POLICY EVALUATIONS
Guidance for Process and Content

World Food Programme

SAVING LIVES
CHANGING LIVES

Centralized Evaluation Quality Assurance System

January 2026

Foreword

The Centralized Evaluation Quality Assurance System (CEQAS) is one of the building blocks for the implementation of the World Food Programme (WFP) 2022 Evaluation Policy. 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 of 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 cadre and evaluation teams 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 Committee's Evaluation Network, related tools from the Active Learning Network for Accountability and Performance, 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 account for starting to implement 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. Between 2020 and 2023, 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 and the 2023 UNEG Guidance on Integrating Disability Inclusion in evaluations. In 2025, it has been reviewed to align it with the new organizational structure. Further updates and new materials will continue to be added as needed to ensure the EQAS continues to reflect emergent best practice and management requirements.

Anne-Claire Luzot, Director of Evaluation, November 2025

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Introduction

1. **Policy evaluations (PEs)** are part of the policy development process at WFP.[1] The Policy Formulation Document approved in 2011 indicates that "within four to six years of implementation, a policy is evaluated to assess its effectiveness." This instruction was then included as a coverage norm in the Evaluation Policy (2016-2021)[2], and the Evaluation Policy 2022[3] indicating that all policies will be evaluated four to six years after implementation starts and/or prior to policy changes.

1. **Overview of the guidance**. These guidance materials apply to the management and conduct of PEs. 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

2. **The process guidance** shows the roles and responsibilities of each stakeholder: evaluation managers; research analysts; evaluation team leaders and team members; WFP stakeholders, including global headquarters policy owners and other relevant divisions (Global headquarters including regional offices, regional evaluation technical teams and country offices; other stakeholders; the Director of Evaluation (DoE) or the Deputy Director of Evaluation (DDoE) whenever responsible for clearance of the PE.

2. **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.

3. Links are provided to other Office of Evaluation guidance, such as **cross-cutting technical notes**.

3. 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 2022 UNEG Guidance on Disability Inclusion in Evaluations are also referenced where relevant.

4. **Overview of time taken to conduct a PE.** The time for conducting a PE is approximately 15 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, evaluation and reporting, would normally last up to nine months. The table 1 below illustrates the duration of each phase. The Global, Synthesis & System-wide Unit is responsible for updating this Process Guide and coordinating policy evaluation planning and conduct.

Table 1: Average time to complete a policy evaluation

Phase	Average time (months)
1. Preparation	4
2. Inception	3
3. Data collection	3
4. Reporting	3
5. Follow-up and dissemination	2
Total	**15**

[1] "WFP Policy Formulation" (WFP/EB.A/2011/5-B).
[2] "WFP Evaluation Policy" (WFP/EB.2/2015/4-A/Rev.1).
[3] "Amendment to the WFP evaluation policy 2022" (WFP/EB.A/2024/5-E)

5. The timeframe aims to balance the necessary requirements for quality and feedback while also ensuring timeliness and utility with regard to the policy-making process. The preparation phase, including the preparation of the Terms of Reference (ToR) and selection of an evaluation team from among the list of companies with the long-term agreement (LTA) with the Office of Evaluation[4] may be completed well in advance of the start of the inception phase. The follow-up and dissemination phases are related to the timing of Executive Board sessions in terms of completion.

6. **Quality assurance (QA):** the WFP EQAS sets out processes with steps for QA and templates for evaluation products based on standardized checklists. The QA will be systematically applied during the evaluation and relevant documents will be provided to the evaluation team. This QA process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough QA review by the evaluation company in line with the WFP EQAS prior to submission of the deliverables to the Office of Evaluation. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall rating category of the reports will be made public alongside the evaluation reports.

7. For the **preparation phase**, the evaluation manager has primary responsibility for developing the ToR in line with CEQAS standards. The evaluation manager is also responsible for drafting the summary evaluation report in the reporting phase in consultation with the evaluation team leader. These deliverables will each be quality assured either by the Head of the Global, Synthesis & System-wide Unit or by the Deputy Director of Evaluation. The second-level quality assurance (QA2) will complete the quality checklist for ToR and SER, respectively, and share it with the approver if it is different than the QA2.

8. For the **inception and reporting phases**, the evaluation team leader and, when relevant, the consultancy company that hired her or him, have primary responsibility for the timely delivery of evaluation products that meet the centralized evaluation quality standards. In addition, there are two levels of QA within the Office of Evaluation for products developed by evaluation teams:

9. **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 evaluation reports.

