COUNTRY STRATEGIC PLAN EVALUATIONS

Guidance for Process and Content

Centralized Evaluation Quality Assurance System

WFP

World Food Programme

SAVING LIVES CHANGING LIVES

December 2021

Foreword

The Centralized Evaluation Quality Assurance System (CEQAS) is one of the building blocks for implementation of the WFP Evaluation Policy (2016-2021). As such, it is the WFP Office of Evaluation's primary means of safeguarding the international evaluation principles of:

- **Independence:** by setting standards that increase impartiality in the evaluation process and reporting on findings
- **Credibility:** by setting standards that ensure evaluations are evidence-based and follow transparent and systematic processes
- **Utility:** by building milestones into evaluation processes for timeliness and reporting standards to ensure accessibility.

The CEQAS guides all evaluations undertaken by the WFP Office of Evaluation and its consultants.

The CEQAS is a comprehensive system covering all types of evaluations: strategic, policy, country strategic plan, corporate emergency and synthesis.

The CEQAS is a working tool for WFP evaluation staff and its consultants covering all stages of the evaluation cycle. It is not a comprehensive handbook on evaluation and does not replace the rich range of evaluation literature.

The CEQAS builds on the norms and standards of the United Nations Evaluation Group (UNEG), the Organisation for Economic Co-operation and Development's Development Assistance Criteria's (OECD-DAC) Evaluation Network, related tools from the Active Learning Network for Accountability and Performance (ALNAP), and the wider evaluation literature and community of practice.

The CEQAS pack for each evaluation type consists of:

I. **Guidance for process and content**
II. **Templates**
III. **Quality checklists**
IV. **Technical notes and other reference material**

Initiated in 2007, the evaluation quality assurance system (EQAS) is subject to periodic and systematic updates in line with the Office of Evaluation's evolving needs and international best practice. CEQAS was comprehensively reviewed and updated in 2013. In 2017, the guidance was further updated to strengthen the integration of gender equality and women's empowerment (GEWE) and to take account of the start of implementation of the "Integrated Road Map". In 2019, further revision was made to CEQAS for country portfolio evaluations in order to transform them into country strategic plan evaluations (CSPEs). In 2020, the Office of Evaluation reviewed its EQAS across all types of evaluations to ensure closer alignment where required and reflect recent UNEG guidance, such as the 2020 Ethical Guidelines for Evaluation. Further updates and new materials will continue to be added as needed to ensure EQAS continues to reflect emergent best practice and management requirements.

Andrea Cook, Director of Evaluation, November 2020

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Introduction

1. Country strategic plan evaluations (CSPE) are required in the penultimate year of implementation of any country strategic plan (CSP), in line with the Country Strategic Plan Policy approved in 2016. They encompass the entirety of WFP activities during a specific country strategic plan.[1] They evaluate the performance and results of the country strategic plan as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design and implementation. CSPEs feed evidence to country offices in the process of preparing country strategic plans and provide lessons that can be used in the design of new programmes and activities.

2. **Overview of the guidance**. These guidance materials apply to the management and conduct of CSPEs. They are structured following the five phases of an evaluation, focusing on processes, outputs and quality standards that will be used for each of them. The five phases are:

   1. Preparation
   2. Inception
   3. Data collection
   4. Reporting
   5. Follow-up and dissemination

3. **The process guidance** shows the roles and responsibilities of each stakeholder: evaluation managers (EM); research analysts (RA); evaluation team leaders and team members; WFP stakeholders, including headquarters (HQ), regional bureaux (RBs), regional evaluation officers (REO) and country offices (COs); other stakeholders; the Director of Evaluation (DoE) or the Deputy Director of Evaluation (DDoE) whenever responsible for clearance of the CSPE; and the Regional Head of Unit (HoU), or other senior evaluation officers as relevant.

4. **The content guides and quality standards** are provided for the outputs produced during each of the evaluation phases. This guidance provides a brief introduction of general principles. Templates and a quality checklist for each product are used by the evaluation manager, the second level quality assurer, the research analyst, evaluation team leaders and evaluation teams.

5. Links are provided to other Office of Evaluation (OEV) guidance, such as **cross-cutting technical notes**.

6. Key **UNEG guidance** such as UNEG norms and standards, 2020 UNEG ethical guidelines for evaluation, UNEG guidance for Integrating human rights and gender equality in evaluation, and the UNEG United Nations Disability Inclusion Strategy are also referenced where relevant.

7. **Overview of time taken to conduct a CSPE.** The time for conducting a CSPE is approximately eleven months from the initial preparation to the follow-up and dissemination phase, when the reports are presented to the Executive Board. However, the core of the process, which includes inception, data collection and reporting, would normally last approximately six months. A six weeks buffer period between the completion of the inception and start of the data collection phase should be factored in. This is to avoid possible overlaps between the finalization of the methodological design and the beginning of the data collection. The table below illustrates the duration of each phase.

Phase	Average time (months)
1. Preparation	3
2. Inception	2
3. Data collection	1
4. Reporting	3
5. Follow-up and dissemination	2
Total	**11**

[1] WFP/EB.2/2016/4-C/1/Rev.1

8. The set timeframe aims at feeding the CSPE report into the process of developing a new country strategic plan and allows for delinking the preparation and follow-up and dissemination phases of the evaluation. This gives some flexibility for evaluation managers and other staff supporting the CSPE process in the Office of Evaluation. The key stages where the evaluation team needs to be fully involved are the inception, data collection and reporting phases. The preparation phase, including the preparation of the standard terms of reference (ToR) and selection of an evaluation team, through one of the long-term agreement (LTA) companies or by identifying a team of individual consultants, may be completed well in advance of the start of the inception phase. The follow-up and dissemination phase is closely tied to the timing of Executive Board sessions in terms of completion. However key activities will be completed within 45 days of closure of the reporting phase.

9. **Quality assurance (QA):** Quality assurance cuts across all phases as it includes clearance of all evaluation outputs.

