[Title]:  
Period covered

**WFP EVALUATION**

Decentralized evaluation report

*Fighting Hunger Worldwide*

Name of commissioning office

Report number

Month Year

**This template applies to all types of decentralized evaluations.**

**Who is this template for?** This template should be used by evaluation teams who are contracted to conduct a decentralized evaluation. It is also a useful reference for WFP evaluation managers responsible for assessing the quality of the draft evaluation report.

**What is the purpose of this template?** This template provides a suggested structure and guidance on content for writing the evaluation report. In doing so it sets out WFP expectations for its decentralized evaluation reports.

**How should this template be used?** This template is used alongside the [Quality Checklist for Evaluation Reports](https://docs.wfp.org/api/documents/WFP-0000003166/download/)to help ensure that all quality standards are adequately met.

**How is this template structured?** Within this template:

* Text presented in italics provides guidance for the template user
* Text in standard format is suggested text for the ToR
* Text in [highlighted square brackets] indicates that this part should be completed by the user
* Reference to various elements of the guidance is underlined

**Other key materials?** Additional relevant guidance can be found in:

* The Step by Step Process Guide for Decentralized Evaluations, which sets out the phases of an evaluation and how to implement each one

Relevant technical notes, notably:

* [TN on evaluation principles, norms and standards](https://docs.wfp.org/api/documents/WFP-0000003179/download/)
* [TN on integrating gender in WFP evaluations; checklist and quick guide](https://docs.wfp.org/api/documents/WFP-0000023365/download/)
* [TN on planning and conducting evaluations during COVID-19](https://docs.wfp.org/api/documents/WFP-0000115094/download/)
* [TN on logic models](https://docs.wfp.org/api/documents/WFP-0000002683/download/)
* [TN on joint evaluations](https://docs.wfp.org/api/documents/WFP-0000002695/download/)
* [TN on management response to decentralized evaluations recommendations](https://docs.wfp.org/api/documents/WFP-0000009333/download/)
* [TN on quality of evaluation recommendations](https://docs.wfp.org/api/documents/WFP-0000003177/download/)

**Maintaining stable formatting in Microsoft Word can be challenging, especially in long or complex documents. However, here are some best practices to help ensure formatting stability:**

**Use MS Word Styles function**: Styles are a collection of formatting settings that can be applied to text or paragraphs. They help maintain consistency and efficiency in formatting documents by allowing you to apply predefined sets of formatting attributes quickly and easily. Utilize Word's built-in styles for consistent formatting throughout the document. Apply styles such as Numbered Paragaph, Heading 1, Heading 2, Normal, etc., instead of manually formatting text. This helps maintain consistency and makes it easier to update formatting globally if needed. Switch back to Normal or to Bullet list style, if you want to insert paragraphs that are not numbered or bullet lists. Remember you can also create new styles as needed.

**Avoid direct formatting**: Minimize the use of direct formatting for individual instances (e.g., bolding, italicizing, changing font size manually from the ‘Paragraph’ options) as much as possible. Instead, rely on styles to apply formatting consistently. When users apply formatting changes directly to text instead of using styles, it can lead to inconsistency and instability. Direct formatting overrides the underlying style settings and can cause unexpected changes or conflicts when editing the document. Remember that WFP style guide recommends ‘not using italic or bold fonts in text to denote emphasis, which should be reflected in the phrasing.’

**Update styles**: If you need to modify the formatting of a particular style, update the style definition rather than manually changing individual instances. This ensures that all text formatted with that style is updated automatically.

**Clean formatting before pasting from external sources**: When copying text from external sources (e.g., websites, PDFs), paste it into Notepad or another plain text editor first to remove any hidden formatting. Then, paste it into Word and apply the appropriate styles. If you paste directly into Word, instead of using the standard paste (CTRL+V), use the ‘Paste special’ option. Right-click and select the Paste option: ‘Keep text only’ and re-apply the style as needed.