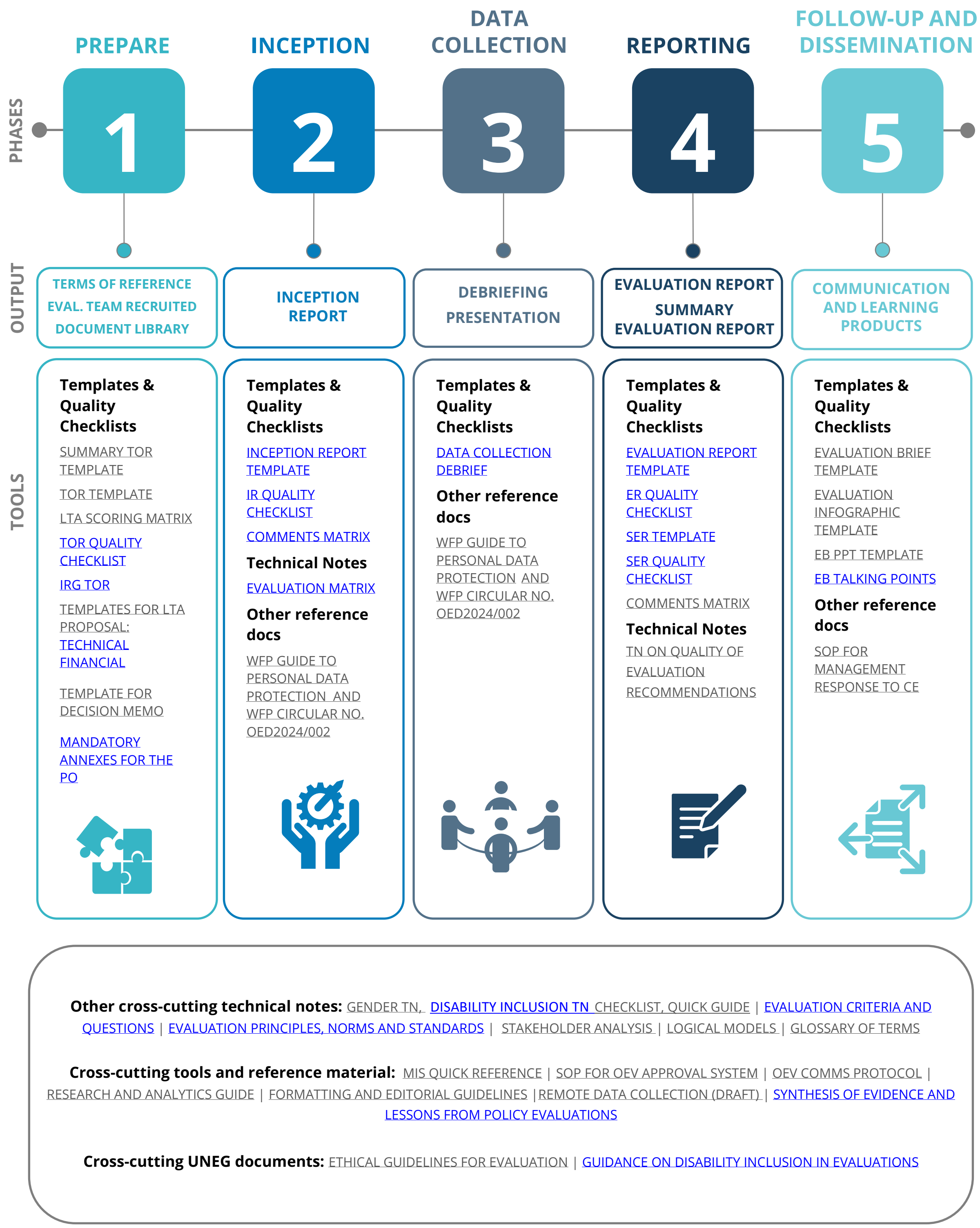
10. **Second-level quality assurance (QA2)** is undertaken by the Head of the Global, Synthesis & System-wide Unit, Deputy Director/Director of Evaluation on all agreed evaluation deliverables produced by the evaluation team. The QA2 should receive completed QA checklists for each product submitted by the evaluation team and assured by the QA1. When satisfied with the quality, the QA2 may directly provide a recommendation for clearance to the Director of Evaluation or the Deputy Director if designated as responsible for clearance of an evaluation deliverable by the Director of Evaluation.

11. **Final approval of documents**. All documents are to be approved by the Deputy Director/Director of Evaluation, as appropriate. Submission of documents for approval should be done through the electronic approval system after anticipating the date of submission in the calendar of deliverables.

12. An overview of the evaluation phases, quality standards and references material is provided in Figure 1.

[4] Should no evaluation firms present viable proposals, individual evaluators can be hired by the Office of Evaluation to make up an evaluation team.

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 the 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 ToR 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, when relevant. 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 ToR clearly set out 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 the 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.

13. A policy evaluation begins with an email from the Director of Evaluation to **launch the evaluation** and request meetings to define the scope. The evaluation manager reached out to key stakeholders for initial consultations and to gather documentation to inform the development of the ToR for the evaluation.

14. **The 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 inform key stakeholders of the evaluation approach, and to instruct potential evaluators on the assignment as the basis of their proposals. The ToR are annexed to the contract of the selected consultancy firm or to the contract of individual members of the evaluation team when hired as individual consultants. A description of the ToR preparation process is available in Section 1.2.

15. A country selection matrix including information on all countries where WFP has activities is maintained by the Global, Synthesis & System-wide Unit. Data on income classification, CSP timeframe, needs-based plan and recently completed, on-going or planned evaluations and audits by country is some of the data captured for the benefit of global evaluations. Country selection for missions or desk reviews is a fundamental part of all global evaluations and data from country studies is expected to inform global analysis. The final approval of country selection rests with the DoE/DDoE. The EM should consult the most recent version of the country selection matrix and adapt it to include data specific to the subject of the evaluation. This will enable an examination of data across countries and regions and will facilitate the identification of a long list of countries[5] included in the TOR.

16. Once the ToR are cleared, a two-page **summary ToR** is prepared as a communication tool to be used throughout the evaluation.

[5] Country selection for each evaluation is based upon criteria designed to derive maximum learning and insight from across WFP's work, and practical considerations of timing and evaluation coverage to ensuring that no country office is overexposed.

17. In addition to developing the ToR, there are other steps in the preparation phase:

18. **Internal Reference Group (IRG).** During the preparation phase, the evaluation manager is responsible for identifying key units/Divisions/Departments and drafting the request for nominations for IRG membership, which is issued by the DoE/DDoE, informing potential members of their roles in the evaluation process and formalising the IRG. The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation by providing feedback on key deliverables. For this purpose, its composition and role are guided by the following principles:

- *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.
- *Transparency*: Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process.
- *Ownership and use*: Stakeholders' participation enhance ownership of the evaluation process and products, which in turn may positively impact its use.