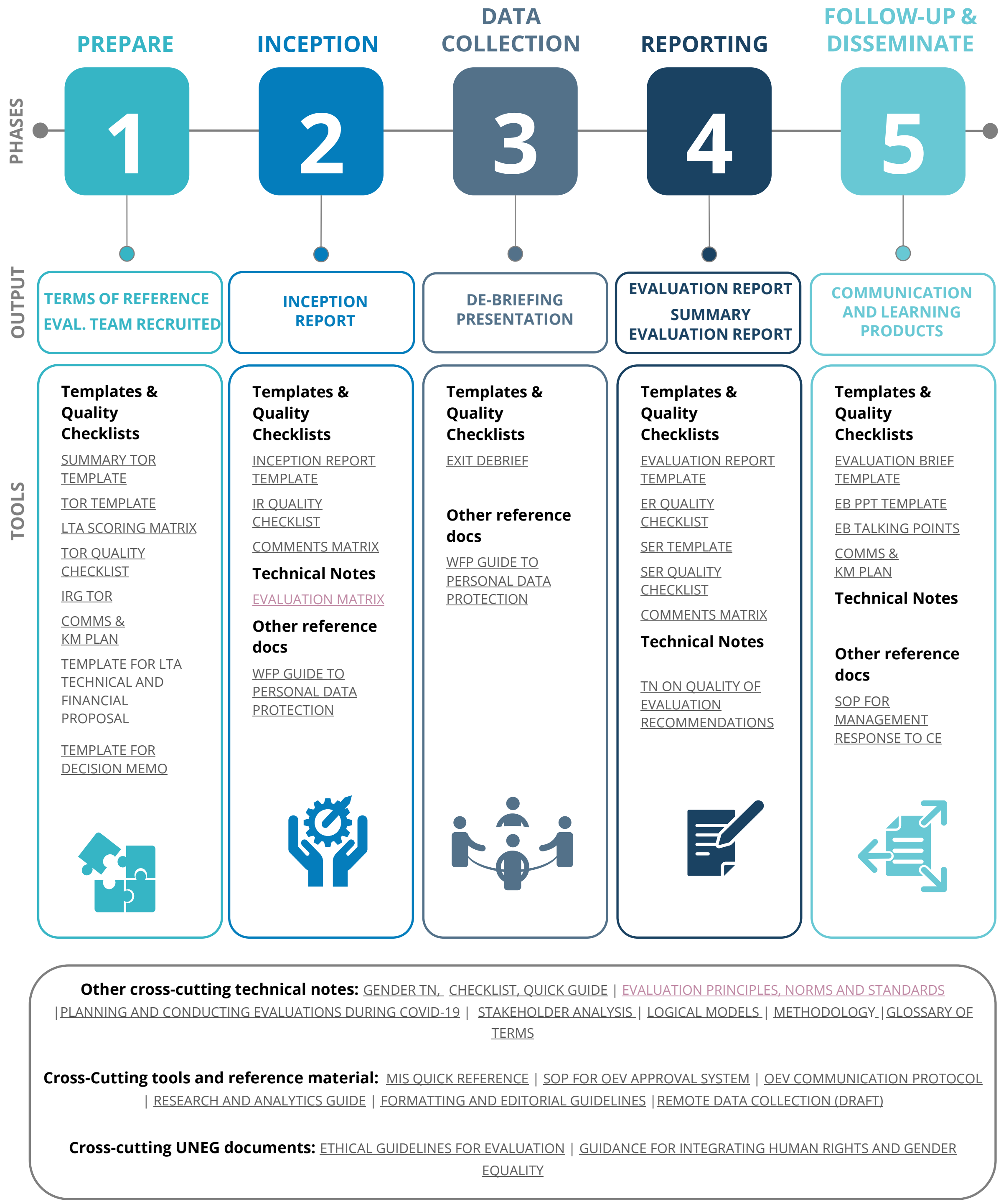
10. For the preparation phase, the evaluation manager has primary responsibility for developing the terms of reference in line with CEQAS standards. For inception and reporting phases, the evaluation team leader and, when relevant, the consultancy company that hired her or him, have primary responsibility for timely delivery of evaluation reports that meet the Office of Evaluation quality standards. In addition, there are two levels of quality assurance within the Office of Evaluation, as described below.

11. **First level quality assurance (QA1)** is undertaken by the evaluation manager with support of the research analyst as relevant for the outputs to be produced by the evaluation team at each stage of the process: each draft of inception and the evaluation reports. The evaluation manager should engage throughout the process of preparing the documents and not just review the submitted draft. For documents produced by the evaluation manager, QA1 will be undertaken by the relevant Regional Head of Unit, or another senior evaluation officer, Deputy Director of Evaluation or Director of Evaluation, as designated by the Director of Evaluation.

12. **Second level quality assurance (QA2)** is undertaken by the relevant Head of Unit, designated senior evaluation officer, Deputy Director of Evaluation or Director of Evaluation on all agreed evaluation deliverables produced by the evaluation team. The QA2 should be done together with the QA1, using the standard quality assurance checklists for each product and should not involve a separate round of comments to the evaluation team. This means that the QA1 and QA2 comments should be agreed upon and consolidated before sending the product back to the evaluation team. Where appropriate, the QA2 may directly provide a recommendation for clearance to the Deputy Director of Evaluation or Director of Evaluation, if designated as responsible for clearance of an evaluation deliverable by the Director of Evaluation.

13. **Final approval of documents.** All documents to be approved by the Director of Evaluation or Deputy Director of Evaluation, as appropriate.

Figure 1: Overview



Phase 1: Preparation

The principles of independence, impartiality, credibility and utility, as well as ethics, have a number of specific implications at preparation phase as follows:

Independence: The evaluation manager ensures that the selected independent evaluators have not had prior involvement with the subject to be evaluated and have no vested interest.

Impartiality: The evaluation manager prepares the terms of reference following this process guide to ensure an absence of bias in terms of scope and design. A reference group, which includes key stakeholders, is formed to help steer the evaluation and reduce risk of bias. Impartiality is critical to the usefulness and credibility of the evaluation.

The **credibility** of an evaluation is determined by its independence, impartiality, transparency and methodological appropriateness and rigour. The selected evaluation team should have a track record of producing high quality evaluations.

Utility: An explicit discussion on the intended use of the evaluation takes place with internal and external stakeholders. The evaluation questions should be focused, appropriate and relevant to the users' needs and linked to the evaluation's objective(s) (accountability and/or learning). The evaluation terms of reference set out clearly the evaluation's purpose, scope, and intended use(s) by various stakeholders. The evaluation manager effectively steers the evaluation process to ensure adherence to the planned timeline and timely completion of the evaluation.

Ethics: The UNEG ethical guidelines include a pledge of ethical conduct in evaluation that has to be followed by all evaluation commissioners and evaluators contracted by WFP as well as a checklist of ethical issues that the evaluation manager and evaluation teams should consider at each phase of the process.

14. **The terms of reference** (ToR) are the major output of the preparation phase and they provide the first substantive overview of the evaluation. They constitute the evaluation manager's main instrument to instruct the evaluators on the assignment and explain what is expected from them. They are annexed to the contract of the consultancy firm conducting the evaluation, or of each member of the evaluation team when the latter is integrated by individual consultants.

15. The earlier that gender equality and women's empowerment (GEWE) approaches are incorporated into the evaluation thinking, the higher the chances that they will be thoroughly analysed during its implementation. The evaluation manager should use the preparation phase to incorporate GEWE into the evaluation during its planning and preparation stages. A description of the terms of reference preparation process is available in Section 1.2.

16. In addition to developing the terms of reference, there are other components or steps within the preparation phase:

17. **Internal reference group (IRG).** During the preparation phase the evaluation manager is responsible for establishing the internal reference group, identifying its members and informing them of their roles in the evaluation process. The overall purpose of the internal reference group is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- Transparency: Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process.
- Ownership and use: Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use.
- Accuracy: Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

18. The internal reference group should be composed mainly of senior country office staff and key technical leads from the regional bureau. Selected headquarters staff may be included, depending on the CSPE context and the availability of expertise at the regional bureau level. Where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited onto the internal reference group.

19. **Communication and knowledge management plan.** In the early stages of the evaluation, the evaluation manager is responsible for laying out a draft communication and knowledge management plan defining the ways in which the various stakeholders will be involved throughout the evaluation process and how the findings of the evaluation will be communicated and disseminated in order to stimulate learning in WFP and beyond. The plan should be further developed during the inception phase also in consultation with the country office, the regional evaluation officer (REO) and the Office of Evaluation's communications officer. For more details, please refer to the communication and knowledge management plan.

20. **Identification and contracting of an evaluation team.** Finally, the preparation phase also includes the identification and contracting of an evaluation team to undertake the evaluation. The evaluation manager should check the LTA tracking sheet to identify the firms that expressed an interest in conducting the evaluation. Assuming that there were a sufficient number of firms that responded positively, information on the timeline of the evaluation, the scope and team requirements can be shared with the firms that expressed interest. Once the terms of reference have been finalized, these are shared with the shortlisted companies with a clear deadline for submission of a technical and financial proposal. The link to the scoring table to be used for the assessment of the proposals is listed as key reference material under Section 1.3. Once the appropriate team has been selected, the evaluation manager will draft a decision memo to be submitted to the Deputy Director of Evaluation or Director of Evaluation for approval. The decision memo should include a justified recommendation to support the company and evaluation team selected, the full budget for the evaluation, the terms of reference and the scoring grid with the results of the assessment.