**Avoid floating boxes:** Minimize the use of boxes. Instead of creating small floating boxes for sidebars or side content, opt for full-page sized boxes. Select the following option for the layout: ‘In line with text’. This layout ensures that the box remains integrated with the flow of the document. Instead of relying on text boxes, you can also use one-column tables to achieve a similar effect. One-column tables can serve as containers while maintaining a stable position.

**Use ‘Insert captions’ to number figures, tables and boxes**. The "Insert Captions" function in MS Word allows you to easily add captions to figures, tables, equations, and other objects within your document while ensuring their numbering stays updated.

**Check compatibility**: Be mindful of compatibility issues when sharing documents with others who may be using different versions of Word or other word processing software. Save the document in a compatible format (e.g., .docx) and consider using the "Compatibility Mode" if necessary.

**Cover photo**. To replace the photo in the cover page, double-click on the image or in the header or footer section of the cover page. Right-click on the photo and select ‘Change picture’ from the context menu. Navigate and select the photo you want to use. The photo will be replaced with the new one. Click on ‘Close Header and Footer’ in the top Ms Word toolbar to exit the header/footer editing mode.

Acknowledgements

Disclaimer

The opinions expressed in this report are those of the evaluation team, and do not necessarily reflect those of the World Food Programme (WFP). Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

The designation employed and the presentation of material in maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

Include a reference to USDA for all MGD evaluations.

Key personnel for the evaluation

**Name of commissioning office**

Name of evaluation manager Evaluation manager

Name Surname Title

Name Surname Title

Name Surname Title

**Prepared by**

Name of team leader Team leader

Name Surname Title

Name Surname Title

Name Surname Title

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# Executive summary

The Executive Summary may be the only part of the evaluation report that decision-makers will read. It is therefore key to present the most critical/important findings and to ensure that it is a self-contained text. Only information provided in the main report should be presented here, in summarised form. Recommendations should be presented in brief.

The Executive Summary must not exceed 2,500 words for CO DEs / 3,000 words for regional and HQ-led DEs. It should provide a complete and balanced synthesis of the evaluation findings, conclusions and recommendations.

The Executive Summary should include a very brief description of the following aspects:

* Evaluation type, period being evaluated and commissioning office
* Evaluation purpose and objectives
* Context
* Main features of the subject of the evaluation, including geographical coverage, beneficiaries and resources raised against budget
* Main users/intended audience
* Main features of the methodology (rationale, sources, data collection and analysis methods used, major limitations)
* Summarized key findings, which should form the largest part of the Executive Summary
* Overall summarized conclusions and recommendations (with clear links to findings presented)

# Introduction

Length of main report: maximum 30,000 words (excluding Executive Summary and Table of Contents). Annexes should not exceed 40,000 words.

Short presentation of ER preparation phase i.e. on what basis was the ER prepared.

1. Use the ‘Numbered Paragraph’ style from the MS Word Styles if you want to keep the paragraphs numbered throughout.
2. If you want to insert bullet lists, consider using the MS Word Style ‘Bullet level 1’ or going back to the ‘Normal’ style. Do not create bullet lists or a new numbered list when you are typing with the ‘Numbered paragraph’ style.

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Table 1: Table title

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## Evaluation features

Introduce briefly the purpose and rationale for the evaluation, specific objectives, scope of the evaluation, main stakeholders in the evaluation, intended users, evaluation team, timing and duration of fieldwork.

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## Context

Building on the section of the ToR and IR, provide a succint overview of the context for the subject being evaluated. Ensure information is focused and concise, with a balance between levels of detail and synthesis. Authoritative or reliable sources and relevant indicators/trend data should be used.

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## Subject being evaluated

Building on the ToR and IR, provide a succinct overview of the evaluation subject, including factual information such as: strategic objectives, outcomes, outputs, budget,and modalities of engagement, etc. Undertake a comparative analysis of planned versus actual numbers with data disaggregated by year (in case of a multi-year programme) and by activity (if multiple activities). Include a short analysis of what is provided to whom and why. Asses the results framework/logic model/theory of change. Explain the gender, equity and wider inclusion dimensions of the subject being evaluated.

