel are requested to do so. All the team members will also requested to contribute their time and expertise to this task.

7. Proposed schedule

January 2009	Evaluation team meets and reviews its mandate and time line
January-March	Conducts interviews with staff and by telephone with members of the constituency (to be defined)
March 2009	Debriefing with staff and with the SEG/SLG
April 2009	Drafting of report
May 2009	Final version of report sent to the general secretary for follow-up. Shared with the Officers.
September 2009	Presentation of the report to the WCC programme committee/central committee

**Extract from GEN PRO.02, Central Committee
30 August - 6 September 2006, Geneva, Switzerland**

“The committee strongly recommends that a clear process of evaluation of all programmes, with criteria, be adopted by the central committee. This is important because (1) the early agreement of evaluation criteria assists the planning of programmes and activities, and (2) clear criteria will enable the central committee to monitor more effectively whether the overall goals are being achieved.

“While each project/programme may have its own specific criteria based on its own goals, it is strongly recommended that some overall criteria should be applied to all work. (This would be carried out through the planning, monitoring, evaluation and reporting office described in GEN 05.) The following are suggested criteria, recognizing that these would need further work and development:

- a) Has the programme met its goals?
- b) Is it within budget?
- c) How far has it been inclusive of all voices (e.g., men, women, youth, children, indigenous people, and people living with disabilities as well as the diversity of theological perspectives)?
- d) How has it strengthened disempowered communities?
- e) How has it deepened relationship between churches?
- f) How much has it developed relationships with non-member churches (e. g. Pentecostal, evangelical, and others)?
- g) How much has it worked in collaboration with partners and wider ecumenical networks?
- h) How effectively has it been communicated – to the churches and to a wider audience?
- i) What was the theological starting basis, and how did theological reflection develop during the work?
- j) How did the work encourage ecumenical formation?
- k) Were the goals and recommendations of the Special Commission followed?
- l) How did this work contribute to the visible unity of the church?

“Obviously, there would be flexibility in interpreting such criteria, since some may not be relevant to every activity. Further, other criteria might be added. However, the committee is convinced that evaluations on all work should be given to the central committee that explain how such clear criteria have, or have not, been met.”

Recommendations from the Programme Guidelines Committee (PGC) of the Porto Alegre Assembly (2006)

The PGC identified seven basic principles to guide the WCC in setting its programme priorities in the future.

- to keep its focus upon what the WCC uniquely might do as a global fellowship of churches in providing leadership to the whole of the ecumenical movement
- to do less, to do it well, in an integrated, collaborative and interactive approach
- to lift up its central task of the churches calling one another to visible unity
- to keep in tension the work of dialogue and advocacy, of building relationships and promoting social witness among churches and with different sectors in society
- to foster greater ownership and participation by the churches in building as much as possible on initiatives of the churches and partner organizations
- to bring a prophetic voice and witness to the world in addressing the urgent and turbulent issues of our times in a focused way
- to communicate WCC activities to the churches and the world in a timely and imaginative way.

The PGC also identified several methodological elements in defining how future WCC life and work would be carried out, including:

- articulating a clear theological basis for all of its work
- developing a comprehensive planning, monitoring and evaluation process that will include a clear time-line and goals
- designing a strategy for communication, engagement and ownership by the churches
- facilitating the coordinating role of the WCC in seeking partnerships in networking and advocacy with other ecumenical organizations, including Christian World Communions, REOs, NCCs, Specialized Ministries, faith-based organizations, and NGOs (as appropriate) – with the hope that many of these programmes can be implemented in collaborative ways of working
- encouraging capacity building of member churches and ecumenical partners
- accompanying churches and peoples in critical situations and enabling and facilitating their action.