1.1 PREPARATION PHASE PROCESS GUIDE

21. The purpose of the process guide is to provide a step-by-step description of the process leading to the finalization of the terms of reference and the summary terms of reference, the selection of the evaluation team, and the communication and learning plan, highlighting the roles and responsibilities of each stakeholder.

22. The steps, including the roles, responsibilities and actions are provided in Figure 2.

Figure 2: Process map for the preparation phase

EM

- Collects key documents
- Identifies key stakeholders: internal (WFP) and external (governments, institutions, partners), and establishes an internal reference group (IRG)
- Undertakes preliminary consultations with some of the stakeholders (including always the CO, RB programme staff and REO) to get an overview of: stakeholders and their concerns; the logic of intervention underlying the CSP; related operations, ideally starting to develop a database; data availability and constraints
- Liaises with the CO to ensure that CSPE has been budgeted for appropriately and quantifies funding gaps if any

Research Analyst

- Builds an E-library
- Collects standard documents (corporate, regional and country level)
- Liaises with CO focal point for additional documentation
- Prepares standard tables and graphs
- Reviews and provides comments to the evaluation manger on the ToR
- Supports the preparation of the membership list for the IRG

EM

- Prepares draft ToR (including communication & knowledge management plan and IRG composition)
- Submits draft ToR to the QA2

QA2

- Reviews draft ToR
- Gives feedback to evaluation manager: either
- a) submits for clearance by DoE/DDoE to share with CO for comments
- b) requests for revision

EM

- Revises draft ToR, if necessary; repeat previous step
- Confirm with qualified LTA holders availability and willingness to provide the required services

CO

- Provides comments on the draft ToR
- CO will have two weeks to comment on the draft ToR

EM

- Reviews the CO comments and revises draft ToR as appropriate
- Prepares a comments' matrix that captures the comments and the way in which the evaluation manager has addressed them
- Requests and reviews options for evaluation teams (e.g. LTA proposals), rates them and prepares the decision memo to be submitted to the DoE/DDoE for approval [see technical notes on options for contracting evaluation teams and LTA guidance on share point. Refer to LTA scoring table]
- Updates MIS with information on planned budget (USD), geographical coverage, team leader, team contracts, SDG

DoE/DDoE

- Approves the final ToR
- Approves the selection of the LTA

Figure 2: Process map for the preparation phase

- Sends the final ToR to the IRG
- Prepares the summary ToR
- Sends the final ToR to communications and knowledge management unit for posting on the WFP website (internal and external)
- Initiates contracting
- Keeps a record of LTA firms approached to conduct the CSPE and the outcome of the process
- Updates MIS milestones:
- Communication and learning plan approved
- Final ToR and budget approved
- Evaluation team budget approved and contracted

1.2 PREPARATION PHASE CONTENT GUIDE AND QUALITY STANDARDS

23. The purpose of this section of the guidance is to assist evaluation managers in drafting the terms of reference for CSPEs. The terms of reference should follow the structure and standard content described in the template for the terms of reference. The content will be adapted to the specific subject under evaluation and should cover the minimum requirements as per the quality checklist. The terms of reference should not be longer than 11,000 words, excluding annexes.

24. Quality assurance aims to ensure that enough background research has been undertaken to set out terms of reference that will adequately guide the conduct of the evaluation. The quality checklist will be used by the relevant Head of Unit or designated senior evaluation officer to assure quality, providing systematic and constructive feedback as needed. The quality checklist includes:

a. Criteria concerning the content (accuracy, adequate level of detail to understand the issues without being too detailed, well substantiated choices, for instance, when narrowing down the scope, etc.)

b. Checking whether the required content has been included in the terms of reference

c. Process (for instance, timeline).

1.3 REFERENCE MATERIAL FOR THE PREPARATION PHASE

Templates and quality checklists	Technical notes	Other reference material
✓ ToR Template ✓ Summary ToR Template ✓ Quality Checklist for ToR ✓ Internal Reference Group ToR ✓ Communication and Knowledge Management Plan	✓ Technical Note on Principles, Norms and Standards ✓ Technical Note for Planning and Conducting Evaluation during Covid-19 ✓ Technical Note on Stakeholder Analysis ✓ Technical Note on Gender integration, Quick Guide and Checklist	✓ LTA Tracking Sheet ✓ OEV Communication Protocol ✓ Research and Analytics Guide ✓ Template for Decision Memo ✓ LTA Scoring Matrix

Phase 2: Inception

The principles of independence, impartiality, credibility and utility, as well as ethics, have a number of specific implications at inception phase as follows:

Independence: To ensure the adequate implementation of evaluation standards and principles, the evaluation manager and stakeholders should provide the evaluation team access to key informants and all available data at the start of the inception phase**.**

Credibility: The evaluation methodology should be appropriate to respond to the evaluation questions and the methods for data collection, analysis and interpretation should be transparently documented in the inception report. The sites and stakeholders should be selected according to explicit criteria. The inception report should benefit from inputs from key stakeholders and a rigorous quality assurance process.

Utility: The evaluation team, with the support of the evaluation manager, should ensure an efficient evaluation process as per the timeline in order to avoid a late completion of the evaluation.

Ethics: Evaluators should behave ethically in all interaction with stakeholders. Adequate ethical safeguards should be indicated in the inception report

25. The inception phase serves to ensure that the evaluation team (leader and members) develop an in-depth understanding of the subject of the evaluation and other requirements indicated in the terms of reference and can translate them into a work plan according to which the evaluation will be carried out. The work plan includes the process of conducting the evaluation as well as the data collection and analysis methods selected to answer the evaluation questions.

26. The inception phase involves an initial analysis of background materials and discussions with key stakeholders that will give the evaluation team a greater understanding of issues and concerns related to the country strategic plan and its implementation. The evaluation team is also expected to further expand some elements of the terms of reference, notably ensuring that the evaluation subject, context and scope are correct, relevant, up-to-date, appropriately nuanced and politically sensitive. The inception report (IR) is meant to clearly articulate the evaluation scope, how the work is to be performed, who is to do what, what is to be produced and when deliverables are expected.

27. Within this framework, the main objectives of the inception phase are to:

- Reconstruct the implicit and explicit logic of intervention of the country strategic plan and its key assumptions
- Finalize the evaluability assessment
- Fine-tune the evaluation scope, subquestions as relevant and appropriate, also in view of the evaluability assessment
- Develop the evaluation methodology giving due consideration to ethical issues, risks and mitigation strategies
- Develop a detailed evaluation matrix
- Develop data collection tools and test them as appropriate and feasible
- Sample informants and field visits for the main evaluation mission
- Deepen and finalize the stakeholder mapping and analysis
- Finalize the communication and knowledge management plan
- Develop a detailed workplan with roles and responsibilities for the team and deadlines for each deliverable
- Elaborate a field visit schedule.

28. Section 2.1 explains the activities that should be conducted during the inception phase; Section 2.2 provides guidance on the expected content and quality standards of the inception report; and Section 2.3 includes links to all relevant reference documents for this phase.