19. The IRG should be composed of representatives of the policy owning unit/division and other global headquartered-based divisions, including regional office where relevant.

20. **External Advisory Group (EAG)**. In many cases, it is beneficial on occasion to identify external experts who can provide advice to the evaluation manager on the subject or the conduct of the evaluation. Whereas it is not mandatory for PEs, if deemed appropriate and useful, the evaluation manager should identify between three and five experts in consultation with the QA2 and DDoE/DOE (depending on who is clearing the evaluation deliverables). This should be done during the TOR preparation phase and should include relevant subject-matter experts. Advice may be sought on draft inception and evaluation report.

21. The EM should ask for suggestions from key IRG members and also identify names drawing from the research carried out to develop the evaluation TORs. Once a list of potential EAG members has been compiled, the EM will discuss it with the QA2 and DoE/DDoE. Following that discussion, the EM will draft an email to be sent from the DoE account to reach out to the individuals identified to request their engagement.

22. As no honorarium is typically offered, emphasis should be placed on the value to be gained by the EAG member through their association with an evaluation of a WFP thematic area. An acknowledgement can be added to the ER as follows: *The contribution of EAG members will be acknowledged including their name and affiliation in the inside cover page of the final evaluation report that will be uploaded on the WFP evaluation portal page and disseminated widely internally and externally to WFP.*

23. **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 ToR have been finalized, these are shared with the shortlisted companies with a clear deadline for submission of a technical and financial proposal according to the relevant template. 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 electronically to the QA2 and then the Deputy Director/Director of Evaluation for approval. The decision memo should include a recommendation to justify the selected company and evaluation team, the budget for the whole evaluation, including the cost for the evaluation conduct and any costs to be incurred by the evaluation manager, the ToR, scoring grid with the results of the assessment, and list of all team members with the roles and daily rates.

24. **Gender and women's empowerment** (**GEWE)**, as well as equity disability and inclusion approaches should inform evaluation thinking from the start of the preparation phase throughout the evaluation. The templates and quality checklists signal clearly when this should be done, starting with the ToR template, Technical Note on i) Integrating Gender in WFP Evaluations, and ii) Integration Disability Inclusion in WFP Evaluations.

1.1 PREPARATION PHASE PROCESS GUIDE

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

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

Figure 2: Process map for preparation and finalization of the Terms of Reference

Evaluation manager

- Collects and reviews key documents
- Identifies key stakeholders: internal (WFP) and external (governments, institutions, partners), and establishes an IRG. Consideration is given to the value in establishing an EAG.
- Undertakes preliminary consultations with key stakeholders to get an overview of: priorities and concerns; the dimensions of the evaluand; data availability and quality; political dimensions.

Research analyst

- Under supervision of the evaluation manager:
- Builds an E-library
- Collects relevant documents (corporate, global)
- Liaises with evaluand focal point for additional documentation
- Drafts text on data quality and availability
- Oversees the development of a list of stakeholders, including for the IRG
- Inputs basic information on the evaluation into the MIS.

Evaluation manager

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

QA2

- Review draft ToR. Gives feedback to evaluation manager, either:
- approval (assuming DDoE/DoE is the QA2) or clearance to submit to the DDoE/DoE.
- request for revision

Evaluation manager

- If cleared, prepares draft email and draft ToR and comments matrix to be issued to Director-level policy owner and other relevant Directors/Chiefs from the DoE account and signed off by either the DoE or DDoE; or,
- Revises draft ToR, if necessary; repeat previous step
- Sends out renewed call for an expression of interest or shares draft TORs with LTAs that have expressed interest requesting them to prepare a proposal.

Internal Reference Group

- The IRG will have a minimum of two weeks to comment on the ToR.

Evaluation Manager

- Reviews the comments and revises the ToR accordingly
- Adds replies to the comments' matrix to explain action taken
- Reviews proposals from evaluation firms, assess them using the standard template and prepares an online decision memo to be submitted to the DDoE/DoE for approval. Refer to Annex 1 for LTA scoring table].

Deputy Director/ Director Evaluation

- Approves the final ToR
- Approves the budget and selection of the LTA by signing off on the Decision Memo (add link to template)
- Shares final TORs with PC and RC (if the topic is relevant)
- Sends out email to any potential EAG members, where relevant, requesting participation.

Figure 2: Process map for preparation and finalization of the Terms of Reference

- Sends the final ToR to members of the IRG along with the full comments matrix, including feedback on the points raised.
- Sends the ToR to Use and comms unit for posting on the WFP websites (internal and external)
- Follows up with the Admin team to ensure the creation of the PO
- Collects ethical and confidentiality pledges from all evaluation team members
- Follows up with potential EAG members once the email from the DDoE/DoE has been sent out.

1.2 PREPARATION PHASE CONTENT GUIDE AND QUALITY STANDARDS

27. The purpose of this section of the guidance is to assist evaluation managers in drafting the ToR for PEs. The ToR should follow the structure and standard content described in the template for the ToR. The content will be adapted to the specific subject under evaluation and should cover the minimum requirements as per the quality checklist. The ToR should not be longer than 10,000 words, excluding annexes.

28. QA2 aims to ensure that enough background research has been undertaken to set out ToR that will adequately guide the conduct of the evaluation. The quality checklist will be used by the Head of the Global, Synthesis & System-wide Unit 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 ToR

a. Process (for instance, timeline).