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## Evaluation methodology, limitations and ethical considerations

Provide sufficient information to generate trust in impartiality and credibility of the evaluation, but present full details of the methodology in an Annex. Include summarized information about evaluation criteria, evaluation questions, data collection, data analysis, sampling frame, triangulation approaches, ethical issues and related safeguards, as well as mitigations of limitations. Show how the methodology was gender responsive, including any data collection method employed to seek information on GEEW issues and to ensure the inclusion of women. This should include a dedicated question or sub/question regarding how GEEW was integrated into the subject of the evaluation/intervention.

**Use this wording in the ER**

1. WFP decentralized evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

# Evaluation findings

This section forms the largest part of the evaluation report. Convey the results of the evaluation in a way that corresponds to information needs of intended users, answers the evaluation questions and addresses the evaluation criteria. Make a clear distinction between the findings (facts, evidence, views of stakeholders etc.) and the views of the evaluation team. Findings should be transparently generated and make explicit use of evidence (sources provided for data/quotes). They should present successes and failures in a balanced way. Explain clearly any gaps in the evidence base and why there are any places where the evidence is inconclusive. Use gender (and equity) sensitive language throughout.

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Note: The headings for each of the sub-sections should correspond to the main evaluation questions as defined in the inception report. Any alternative format should be discussed and agreed with the evaluation manager. Under each sub-heading provide:

* Evidence-based findings and the analysis to support them
* Graphs, tables and charts, as appropriate and useful to justify the finding
* A clear, logical flow of arguments
* Reporting on results that includes intended (actual versus planned) and unintended (unforeseen, potentially positive or negative) results
* Consistency between findings.
* If findings are inconclusive, this should be stated clearly.

## Evaluation question 1

Ensure that information:

* Responds to all evaluation criteria and questions identified
* Presents data analysis and triangulated information received from various stakeholders to support the findings
* Uses credible evidence from multiple sources, including external sources
* Presented as evidence in the report does not conflict with evidence/knowledge existing within credible sources outside WFP
* Presented as evidence underlying all findings is identified and referenced
* Is free from unsubstantiated opinion or bias
* Identifies any inconclusive evidence and any limitations or gaps in the evidence and their effects on responding to the question
* Provides full citations and referencing of all information sources
* Maintains a balance between detail and synthesis
* Uses figures/graphs for illustration (e.g. for presenting output and outcome data)
* Depth of analysis must be consistent across evaluation questions with an explanation of where this has not been possible.

Depth of analysis must be consistent across evaluation questions with an explanation of where this has not been possible.

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## Evaluation question 2

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## Evaluation question 3

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# Conclusions and recommendations

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## Conclusions

Drawing together the findings of the evaluation, carefully formulate these, ensuring that they logically derive from the evidence (and do not introduce any new evidence), and present a conclusive picture in relation to the answers to the key evaluation questions. Ensure that conclusions:

* Are clustered by criteria, theme, or by evaluation question
* Bring the findings up to a higher level and respond to the “so what?” question (rather than simply summarizing the evidence)
* Follow logically from the findings and analysis, with clear linkage back to specific findings
* Provide a conclusive picture formed from the previous sections of the report
* Highlight all important conclusions without any gaps
* Are succinct, synthesising common findings and highlighting exceptions
* Contain a clear summary of evidence against the evaluation criteria identified
* Accurately reflect both the positive and negative findings from the report, reflecting both strengths and areas for improvements
* Take into consideration different stakeholder groups and gender equality and women’s empowerment and equity aspects
* Are free of personal or partisan considerations

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## Lessons [optional]

This section of the report is optional, in case the evaluation team has found lessons worth noting, but that do not lend themselves to concrete conclusions. Ensure that lessons:

* Clearly build on the findings and conclusions of the evaluation
* Contribute to wider organizational learning in WFP and guide future action
* Have the potential for wider application and use beyond the context of the evaluation (this implies clearly identifying the conditions/situation(s) for which they are valid)