2.1 INCEPTION PHASE PROCESS GUIDE

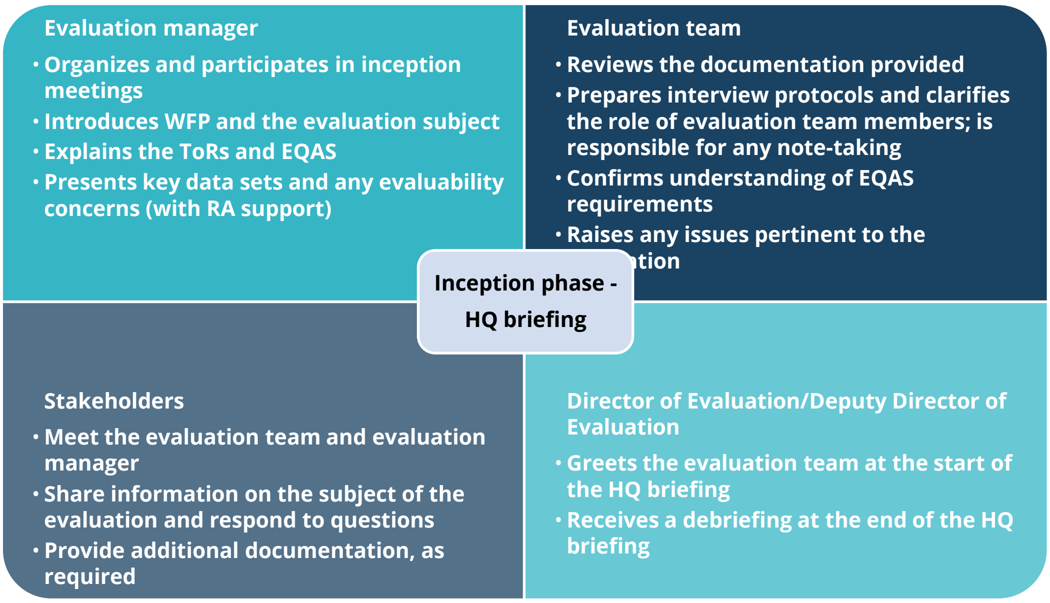
29. The inception phase requires that the terms of reference are final. The evaluation team should have been identified and hired as well. The following will have been completed and provided to the evaluation team:

- Terms of reference
- Library of relevant documents on a file sharing platform.

30. The process guide clarifies roles, responsibilities and participation during the inception phase and provides a step-by-step description of tasks, particularly those leading to the finalization of the inception report for the evaluation.

31. **A headquarters briefing** should be held early in the inception phase to ensure the team is fully appraised of the Office of Evaluation's requirements for CSPEs and that it has the opportunity to interact with WFP headquarters stakeholders. This will be virtual or in person depending on the circumstances, but the physical presence of the team leader and selected team members in Rome for the briefing will add value in terms of team-building with the evaluation manager and preparation of the inception mission. The briefing is not generic but requires the evaluation team to have conducted an initial literature review and made preparations so that the briefing is also structured around their specific questions.

Figure 3: Overview of roles and responsibilities for the headquarters briefing



32. **Inception missions** are instrumental to the objectives of the inception phase as listed above. They are also an important opportunity to enhance the ownership of the evaluation by the country office and national counterparts. More specifically, the objectives of the inception mission are to:

- Communicate the terms of reference (evaluation purpose, issues, methods and approach) to the stakeholders in the country

- Meet stakeholders to understand their perspectives and concerns related to the subject under evaluation and its implementation
- Reconstruct the implicit and explicit logic of intervention of the country strategic plan and its key assumptions
- Finalize the evaluability assessment
- Fine-tune evaluation scope, subquestions and methodology as relevant and appropriate, also in view of the evaluability assessment
- Develop the evaluation matrix
- Identify specific data gaps
- Develop data collection tools
- Sample informants and filed visits for the main evaluation mission
- Finalize the stakeholder mapping and analysis
- Develop a detailed workplan with roles and responsibilities for the team and deadlines for each deliverable.

33. For CSPEs, the inception mission is conducted by the evaluation team leader, together with the evaluation manager. The research analyst may also attend the inception mission, subject to approval by the Director of Evaluation/Deputy Director of Evaluation/regional Head of Unit and the Head of Analytics and Research Unit (ARU).

34. The inception mission will usually last five working days and generally regional bureau stakeholders will be engaged through teleconferencing, if possible, during the headquarters briefing. When necessary, the inception mission may include a visit to the regional bureau, for instance, when the regional bureau is leading a Level 2 (L2) or Level 3 (L3) emergency response under the country strategic plan.

35. **Preparation of the inception report.** The inception report forms the agreement between the evaluation manager and the evaluation team on the operational plan for the evaluation and makes transparent to the country office what is expected of it and what it can expect to receive. Therefore, revisions of the draft inception report should focus on issues that affect the evaluation scope, methodology and fieldwork. Disagreements should be sorted out before the inception report is considered final and the evaluation team can move on to the data collection phase.

Figure 5: Process map for inception report preparation

Evaluation Team Leader

- Drafts the inception report and submits it to the evaluation manager as per the agreed deadline

EM

- Reviews and comments on the draft inception report, with support of the research analyst
- Consults with the second level quality assurer on major issues that need his/her input, views or agreement
- Provides feedback to the evaluation team (using the quality checklist)

Research Analyst

- Reviews and provides comments on the draft inception report, specifically on data accuracy and consistency, and on other topics as requested by the evaluation manager and as relevant to the research analyst role

QA2

- Reviews the draft inception report and requests the evaluation manager to ensure that the evaluation team makes necessary revisions, or clears the draft to share with the country office

Evaluation Team Leader

- If necessary revises the draft inception report as required
- Submits a revised draft inception report to the evaluation manager

EM

- Reviews the revised draft inception report and submits it to DoE/DDoE through the approval system, routed via the QA2 to get clearance for sharing with the country office
- Prepares a comments' matrix that captures the country office comments with the support of the research analyst and shares it with the evaluation team leader
- Requests the evaluation team leader to address comments from country office and, once this is done, submits the final inception report and the completed comments matrix to the QA2

QA2

- Approves final inception report

EM

- Circulates final inception report to WFP stakeholders for their information and liaises with communications and knowledge management unit for wider dissemination in line with the approved communication and knowledge management plan
- Updates MIS milestone: Inception report approved and includes information on team members

2.2 INCEPTION PHASE CONTENT GUIDE AND QUALITY STANDARDS

36. The purpose of this guidance material is to assist the evaluation team and the evaluation team leader in drafting the inception report. The inception report should follow the structure described in the Office of Evaluation template. The content should cover the minimum requirements as per the quality checklist and be adapted to the specific country strategic plan under evaluation. It should not exceed 15,000 words, excluding annexes.

37. Quality assurance aims to ensure that enough research, stakeholder consultations and analysis have been undertaken to decide on the methodology of the evaluation and to guide its conduct. The CSPE inception report quality checklist includes:

- Criteria concerning the content, especially related to the scope, methodological approach, evaluation matrix, data collection methods and sampling criteria
- Criteria concerning the workplan, its feasibility and likelihood of generating a credible evaluation
- A check on whether the required content has been included in the inception report
- Process (for example, a timeline).

38. The evaluation manager, with the support of the research analyst, carries out first level quality assurance of the inception report, using the quality checklist to provide systematic and constructive feedback. The evaluation manager submits the inception report for second level quality assurance and once approved, it goes to the Director of Evaluation/Deputy Director of Evaluation for clearance before sharing it with the country office for comments. The second level quality assurer approves the final report.