1.3 REFERENCE MATERIAL FOR THE PREPARATION PHASE

Templates and quality checklists	Technical notes	Other reference material
✓ ToR Template	✓ Technical Note on Principles, Norms and Standards	✓ LTA Tracking Sheet
✓ Summary ToR Template	✓ Technical Note on Evaluation Criteria and Questions	✓ OEV Communication Protocol
✓ Quality Checklist for ToR	✓ Technical Note on Stakeholder Analysis	✓ Decision Memo (Admin Portal)
✓ Internal Reference Group ToR	✓ Technical Note on Gender integration, Quick Guide and Checklist	✓ LTA Scoring Matrix

Phase 2: Inception

The principles of independence, i credibility and utility, as well as ethics, have a number of specific implications at the 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 approach and 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 QA 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 interactions with stakeholders. Adequate ethical safeguards and data collection methods should be clearly indicated in the inception report.

29. 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 ToR 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.

30. The inception phase involves an initial analysis of background materials[6] and discussions with key stakeholders that will give the evaluation team a greater understanding of issues and concerns related to the policy being evaluated and its implementation. The evaluation team is also expected to further expand some elements of the ToR, 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 confirm the evaluation approach, scope and methodology, including how the work is to be performed, who is to do what, what is to be produced, when deliverables are expected, and if and how the evaluation team intends to use Artificial Intelligence in the evaluation.[7]

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

- Refine the context analysis within and external to WFP, with a focus on the areas the evaluand is seeking to address
- (Re)construct a theory of change or logic model, as appropriate, related to the evaluand
- Deepen and finalize the evaluability assessment, and state how this will be used in implementing the evaluation
- Fine-tune the evaluation scope and sub-questions, as relevant and appropriate, also in view of the evaluability assessment
- Deepen and finalize the stakeholder mapping and analysis
- Building upon all the above, define the evaluation methodology giving due consideration to ethical issues, risks and mitigation strategies

[6] The evaluation team should refer to the most recent WFP policy compendium to identify WFP policies that are relevant to the scope of the evaluation. For WFP circulars, given that they are not in the public domain, the Evaluation Manager and RA are responsible for sharing relevant circulars and directives.

[7] As per OEV Info Brief on Ethical Use of Artificial Intelligence in WFP Evaluations.

- Develop a detailed evaluation matrix, bringing together the evaluation questions and sub-questions, lines of enquiry and indicators, information sources and data collection tools
- Consider the modalities to be applied in the data collection phase – virtual, in person or a combination of the two (e.g. full country mission, desk review 'plus'[8] or desk review)
- Clearly define the criteria applied for country selection, and list the , .

selection of countries to be included in the evaluation, based on the application of the sampling criteria, and set out the planned field visit schedule[9]

- Develop data collection tools and test them as appropriate and feasible
- Clearly identify approaches to data protection, storage and treatment
- Develop a detailed workplan with roles and responsibilities for the team and deadlines for each deliverable.

32. 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

33. The inception phase requires that the ToR 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:

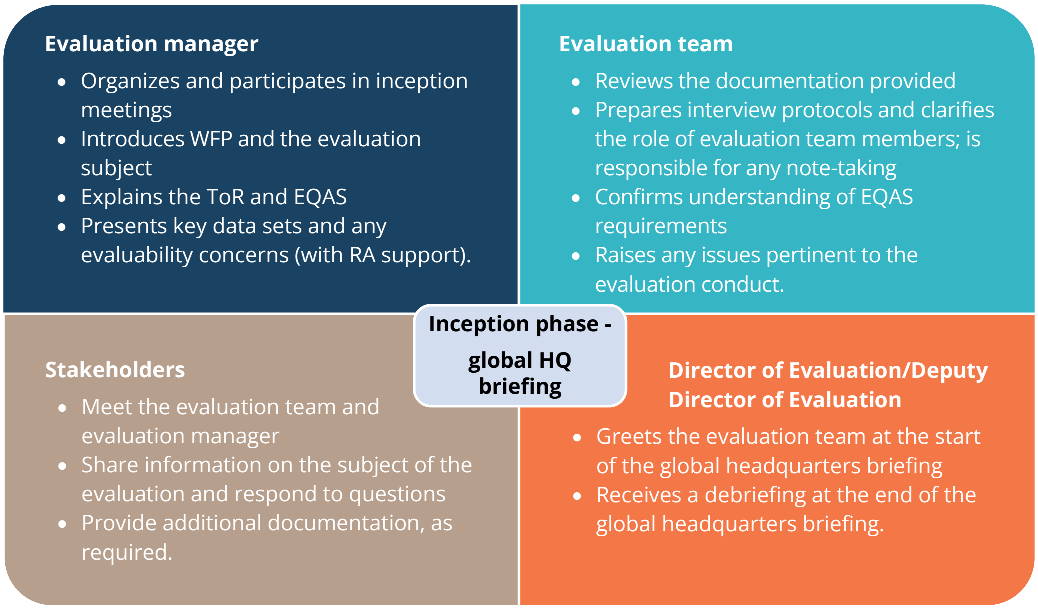
- ToR
- Library of relevant documents on a file sharing platform
- Preliminary stakeholder analysis and list of stakeholders.

34. 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.

35. **A global 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 PEs and that it has the opportunity to interact with WFP global 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/ a Regional Office 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 begun preparations so that the briefing is also structured around their specific questions. The headquarters briefings will include an introductory meeting with the DDoE and/or DoE. See Figure 3 for an overview of the roles and responsibilities of the global headquarters briefing.

[8] Primarily desk review with a select number of interviews.
[9] The evaluation firm is expected to make the necessary arrangements for the evaluation team to travel in the country(ies) as per the evaluation ToRs

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



36. **Country-based inception missions** can provide the evaluation team with an ability to refine the evaluation questions, and explore the subject of the evaluation from a different vantage point. They are also helpful to ensure that the evaluation process commences on an appropriate tone, to ensure stakeholder buy-in and engagement, and to identify data sources which may not be available at Global HQ. Depending on the subject of the evaluation, a country-based inception mission may or may not take place. Where it does take place.

the main objectives of the inception mission are to:

- Meet stakeholders to establish rapport and buy-in for the evaluation, and to understand their perspectives and any concerns related to the subject under evaluation and its implementation
- Finalize the evaluability assessment, including data availability/quality and utility
- Engage with a range of stakeholders in an effort to refine the evaluation sub-questions and methodology.