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## Recommendations

Ensure a maximum of ten recommendations in total. Recommendations should:

* Be relevant and well aligned to the evaluation purpose and objectives
* Address critical areas identified by findings with no gaps
* Clearly and logically derive from findings and conclusions
* Be internally consistent and take account interdependencies
* Be objective and constructive
* Be concise
* Be sufficiently specific to be actionable and provide a clear direction of intended change while at the same time leaving room for implementers and users to fine-tune their implementation approach
* Focus on what action WFP can take (or other commissioners in the case of joint evaluations)
* Orient towards actions that clearly deliver benefits in proportion to their costs
* Be prioritized (high or medium)
* Use active language
* Be grouped/sequenced based on criteria (strategic/operational)
* Be clearly targeted
* Propose a clear timeframe for implementation
* Address gender, equity and wider inclusion issues and if possible, include specific recommendations for improving WFP performance
* Where appropriate, include relevant priorities on how to improve the equity-focus of the evaluand for the benefit of the most marginalized groups
* Have been subject to a do-no-harm and risk analysis

The table presented in the next page should be used.

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| **#** | **Recommendation** | **Recommendation grouping (3 options):**  **By type**  **By theme**  **Short/medium/long-term** | **Responsibility (one lead office/entity)[[1]](#footnote-1)** | **Other contributing entities (if applicable)** | **Priority: high/medium** | **By when** |
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|  | **Recommendation 1**  Sub-recommendation 1.1  Sub-recommendation 1.2  *(If applicable)* |  |  |  |  |  |
|  | **Recommendation 2** |  |  |  |  |  |
|  | **Recommendation 3** |  |  |  |  |  |
|  | **Recommendation 4** |  |  |  |  |  |
|  | **Recommendation 5** |  |  |  |  |  |
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# Annexes (minimum)

List and number all annexes in the order in which they are cited in the main text. Reference all Annexes in the main text. Core annexes are listed below. This is not an exhaustive list and additional relevant annexes may be included. They do not need however to include all working documents of the evaluation team. Annexes should not exceed 40,000 words.

# Annex 1. Summary Terms of Reference

# Annex II. Timeline

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# Annex III. Methodology

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# Annex IV. Evaluation matrix

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|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation question** | | | | **Criteria** |
| **Subquestions** | **Indicators** | **Data collection methods** | **Sources of data/information** | **Data analysis methods/triangulation** |
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# Annex V. Data collection tools

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# Annex VI. Fieldwork agenda

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# Annex VII. Mapping of findings, conclusions and recommendations

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| **Recommendation**  [*in numerical order*] | **Conclusions**  [*by number(s) of conclusion*] | **Findings**  [*by number of finding*] |
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| **Recommendation 1**: [*text*] | Conclusion XX | X,X,X,X, etc. |
| Conclusion XX | X,X,X,X, etc |
| **Recommendation 2:** [*text*] | Conclusion XX |  |
| **Recommendation 3:** [*text*] | Conclusion XX |  |
| Conclusion XX |  |
| **Recommendation 4:** [*text*] |  |  |

# Annex VIII. Key informants’ overview

Do not include any personal identifiable information e.g. names of people interviewed. Only the affiliation (position and organisation) and/or indications on municipalities are to be noted here as long as it does not comprise personally identifiable information. Items that should not be included in the annexes (or anywhere in the report) include:

* List of participants and/or people interviewed for evaluation.
* Names, email addresses, phone numbers, addresses, or similar information linked to individuals

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# Annex XI. Bibliography

Hobbs, J.B., Sutcliffe, H. & Hammond, W. 2005. The Statistics of Emergency Aid. Bristol, UK, University of Wessex Press..

# Annex X. Add any other relevant annexes as required

# Annex XI. Acronyms and abbreviations

| **Abbreviation** | Definition |
| --- | --- |
| **AAA** | Acronyms Acronyms Acronyms |
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1. Unless the evaluation is commissioned jointly with other partners, the lead entity for all recommendations should be within WFP. [↑](#footnote-ref-1)