2.3 REFERENCE MATERIAL FOR THE INCEPTION PHASE

Templates and quality checklists	Technical notes	Other reference material
✓ Inception Report Template ✓ Quality Checklist for the Inception Report ✓ Comments Matrix Template	✓ Technical Note on Principles, Norms and Standards ✓ Technical Note for Planning and Conducting Evaluation during Covid-19 ✓ Technical Note on Stakeholder Analysis ✓ Technical Note on Gender Integration, Quick Guide and Checklist ✓ Technical Note on Evaluation Matrix	✓ OEV Communication Protocol ✓ Centralized Evaluation Formatting and Editorial Guidelines ✓ WFP's Guide to Personal Data Protection and Privacy

Phase 3: Data collection

The principles of independence, impartiality, credibility and utility, as well as ethics, have a number of specific implications at data collection phase as follows:

Independence: Ensuring independence and impartiality mean the non-participation by WFP or partner organization staff in the team's data collection activities with external stakeholders. The evaluation team leader has the final authority on who should attend data collection meetings. The evaluation manager and the team leader are responsible for anticipating different interests and counteracting attempts to avoid focus on particular issues or with particular subgroups, or to influence the evaluation in any way. The evaluation manager ensures that evaluators have full access to available information and data as per the WFP Directive on information disclosure. Evaluators have full freedom to conduct their evaluative work without interference or fear for their career. Any challenges should be reported to the DoE/DDoE in a timely manner to facilitate resolution.

Credibility: The evaluation manager ensures that the evaluation is implemented as per design. If challenges arise during the field mission, adjustments are made ensuring that those do not undermine impartiality.

Utility: The evaluation team organizes a debrief at the end of the evaluation mission with the support the evaluation manager and the participation of country office/regional bureau/headquarters as appropriate.

Ethics: The evaluators behave ethically in all interactions with stakeholders and beneficiaries. They ensure informed consent, protecting privacy, confidentiality and anonymity of participants and cultural sensitivity. They respect the autonomy of participants. They ensure the participants' fair recruitment and that evaluation results do not harm them or their communities. The evaluators have an obligation to report any noted incidents of fraud, corruption, PSEA or other wrongdoing (See guidance here: Where to seek support and report wrongdoing in WFP | WFPgo)

39. The data collection phase is the phase when the evaluation team collects, synthesizes and starts analysing information and data from primary and secondary sources as indicated in the inception report. It is the time when the evaluation team pulls together the evidence on which it will report.

40. The details of the data collection phase are determined by the methodology chosen for a given evaluation. Therefore, it may differ for each evaluation. The principles provided here are generic but apply to all CSPEs.

3.1 DATA COLLECTION PHASE PROCESS GUIDE

41. The data collection phase requires that the inception report is approved. In this phase the operational plan found in the inception report is implemented.

42. The data collection phase is conducted by the evaluation team and consists, in general, of the following steps: team briefing, desk review and in-country activities.

43. **Team briefing(s)**. The team leader will brief all team members to ensure they have understood the requirements of the evaluation and the operational plan in the inception report. The team briefing(s) should also serve to come to clear agreements on the reporting requirements by each team member.

44. **Desk review**. A thorough review of existing documentation concerning the country portfolio and associated relevant literature and data should start at the inception phase. During the data collection phase this will be expanded as needed and each evaluation team member should have a complete understanding of the documented evidence/information concerning his/her part in the CSPE. This level of preparation is essential to ensure best use of the time in the field when additional information and data should be collected.

45. **Remote interviews (teleconference)**. The evaluation team should have remote interviews with relevant staff in the regional bureaux and headquarters as required. The team leader should have a call with senior management and other team members as well as calls with the relevant people related to the areas (strategic outcomes) to which they have been assigned.

46. **In-country activities**. These will include:

- Initial briefing, during which:
  - ✓ The evaluation team explains to stakeholders the purpose and conduct of the evaluation. The extent to which national counterparts are involved at this stage will have to be determined on a case-by-case basis, depending on the country context and WFP operational modalities
  - ✓ The country office explains to the evaluation team the agenda of meetings during their country visit (who are the stakeholders, their interests, significance and role in making and/or implementing the subject under evaluation, etc.)
- Interaction with WFP and other stakeholders through interviews, focus group discussions, possibly surveys and participatory evaluation methods, and collection of additional documentation and data, depending on the evaluation design
- Exit debrief.

47. The evaluation team must ensure the protection of personal data throughout data collection activities and seek the consent of respondents, if the country office has not done so already. More specifically, when seeking personal data through surveys, focus group discussions and interviews, the evaluators should disclose the purpose of the evaluation and with whom the data may be shared. They should also provide contact details of the person/entity to refer to for any concern on the use of his/her personal data. In the course of the evaluation, personal data on beneficiaries should be encrypted and stored to restrict their accessibility. The evaluation team should establish in advance the data retention plan, that is, how long the personal data collected should be available for the use of the evaluation. Should evaluators uncover allegations of wrongdoing or misconduct in the implementation of a programme either by a WFP staff member or a partner, the evaluation team leader should report those allegations to WFP Office of the Inspection and Investigation through the WFP hotline.

3.2 DATA COLLECTION PHASE CONTENT GUIDE AND QUALITY STANDARDS

48. **Exit debrief.** At the end of the fieldwork, the evaluation team should organize an exit debrief (usually presenting a PowerPoint presentation) to inform the CO on activities conducted during data collection, highlight any pending interviews, documents, and data sets still to be made available to the evaluation team and agree on a way forward to fill data gaps, as necessary and feasible. The team will also present key issues that emerged so far and receive feedback from the CO to deepen the analysis. The presentation should be pitched at a more general level, for example presenting key issues by evaluation criteria. The next steps to be agreed at the exit debrief should include confirming dates for the preliminary findings debrief and the stakeholder workshop. Participants other than the evaluation team and the country office, include the EM, RA, and QA2 (optional).

49. The exit debrief presentation is a working document of the evaluation team and will not be commented on or revised. It will serve as a reference document to stakeholders, including the evaluation manager, once they receive the evaluation report. The exit debrief presentation will be made available to the evaluation manager and the country office management.

3.3 REFERENCE MATERIAL FOR THE DATA COLLECTION PHASE

Technical notes	Other reference material
✓ Technical Note on Evaluation Principles, Norms and Standards ✓ Technical Note on Planning and Conducting Evaluations During Covid-19 ✓ Technical Note on Gender Integration, Quick Guide and Checklist	✓ WFP's Guide to Personal Data Protection and Privacy

Phase 4: Reporting

The principles of independence, impartiality, credibility and utility, as well as ethics, have a number of specific implications at reporting phase as follows:

Independence: The evaluation team must be free from pressure to alter conclusions and recommendations in any way that is not supported by the evaluation's findings.

Impartiality: The evaluation team should analyse data and present findings transparently and reflect where different stakeholders held different views while ensuring confidentiality. The evaluation team must provide explicit rationale when they do not incorporate stakeholder feedback.

Credibility requires that findings are based on triangulated evidence and that clear connections are made between findings, conclusions and recommendations. Findings and conclusions must be fair and acknowledge the existence of differing views. The evaluation report explains the methodology and any limitations, and presents evidence, findings, conclusions and recommendations in a complete and balanced way.

Utility: A stakeholder workshop should be organized to present initial findings, conclusions and recommendations to internal stakeholders.

Ethics: The evaluation team leader should inform the evaluation manager and the Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

50. The reporting phase brings together the findings of the evaluation team in a concise analytical evaluation report. The main outputs of the reporting phase are the evaluation report and the summary evaluation report (SER).

4.1 REPORTING PHASE PROCESS GUIDE

51. The reporting phase is undertaken after the data collection phase in order to synthesize, analyse, validate and interpret all data collected. While it is the fourth phase in the evaluation process, inputs to the evaluation report can be drafted at earlier stages: some parts of the report might have been developed at the stage of the terms of reference (for instance, the purpose of the evaluation will not have changed by the time the report is prepared) or during the inception or data collection phase (for instance the portfolio analysis).