37. For PEs, any country based inception mission(s) is conducted by the evaluation team leader, together with the evaluation manager. The research analyst may also attend the inception mission(s), subject to approval by the Head of the Global, Synthesis & System-wide Unit, Deputy Director/Director of Evaluation and the Head of Analysis and Research Unit. The decision will be made taking account of (a) data needs (where the research analyst can add most value); and (b) logistics and budget availability.

38. In-person inception missions usually last five working days. **Preparation of the inception report.** The inception report is the operational plan for the evaluation and provides transparency to key stakeholders on what the evaluation will cover and how it will be carried out. Therefore, the draft inception report should focus on issues that affect the evaluation scope, validation of the theory of change, methodology and fieldwork. Approaches to data protection, storage and treatment should be clearly identified. All issues should be resolved before the inception report is considered final. The data collection phase cannot start until the inception report has been approved by the DDoE.

39. An overview of the roles and responsibilities for different aspects of the inception phase are described in Figure 4.

Figure 4: Overview of roles and responsibilities for the inception phase

Evaluation Manager

- Provides the team with relevant documents (background materials on the subject of the evaluation and EQAS documents) for preparation prior to the inception phase
- Organizes and participates in the global headquarters briefing interviews and inception mission(s)
- Shares data for the purposes of country mission selection
- Discusses possible methodological approaches to enhance utility
- Discusses the role of the evaluation manager in the analysis of the data prior to report writing
- Prepares emails to send to Country Directors request participation in data collection missions.

Research Analyst

- Provides the evaluation team with access to the E-library. Supports the evaluation manager in identifying and highlighting key reading material
- Supports the preparation of (a) the global headquarters briefing; and (b) the inception mission (s)
- Prepares PowerPoint presentation on datasets and delivers presentation to the evaluation team
- Follows up with stakeholders on documents mentioned during the briefings
- Participates in the inception mission (if approved) to support data collection and analysis
- Updates MIS once the IR has been approved by the DDoE/DoE
- Analyses data for the data collection missions.

Evaluation Team Leader

- Reviews ToR and other relevant documentation in preparation for the inception briefings
- Coordinates the evaluation team engagement in the global headquarters briefing, leads the inception mission and the development of the inception report in line with the process guide
- Shares ideas on approaches to data collection and sampling.

Figure 5: Process map for inception report preparation

Evaluation Team Leader

- Drafts the inception report according to the template and ensures internal QA is carried out
- Submits the quality assured draft to the evaluation manager by the agreed deadline.

Evaluation Manager

- Reviews and comments on the draft inception report, with support of the research analyst
- Consults with the QA2 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 completes the quality checklist
- Shares comments with the evaluation manager for communication to the team leader.

Evaluation Team Leader

- If required, revises the draft inception report based on comments received and submits it to the evaluation manager.

QA2

- Reviews revised report re-submitted by the evaluation manager prior to submission for clearance by the Director or Deputy Director.

EM

- Reviews the revised draft inception report and submits it to the QA2 for approval to be shared for comment
- Prepares email to issue the draft inception report and comments matrix to the IRG and relevant CDs for comment within a 2-week time frame.

DoE/DDoE

- Once cleared, issues draft inception report to the IRG and CDs of countries where inception mission(s) took place for comments based on a draft email prepared by the EM

EM

- Reviews consolidated comments received and provides written guidance to the evaluation team, as relevant
- Shares the consolidated comments with the team leader with a request that they be addressed in the matrix and by revising the inception report
- Once this is done, submits the final inception report and the completed comments matrix to DoE/DDoE through the approval system, routed via the QA2.

Evaluation Team Leader

- Reviews all comments received, provides responses to each of them and revises the IR accordingly
- Submits revised and final draft IR to the evaluation manager.

Evaluation Manager

- Quality assures final draft IR and the response to the comments
- Submits a quality assured final inception report to the QA2 and then to the DoE/DDoE for approval.

QA2

- Reviews revised IR to assess how well comments were addressed and approves for submission to the DoE/DDoE

DoE/DDoE

- Approves final inception report.

Evaluation Manager

- Circulates final inception report and completed comments matrix to WFP stakeholders for their information
- Liaises with Office of Evaluation use & comms unit for wider dissemination Updates MIS milestone: Inception report approved and includes information on team members.

2.2 INCEPTION PHASE CONTENT GUIDE AND QUALITY STANDARDS

40. 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 policy under evaluation. It should not exceed 12,000 words, excluding annexes.

41. QA aims to ensure that sufficient research, stakeholder consultation and analysis have been undertaken to inform the methodology of the evaluation and to guide its conduct. The PE inception report quality checklist includes:

42. Expected content and assessment criteria for each section of the IR, including evaluation features, context, description of the subject of the evaluation, including Theory of Change/ logic model, scope, stakeholder analysis, evaluation approach, methodology and ethical considerations, evaluation matrix, data collection methods and sampling criteria

- Criteria concerning the workplan, its feasibility and likelihood of generating a credible evaluation
- A content outline

43. Process steps and minimum standards.

44. The evaluation manager, with the support of the research analyst, carries out QA1 of the inception report, using the quality checklist to provide systematic and constructive feedback. The evaluation manager then submits the draft inception report to the Head of the Global, Synthesis & System-wide Unit or to the Deputy Director/Director of Evaluation as QA2 and approver.

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 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 (Inception report template for PEs) ✓ WFP Guide to Personal Data Protection and Privacy[10] and WFP Circular No. OED2024/002 re. Personal Data Protection and Privacy Framework

[10] It should be noted that in the final evaluation deliverables, sources of quotations of interviews, focus group discussions and events should not allow for personal identification. Names of the reviewers could be displayed only on the comment matrixes used internally by OEV evaluation managers, but they should not be shared with the evaluation teams. In addition, comments should not quote individuals.

Phase 3: Data collection

The principles of independence, credibility and utility, as well as ethics, have a number of specific implications at the 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 of the evaluation manager and the participation of country offices/ relevant parts of global HQ including regional offices/ 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. They have an obligation to report any noted incidents of fraud, corruption, PSEA or other wrongdoing.[11]

45. 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.

46. 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 apply to all PEs.

3.1 DATA COLLECTION PHASE PROCESS GUIDE

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

48. 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.

49. **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 data collection, analysis and reporting requirements by each team member.

50. **Desk review**. A thorough review of existing data and documentation concerning the policy area and associated relevant literature 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 relevant to his/her part in the PE. This level of preparation is essential to ensure best use of the time in the field when additional information and data should be collected.

[11] See guidance here: [Where to seek support and report wrongdoing in WFP | WFPgo]

51. **Interviews**. The evaluation team should conduct interviews with all relevant internal and external stakeholders/key informants, including WFP employees at global headquarters including, regional offices, as well as country offices and any other WFP offices, as relevant. External stakeholders may include government and NGO representatives, other partner agencies, representatives of comparator organizations, technical experts, private sector partners, academics or others.

52. **Missions**. Data collection may take place to Global HQ, including Regional Offices and/or to WFP country offices. The evaluation methodology may also include desk reviews, desk review 'plus' as well as missions. The former will not involve interviews but will focus solely on a review of existing documentation. Desk review 'plus' focuses primarily on the review of documentation with a few select interviews (maximum ten). Full missions include document review and (in-person or virtual) interviews and site visits. Where missions are to Country offices, they will include:

- Security briefing Briefing with senior management to introduce the evaluation team and present the goals of the mission. Any concerns or issues of relevance are to be raised by senior management.
- Briefing with focal point for the evaluation, during which:
  - ✓ The evaluation team explains to stakeholders the purpose and conduct of the evaluation and why the country has been selected for the particular evaluation.
  - ✓ The country office should present the agenda for the mission and clarify any final points necessary to ensure the smooth conduct of the mission.

53. Interaction with WFP and other stakeholders through interviews, focus group discussions, and participatory evaluation methods, and collection of additional documentation and data, depending on the evaluation design.

54. Exit debrief with senior management and all relevant staff (together or separately). See details in paragraph 55.

55. In-country meetings with government counterparts will be facilitated by country office colleagues, including attending the meeting to introduce the team leader and team members. Once the introductions have been done, the country office colleagues should leave the evaluation team to carry out the interview independently.

56. **Other data collection methods** may be used as relevant to ensure the successful conduct of the evaluation as agreed in the inception report.

57. **Data protection and confidentiality.** The evaluation team must ensure confidentiality, and the protection of data when, processing, storing and/or transferring personal data throughout data collection activities and seek the consent of respondents. 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.[12] For more details, see the WFP Circular No. OED2024/002 re. Personal Data Protection and Privacy Framework. Any use of Artificial Intelligence (AI) should take place in accordance with the OEV Guidance Note on the topic.[13]

58. **Analytical workshop.** The evaluation team should then organize an internal meeting/workshop where all data is gathered and analysed, which should have been budgeted for at proposal stage. It is generally advisable for the evaluation manager and where feasible the research analyst to participate in such a meeting. This should be confirmed in the Inception Report.

[12] http://www.wfphotline.ethicspoint.com
[13] OEV Info Brief on Ethical Use of Artificial Intelligence in WFP Evaluations.

3.2 DATA COLLECTION PHASE CONTENT GUIDE AND QUALITY STANDARDS

59. **Exit debrief.** At the end of each mission, the evaluation team should organize an exit debrief (usually delivering a PowerPoint presentation) to formally thank the hosting unit of WFP; report back on the process, share key themes arising from the mission and any concerns arising**;** clarify any information gaps and highlight next steps. Whereas the PowerPoint presentation is not a formal evaluation deliverable, debriefing to the country office is mandatory in order that they are apprised of the key themes emerging from the mission. A PowerPoint presentation is useful here.

60. The exit debrief may include as relevant:

- Purpose (evaluation objectives and uses)
- Context and reason for country selection, brief overview of mission coverage
- Preliminary themes emerging from the country study of relevance to the evaluation
- Any remaining gaps in data collection and where help is required
- Next steps, including feedback loops and opportunities for engagement in the wider evaluation exercise.

61. **Data collection debrief**: 2-3 weeks after the country missions are complete, the evaluation team leader may provide a debrief presentation to key stakeholders. This should occur at the end of the data collection phase and prior to report writing. This may be conducted in-person at global headquarters but can also be done remotely. As a global evaluation engages with colleagues from all regions, care should be taken to organize this meeting using a modality and timing that enables the highest level of participation. The debrief presentation should be shared with the evaluation manager to review at least three days prior to the presentation. It should be reviewed by the QA2 and not take longer than 25-30 minutes to deliver. Feedback provided by key stakeholders on the preliminary findings should be used to inform data analysis, triangulation and the formulation of findings for the evaluation report.

62. When a data collection debrief takes place, the content of the presentation should include, at a minimum:

- Background to the evaluation and its rationale
- Brief overview of evaluation approach and methodology
- Preliminary themes emerging in response to the global evaluation questions
- Next steps, including feedback loops and opportunities for engagement.