52. The evaluation team leader has primary responsibility for timely delivery of evaluation reports that meet the Office of Evaluation quality standards. In addition, there are two levels of quality assurance by the Office of Evaluation and by the WFP internal reference group. The Office of Evaluation's evaluation manager conducts the first level quality assurance, coordinates stakeholder comments and consults with the second level quality assurer. The regional Head of Unit or designated senior evaluation officer conducts the second level quality assurance and recommends approval of the report by the Director of Evaluation /Deputy Director of Evaluation.

53. **Preliminary findings debrief.** This debrief will take place two to three weeks after the fieldwork, once the evaluation team has had time to synthesize and analyse information and is in the process of writing the evaluation report. Participants will include the evaluation team, CO, relevant RB staff, EM, RA, and QA2. The objectives of this debrief are the following:

- To present preliminary findings and conclusions and emerging recommendations to get feedback from participants as part of the ongoing analysis, validation, and reporting phase.
- To give the CO preliminary inputs that they may use for the design of the new CSP.

54.

55. **Stakeholder workshop.** A stakeholder workshop will be held in-country during the process of preparing the report. The workshop should present a complete final draft of the report and be timed to feed into the new country strategic plan design process. The purpose of the workshop is to stimulate ownership of the

evaluation findings, conclusions, and recommendations and to get participants' inputs that can contribute to enhance impartiality, credibility, and utility of the report, in addition to the written comments provided by the IRG. For this purpose, the workshop normally unfolds in two separate sessions: a first session with the CO and IRG members and a second session with CO and external stakeholders.

56. The specific objectives of the internal session are presenting the draft evaluation report, highlighting critical factors that are shaping progress towards expected results, or lack thereof, discussing the validity of findings and conclusions, and to dsicuss and enhance the opportunity, adequacy, and feasibility of the recommendations. This will provide clear inputs to stakeholders to inform the design of the new country strategic plan. In fact, this kind of workshop could piggyback on a country strategic plan formulation workshop.

57. The external session will focus on presenting the draft evaluation report to external stakeholders, with emphasis on conclusions and recommendations. It aims at engaging participants in discussing implications of the evaluation conclusions and recommendations for the strategic positioning and focus of WFP over the next CSP cycle. The evaluation report is not shared with external stakeholders as draft version. Only the final version, approved by the DoE or DDoE will be shared externally.

58. Stakeholder workshop participants should include the evaluation team, CO, IRG members, external stakeholders (National counterparts, key donors, implementing partners, other UN Agencies Funds and Programmes, other as relevant and feasible), EM, RA, QA2, and DoE / DDoE (as applicable).

59. **Summary evaluation report**. Once the full report has been cleared by the Director of Evaluation or the Deputy Director of Evaluation, the evaluation manager prepares the summary evaluation report, keeping it fully aligned with the evaluation report, but placing emphasis on specific areas identified by the Office of Evaluation as important for stakeholders; and then sends the summary evaluation report to the designated QA2 for feedback and to the evaluation team leader for validation.

Figure 6: Process map for evaluation report preparation

Evaluation Team Leader

- Prepares the draft evaluation report in line with EQAS standards (template for CSPE reports)
- Submits the draft evaluation report to the evaluation manager as per the agreed timeline

EM

- Reviews draft evaluation report and completes quality checklist
- If the report requires major revisions: reverts to the team leader
- If the report requires minor revisions: makes a request to the regional Head of Unit or designated senior evaluation officer for second level quality assurance

Research Analyst

- Reviews and provides comments on the draft inception report, specifically on data accuracy and consistency, and on other topics as requested by the evaluation manager and as relevant to the research analyst role

QA2

- Reviews the draft evaluation report
- Provides comments

Agrees with evaluation manager on course of action (required revisions, or submission to the DoE/DDoE)

EM

- Following team leader revisions, ensures quality assurance process and, once cleared by the QA2, submits to DoE/DDoE for clearance for circulation to stakeholders

DoE/DDoE

- Circulates draft evaluation report for comments to internal reference group

Stakeholders

- Review the draft evaluation report

Provide comments within two weeks of receipt of the draft report

Research Analyst

- Collects internal reference group comments in evaluation matrix and shares it with the evaluation manager

EM

- Organizes in-country stakeholder workshop
- Reviews and compiles all comments, organizing them by topics or parts of the report and level of criticality
- Discusses key issues with second level quality assurer, if required
- Forwards and discusses comments with team leader

Agrees with team leader on necessary revisions

Evaluation Team Leader

- Reviews /discusses comments with evaluation manager
- Revises draft evaluation report as appropriate
- Explains how comments were taken into account (comments matrix)

Figure 6: Process map for evaluation report preparation

EM
- Reviews the revisions

QA2
- Recommends, if appropriate, that the DoE/DDoE approves the final evaluation rep

DoE/DDoE
- Approves final evaluation report

EM
- Sends the final evaluation report for professional editing and reviews in detail the edited version of the final evaluation report
- Updates MIS milestones: evaluation report draft zero, evaluation report QA1, Final SER approved for submission to EB secretariat and adds information on final ER, management response, PHQA scores PHQA UN SWAP EPI, actual expenditure, publication reference

Figure 7: Process map for summary evaluation report preparation

EM
- Prepares the summary evaluation report for the CSPE, outlining key findings, conclusions and recommendations
- Prepares email (three to four paragraphs) to highlight major findings of the evaluation

QA2
- Reviews the summary evaluation report and provides preliminary feedback. SER is also shared with evaluation team leader for validation

EM
- Ensures report is revised, if necessary, in consultation with regional Head of Unit or designated QA2 and validated by the evaluation team leader.
- Submits report to DoE/DDoE for final approval

DoE/DDoE
- Approves the final version of the summary evaluation report

4.2 REPORTING PHASE CONTENT GUIDE AND QUALITY STANDARDS

60. The purpose of this guidance is to assist the evaluation team and the evaluation team leader in drafting the evaluation report. The latter conveys the results of the evaluation in a way that corresponds to the information needs of intended users and answers the four evaluation questions and related subquestions. Evaluation teams have final responsibility for the content of the evaluation report.

61. Data should be presented in a clear and concise manner (in tables, diagrams, etc.) as appropriate for effective communication. They should be systematically analysed and interpreted. Cut-off date should be the end of the data collection phase. Any particular situation that may require a different approach will be assessed and dealt with on a case-by-case basis. Findings should be evidence-based and relevant to the evaluation questions under review. The evaluators should make a clear distinction between facts borne out by evidence and assumptions or plausible associations they draw from the evidence. Conclusions should follow logically from the analysis of data and findings. The report should be balanced and impartial and use constructive language. Recommendations should be limited to six and should be relevant, realistic (implementable), prioritized and sequenced.

62. The evaluation report should specifically consider GEWE dimensions. This implies in particular ensuring that the analysis, findings, conclusions and recommendations adequately cover gender equality and women's empowerment. In addition, a number of ethical considerations should be reviewed at the reporting stage (see Annex 3 of UNEG Ethical Guidance).

63. The evaluation report should follow the Office of Evaluation template and should cover at least the minimum requirement as per the quality checklist.

64. The evaluation report, excluding the summary evaluation report, should not exceed 30,000 words (approximately 50 pages), and the annexes should not exceed 40,000 words. In order to minimize repetitive formatting work by the team and the Office of Evaluation, the evaluation team should be provided with, and comply with, the template and this content guide. The report and annexes should be compliant with the Office of Evaluation's editorial guidelines.