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 Gender Integration, Quick Guide and Checklist	✓ OEV Communication Protocol ✓ WFP Guide to Personal Data Protection and Privacy and WFP Circular No. OED2024/002 re. Personal Data Protection and Privacy Framework ✓ Where to seek support and report wrongdoing in WFP | WFPgo

Phase 4: Reporting

The principles of independence, impartiality, credibility and utility, as well as ethics, have a number of specific implications at the 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.

63. 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

64. The reporting phase is undertaken after the data collection phase in order to synthesize, analyse, and interpret all data collected. The evaluation team leader has primary responsibility for timely delivery of the evaluation report that has been quality assured internally prior to submission and that meets the Office of Evaluation quality standards. In addition, there are various levels of QA by the Office of Evaluation depending on the evaluation manager of the PE. The Head of the Global, Synthesis & System-wide Unit will QA2 all policy evaluations managed by evaluation officers. For evaluations managed by senior evaluation officers, the QA2 and final approver is the Deputy Director/Director of Evaluation.

65. The evaluation team will organize a meeting of all relevant team members to analyse the data from various lines of inquiry. The evaluation manager could be invited to some or all of this meeting, as agreed between the evaluation manager and team leader.

66. Figure 6 details the necessary steps to be followed to review and finalize the evaluation report.

Figure 6: Process map for evaluation report review and finalization

Evaluation Team Leader

- Organizes analytical meeting/workshop with relevant evaluation team members before report writing. The evaluation manager should be invited to some or all of this meeting as agreed with the team leader
- Prepares the draft evaluation report in line with EQAS standards and quality assured internally
- Submits the complete, internally quality assured, draft evaluation report to the evaluation manager by the agreed deadline.

Evaluation Manager

- Reviews draft evaluation report and completes quality checklist, including inputs from the research analyst
- If the report requires major revisions: reverts to the team leader
- If the report requires minor revisions: submits to the Head of Global, Synthesis & System-wide Unit or DDoE/DoE as QA2 for the second level quality assurance.

Research Analyst

- Reviews and provides comments on the accuracy and consistency of quantitative data use and on other topics as agreed with the evaluation manager and in keeping with the research analyst's role.

QA2

- Reviews the draft evaluation report and provides comments
- Agrees with evaluation manager on course of action: further revisions by the evaluation team or issuance of the draft report to the IRG for comments.

Evaluation Manager

- Following team leader revisions, ensures quality assurance process and, once cleared by the QA2, submits to DDoE/DoE of Evaluation for approval to issue to stakeholders for comment.
- Prepares the email for the DDoE/DoE to send out the draft report to the IRG for comment.

DoE/DDoE

- Circulates draft evaluation report and comments matrix to the IRG members with a minimum two-week deadline.

Internal Reference Group

- Review and comment on the draft evaluation report by the deadline provided.

Evaluation Manager

- Reviews comments received and discusses any critical issues with QA2
- Shares comments received with the team leader for revision
- Organizes the stakeholder workshop before the deadline for comments on the draft evaluation report.

Research Analyst

- Organizes the comments received into 'general' and 'specific' (by paragraph) in the evaluation matrix and shares it with the evaluation manager
- Supports the organisation and conduct of the stakeholder workshop.

Figure 6: Process map for evaluation report review and finalization

Evaluation Team Leader

- Leadership and engagement in the stakeholder workshop along with relevant team members
- Reviews/discusses comments with evaluation manager
- Revises draft evaluation report
- Returns comments matrix with replies to each comment
- Submits a revised and final draft evaluation report.

Evaluation Manager

- Reviews and quality assures the final draft evaluation report DoE.
- Submits the report to the QA2 ahead of submission for final approval to the DDoE/DoE.

DoE/DDoE

- Reviews and approves the final evaluation report.

67. A stakeholder workshop will be held either in-person in Rome (one and a half to two days) or virtually (spread over two to three sessions) during the finalization of the report. Prior to the workshop, a draft report should be shared with a request for comments to be submitted, ideally, prior to the workshop. The evaluation manager, research analyst and the team leader should participate in the stakeholder workshop, at a minimum. The QA2 and DoE/DDoE may participate for some or all of the workshop with the DoE/DDoE invited to formally open and close the workshop. Facilitation can be done by the evaluation manager, QA2 or an externally recruited person.

68. The purpose of the workshop is to present and discuss the approach, findings, conclusions and draft recommendations with a broad range of users. The workshops should be participatory and inclusive with the aim of providing feedback on the evidence and sharpening the recommendations to ensure a high degree of utility. Time should also be given for consideration of the management response to the draft recommendations. The draft agenda and presentation should be shared with the QA2 for feedback but does not need to be submitted for formal approval.

69. **Summary evaluation report**. Once the full report has been cleared by the Deputy Director/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 in consultation with the evaluation team leader and as important for stakeholders. The SER should follow the agreed template and meet quality standards as defined in the quality checklist. Once drafted, the evaluation manager should share it with the team leader for their review and validation. The draft SER is then submitted to the designated QA2 for feedback before being shared with the DoE/DDoE for final approval. Figure 7 provides the steps to be taken to finalise the summary evaluation report.

Figure7: Process map for summary evaluation report review and finalization

Evaluation Manager

- Prepares the draft summary evaluation report following approval of the evaluation report
- Follows template and quality checklist.

QA2

- Feedback is provided to the EM.
- If needed, the SER is revised prior to re-submission to the Deputy Director/Director of Evaluation

Evaluation Manager

- Revises SER according to comments received from approver.
- Shares revised draft SER with the Team Leader for review and validation.
- Prepares the email for the draft SER to be shared with the QA2 prior to issuance to the DDoE/DoE for approval to share with the Policy Committee (PC) and Risk Committee (RC) (only if the topic is relevant) for comment.