65. The **summary evaluation report** is expected to meet the standards set out in the quality checklist, and to follow the template, providing high quality information in each section. The SER should not exceed 6,500 words, including 1,500 for the recommendations. The Head of Unit or designated senior evaluation officer carries out the first level quality assurance of the summary evaluation report, using the quality checklist to provide systematic and constructive feedback. Should the report require only minor revisions, "clearance to release for comments" can be sought from the Director of Evaluation/Deputy Director of Evaluation. Should the report require major revision, the Head of Unit or designated senior evaluation officer reverts to the evaluation manager and requests necessary revisions before submitting the report to the Director of Evaluation/Deputy Director of Evaluation for approval.

4.3 REFERENCE MATERIAL FOR THE REPORTING PHASE

Templates and quality checklists	Technical notes	Other reference material
✓ Evaluation Report Template ✓ Quality Checklist for Evaluation Report ✓ SER Template ✓ Quality Checklist for SER ✓ Comments Matrix Template	✓ Technical Note on Evaluation Principles, Norms and Standards ✓ Technical Note on Gender Integration, Quick Guide and Checklist ✓ Technical Note on Quality of Evaluation Recommendations	✓ Office of Evaluation Communication Protocol ✓ Centralized Evaluation Formatting and Editorial Guidelines

Phase 5: Follow-up and dissemination

The principles of independence, impartiality, credibility and utility, as well as ethics, have a number of specific implications at follow up and dissemination phase as follows:

Independence: All final evaluation reports, management response and post hoc quality assessment results are published on WFP websites and disseminated through various channels

Utility: a management response is prepared for all evaluations detailing how the evaluation recommendations will be addressed. The implementation of follow-up actions is monitored. Opportunities for wider organizational learning are pursued, including taking key discussions on evaluation results in key workshops and contribution to the internal programme review and approval process.

66. It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. Consider from the stakeholder analysis whom to disseminate to, whom to involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries.

67. The evaluation dissemination should specifically consider GEWE dimensions. A GEWE-responsive dissemination strategy might include: i) dissemination of evaluation findings on GEWE to diverse groups of stakeholders who have an interest in, and are affected by, GEWE issues; and ii) promoting among stakeholders the fullest possible use of GEWE issues of the evaluations within the United Nations system, non-governmental organization partners, and the government ministries. Alternative ways to present GEWE-responsive evaluation findings to women and individuals/groups who are marginalized should be considered.

68. This section provides an overview of the final steps in the evaluation process to ensure that evaluations are accessible to the audience of WFP. Detailed guidance and communication options can be found in the communication and knowledge management plan. This section also covers some of the final administrative issues that have to be addressed by the evaluation manager. Specifically, this phase consists of the following components:

- Editing and design of full evaluation report
- Preparation of the management response
- Tagging of recommendations by theme for inclusion in the R2 system
- Executive Board preparation and presentation
- Dissemination of evaluation products
- Archiving of closed evaluations
- Administrative completion.

5.1 FOLLOW-UP AND DISSEMINATION PHASE PROCESS GUIDE

Figure 8: Process map for follow-up dissemination phase

EM

- Submits to the Office of Evaluation's knowledge management and communication unit the final summary evaluation report and fully amendable and legible versions of figures and charts included in the report, to share with the Executive Board Secretariat for editing and translation, as per Executive Board deadline (see timeline for Executive Board session and round table on evaluation reports preparation)
- Shares the final summary evaluation report with the Corporate Planning and Performance Division (CPP) and the Performance Management and Monitoring Division (RMC) to prepare the management response.

Stakeholders

- Under the oversight of CPP, the Oversight and Policy Commission (OPC) lead coordinates the preparation of the management response, seeking inputs from concerned headquarters divisions, regional bureau, country office as applicable

EB Secretariat

- Edits Executive Board summary evaluation report
- Clears edits with the evaluation manager, who consults with the DoE/DDoE
- Sends the final summary evaluation report for translation

EM

- Reviews the edited summary evaluation report in consultation with the regional Head of Unit or designated QA2 and eventually clears revisions with the evaluation team leader, if necessary
- Clears the edited summary evaluation report for translation

EB Secretariat

- Uploads final Executive Board summary evaluation report on the Executive Board website

EM

- Arranges meeting with key stakeholders, the regional Head of Unit or designated QA2 and the DoE/DDoE, prior to the informal roundtable (normally two weeks before the formal Executive Board session), if issues need to be discussed prior to presentation to the Executive Board
- Prepares talking points, PowerPoint presentation and Executive Director memorandum in consultation with the regional Head of Unit or designated QA2

DoE/DDoE

- Approves evaluation brief, talking points, PowerPoint presentation and Executive Director memorandum. The Executive Director memorandum should be prepared and approved after the Executive Board informal session and sent to the Executive Director ahead of the Executive Board formal session (see timeline for Executive Board session and round table on evaluation reports preparation).

69. **Report editing, formatting and web publishing.** The evaluation policy specifies that full evaluation reports are public documents available on WFPGo and WFP.org Evaluation websites. In order to publish the full evaluation report on the website ahead of the informal round table and Executive Board session and facilitate access to it, the evaluation manager is responsible for:

- Sending the full evaluation report to the Office of Evaluation's knowledge management and communication unit for editing and final formatting as per corporate/Office of Evaluation standards as soon as the evaluation report has been approved by the Director of Evaluation (or Deputy) and no later than two months before the Executive Board session
- Sending the Summary Evaluation Report to the Office of Evaluation knowledge management and communication unit for sharing with the Executive Board Secretariat (EBS) for editing and translation (submission to EBS 12 weeks before the EB)
- Reviewing the edited summary evaluation report and eventually clearing revisions with the team leader if/as necessary
- Coordinating with the Office of Evaluation's communications and knowledge management unit for final editing and formatting of the full evaluation report and summary evaluation report, prior to posting on the internet and intranet
- Submitting the edited and formatted evaluation report, including the summary evaluation report, for "final approval" of the Director of Evaluation/Deputy Director of Evaluation
- Ensuring that the final edited summary evaluation report (i.e. after editing and final approval) is copied into the full evaluation report as the executive summary
- Alerting the post hoc quality assessment (PHQA) coordinator that the report is ready for PHQA
- Drafting and clearing with the Director of Evaluation/Deputy Director of Evaluation an introductory paragraph to the evaluation report for the WFP.org Evaluation webpage. This paragraph should not exceed 600 characters and should include a breakdown and categorization of main findings (which should not exceed seven categories)
- Reviewing the final edited and formatted version of the evaluation report and, when satisfactory, sharing it with the communications and knowledge management unit to review and publish the report and the introduction on the WFPGo and WFP.org Evaluation website and create the required links to topics and countries
- Checking that the full evaluation report and the summary evaluation report have been published on WFPGo and the WFP.org Evaluation website at least two weeks before the Executive Board session and before the informal round table.

Timeline for Executive Board session and round table on evaluation reports preparation

No	Actions	Timeline (weeks before EB session)
1	EM shares the approved SER to CPP for preparation of MR and to OEV communications and knowledge management unit to share with EBS for editing	12 weeks
2	EM clears edited SER for translation and consults QA2 and/or DoE/DDoE in case of major revisions or unresolved issues with EBS editor	9 weeks
3	EM prepares communication package for round table (PowerPoint presentation and talking points and evaluation brief) and submits to DoE/DDoE for approval	5-7 weeks (3-5 weeks before round table)
4	EM requests OEV communications and knowledge management unit to review and publish the evaluation brief on WFPGo and the WFP.org Evaluation websites	4-6 weeks (2 weeks before round table)
5	EM drafts an email to be sent out by the DoE to share the final version of the report with WFP colleagues	4-6 weeks (2 weeks before round table)

6	Last date for EBS to post final SER on EB website	3-5 weeks (7-10 days before round table)
7	Submission of PowerPoint presentation and talking points for round table to EBS for quality check	3-5 weeks (5-7 days before round table)
8	EM arranges meeting with key stakeholders, regional Head of Unit or designated QA2 and DoE/DDoE, prior to informal roundtable, if issues need to be discussed prior to EB presentation	3-5 weeks (5-7 days before round table)
9	EM prepares shortened version of communication package for EB session	2-4 weeks
	Round table on evaluation reports	**2-4 weeks**
10	DoE/DDoE approves shortened version of communication package for EB session	1-3 weeks (1 week after round table)
	Executive Board session	

Timeline for Oversight and Policy Committee (OPC) meeting preparation (scheduled before or after round table on evaluation reports)

No	Actions	Timeline (days before OPC meeting)
1	EM prepares communication package for OPC (evaluation briefs, PowerPoint presentation, talking points and Executive Director memorandum)	14 days
2	DoE/DDoE approves communication package for OPC	7 days
	OPC meeting	**Before/after round table**

70. **Preparation of the management response**. The evaluation policy specifies that a management response to each evaluation will be submitted to the Executive Board at the same time as the summary evaluation report. Therefore, it is important to submit the evaluation report and the summary evaluation report in a timely manner that allows for the timely preparation of the management response.

71. The Corporate Planning and Performance Division (CPP) is responsible for requesting and overseeing the preparation and finalization of the management response for all centralized evaluations. The preparation can begin based on the draft summary evaluation report but should be updated in case there are any changes to the recommendations during the finalization of the summary evaluation report.

72. The evaluation manager is responsible for reviewing the management response matrix and if applicable for providing feedback to CPP **without introducing track changes in the response matrix itself.** He / she should:

- Check that all recommendations and sub-recommendations are adequately reflected in the management response
- Check whether the spirit of the recommendation was well understood and if not clarify the recommendation
- Understand the rationale for the partially agreed / not agreed recommendations and potentially suggest adjustments, e.g. in responsibilities for response actions, ensuring that the recommendation itself will not be changed without consultation with OEV management and the evaluation team leader.

- Offer comments in case the reading of the draft response does not seem to respond to the not agreed / partially agreed / agreed recommendations.

Tagging of recommendations by theme for inclusion in the R2 system. Once the SER has been received by the EB Secretariat and the Management Response completed, CPP will contact the EM with the template to tag the evaluation recommendations according to relevant themes. This information is included in the R2 system to facilitate searching and analysis.

73. **Executive Board preparation, presentation and reporting.** In preparation for the Executive Board session, the Director of Evaluation will brief the Oversight and Policy Committee (OPC) on completion of each evaluation.[2] For this purpose, the evaluation manager will:

- Prepare talking points and a PowerPoint presentation for the Director of Evaluation's introduction of the evaluation to the round table - at least two weeks before the evaluation round table (talking points: max 800 words for OPC meetings and Executive Board round table sessions, to be reduced to 450 words for Executive Board formal sessions; PowerPoints: slides to be prepared in line with the above talking points. For the Executive Board formal session: no more than seven slides, with five slides of content).[3] Talking points should be bullet-style, in 14 font, covering evaluation description, context, key findings (mix of positive and negative), overall conclusions, lessons/key messages, and summary of recommendations
- Prepare a short (600 words) strategic memorandum for the Executive Director
- Check with the Executive Board Secretariat whether they have received any advance statements/questions from Executive Board members (to be done around one week before the Executive Board session)
- If queries have been received from Executive Board members, draft a response and clear it with the designated QA2 in the first instance and then with the Director of Evaluation.

74. During the Executive Board session, the Director of Evaluation introduces the evaluation report. Attendance by the evaluation team leader may be considered by the Director on an exceptional basis, consistent with the budget and communications process planned for the evaluation in the terms of reference.

75. The evaluation manager will:

- Attend the specific informal round table and Executive Board session and know the report well enough to respond to detailed questions, if required
- Take notes of the discussion during the session and pass responses to detailed questions to the Director of Evaluation as required
- Within two days of receipt, review the summary highlights (five to ten lines) of the session prepared by the Executive Board Secretariat and amend or clear them through the Director of Evaluation
- Review the summary record of the session prepared by the Executive Board Secretariat and clear the revised version with the Director of Evaluation
- Discuss with the Director of Evaluation and Head of the communication and knowledge management unit possible follow-up to the Executive Board through communication or meetings with WFP stakeholders.

[2] For OPC meeting/briefing, the talking points are the same as those prepared for the round table and the PowerPoint only includes the conclusions and recommendations as provided in the round table PowerPoint. Both should be approved by the Director of Evaluation.

[3] For the round table session, the Executive Board Secretariat's deadline is five-seven working days for the PowerPoint and 24 hours for the talking points ahead of the event. For the Executive Board formal session, the Executive Board Secretariat's deadline is five-seven working days for the PowerPoint and 24 hours for the talking points ahead of the event.

76. **Dissemination of evaluation reports and products.** The evaluation report should be disseminated actively, including briefs to be disseminated to in-country stakeholders, in addition to the evaluation report and the summary evaluation report.

77. The evaluation manager is responsible for:

- Preparing a two-page evaluation brief, using the Office of Evaluation format, and clearing it with the Head of Unit or designated QA2 before submitting it to the Director of Evaluation/Deputy Director of Evaluation for approval. This is done immediately after the evaluation report has received final approval
- Requesting that the Office of Evaluation's communications and knowledge management unit review and publish the evaluation brief on WFPGo and the WFP.org Evaluation websites and ensure it is published at least four to six weeks before the Executive Board session
- Drafting an email to be sent out by the Director of Evaluation to share the final version of the report with WFP colleagues, four to six weeks before the Executive Board session
- Ensure implementation of the communication and knowledge management plan developed for the evaluation.

78. **Archiving of closed evaluations**. Through the evaluation process, a wide range of formal and informal outputs are created, including documents, data, communications, etc. Such products are an integral part of the evaluation process and should therefore be retained for future reference – for transparency, accountability and internal learning purposes. The Office of Evaluation's Evaluation Management Information System on Share Point facilitates this.

79. The evaluation manager, with support from the research analyst is responsible for:

- Selecting files for inclusion in the system (the Word versions of the final SER and ER should be uploaded)
- Delivering a fully archived evaluation, including primary data and reference library, at the end of the evaluation cycle.

80. The Office of Evaluation's evaluation information management system guidelines give details on the filing/archiving process, file structures, and roles and responsibilities.

81. **Finalization of administrative matters.** Within one month of the finalization of the evaluation report, the evaluation manager should:

- In cases where individual consultants have been hired to carry out the evaluation (not a long-term agreement firm), finalize with the Office of Evaluation's business support associate any outstanding payments by reviewing the status of travel expense claims and payments (to consultants as per attendance sheet or firms as per invoices), etc.
- Advise Head of Regional Unit to release uncommitted funds (if any)
- In cases where individual consultants have been hired to carry out the evaluation (not a long-term agreement firm), finalize the performance assessment requirements in the Performance and Competency Enhancement (PACE) system for each consultant hired directly by the Office of Evaluation.
- Complete/update management information system requirements.

5.2 REFERENCE MATERIAL FOR THE FOLLOW-UP AND DISSEMINATION PHASE

Templates and quality checklists	Technical notes	Other reference material
✓ Executive Board PowerPoint Template ✓ Communication and Knowledge Management Plan ✓ Template for Evaluation Brief ✓ Executive Board Talking Points	✓ Dissemination of Evaluation Findings	✓ SOP for management response to centralized evaluations ✓ Office of Evaluation Communication Protocol