DoE/DDoE

- Reviews and clears the draft summary evaluation report to be issued to the PC and RC (if topic is relevant) for their comments
- Circulates the draft SER to the PC and RC (if topic is relevant), using the email prepared by the evaluation manager
- Organises meeting with the PC/Leadership Group to discuss evaluation findings and recommendations, as relevant

Policy Committee

- PC and RC (if topic is relevant) provides comments on the draft summary evaluation report (two weeks for comments)
- RMD Unit responsible for management responses coordinates its preparation.

Evaluation Manager

- Revises the SER based on comments received.
- Discusses any further changes with the Team Leader following comments from the PC and RC (if the topic is relevant)
- Any areas of disagreement with the team leader will be discussed with the QA2 and DoE/DDoE
- Finalises the SER forQA2 and DoE/DDoE review ahead of formal submission to the EB Secretariat by the OEV Use & Comms Unit EB Focal Point
- Reviews and comments on the draft Management Response

QA2

- Reviews the revised SER prior to submission to the DoE/DDoE

DoE/DDoE

- Reviews and approves the final version of summary evaluation report

EB Secretariat

- Edits the SER and shares proposed edits with the EM for review/agreement.

- Reviews edits and provides feedback to the EB Secretariat editors.

4.2 REPORTING PHASE CONTENT GUIDE AND QUALITY STANDARDS

70. 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 three evaluation questions and related sub-questions. Evaluation teams have final responsibility for the content of the evaluation report.

71. 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. Findings should be clear, analytically sound, 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.[14] Recommendations should be no more than an absolute maximum of six (ideally not more than four) and should focus on the priority actions which WFP needs to undertake. They should be relevant, realistic (implementable) and prioritized.

72. The evaluation report should specifically considergender and inclusion dimensions. This implies in particular ensuring that the analysis, findings, conclusions and recommendations adequately cover these issues. In addition, a number of ethical considerations should be reviewed at the reporting stage (see Annex 3 of UNEG Ethical Guidance – Checklist of ethical issues).

73. The evaluation report should follow the Office of Evaluation template and should cover the minimum requirements as per the quality checklist.

74. 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 formatting work by the team and the Office of Evaluation, the evaluation team should adhere to the template and content guide. The report and annexes should be in compliance with the Office of Evaluation's editorial guidelines. The report should focus on clarity and conciseness.

75. The **summary evaluation report** should not exceed 7,500 words, including 1,500 for the recommendations, and 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 EM is responsible to provide a report in compliance with the Office of Evaluation's editorial and formatting guidelines. The QA2 carries out the 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 Deputy Director/Director of Evaluation. Should the report require major revisions, the QA2 reverts to the evaluation manager and requests the necessary revisions before submitting the report to the Deputy Director/Director of Evaluation for approval. The draft SER is shared with the team leader for review and validation following the comments received from the PC and RC (if the topic is relevant) and prior to submission for final approval.

76. The timelines for submission of the draft summary evaluation report to the Policy Committee and Risk Committee (if the topic is relevant) have been agreed with the PC Secretariat. They require that PC and RC (if the topic is relevant) members are given two weeks to review draft SERs.

77. Following comments submitted by members of the PC, the EM will finalise the summary evaluation report. The steps to be taken are summarised in Figure 8.

[14] In line with WFP 2022 Voice, Tone and Terminology Guidance.

Figure 8: Process map for summary evaluation report submission and EB session

Evaluation Manager

- Submits final summary evaluation report and fully amendable and legible versions of figures and charts included in the report to the Office of Evaluation use & comms unit for sharing with the Executive Board Secretariat for editing and translation, as per Executive Board deadline, i.e. 11 weeks before the Executive Board session

OEV Use and Comms Officer/EB Focal Point

- Submits the final summary evaluation report to the EB Secretariat
- Copies RMD in the transmission email to enable work on the Management Response

EB Secretariat

- Edits the summary evaluation report
- Clears edits with the evaluation manager, who consults with the Director of Evaluation
- Sends the final summary evaluation report for translation

Evaluation Manager

- Reviews the edited summary evaluation report and discusses any revisions with the evaluation team leader, if necessary
- Discusses any necessary changes with the Director of Evaluation, as needed
- Clears the edited summary evaluation report for translation

EB Secretariat

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

Evaluation Manager

- Prepares talking points and PowerPoint presentation for the Informal Consultation with the EB and drafts the Executive Director memorandum
- Revises talking points and PowerPoint presentation and prepares memo to the Executive Director prior to the formal EB session

DoE/DDoE

- Approves talking points and PowerPoint presentation (normally ten working days before PC and RC (if the topic is relevant) meeting, five working days before the Executive Board informal and formal sessions)

Risk Managemen t Division

- Oversees and coordinates the management response to the recommendations

Evaluation Manager

- Following the Informal Consultation with the EB, revises talking points and PowerPoint in accordance with reduced word/slide limits and a finalises the ED Memo for submission to DDoE/DoE for approval ahead of the EB session.

DoE/DDoE

- Review and approval of revised communications pack ahead of the EB session.

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	✓ OEV Communication Protocol ✓ Centralized Evaluation Formatting and Editorial Guidelines (PE ER template)

Phase 5: Follow-up and dissemination

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

Independence: All final evaluation reports, management response and PHQA 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 into workshops and contributing to the internal programme review and approval process.

78. It is important that evaluation reports are accessible to a wide audience, as foreseen in the WFP Evaluation Policy, to ensure the credibility and utility of evaluations through transparency. Dissemination of the reports and evidence should follow the communication and dissemination plan designed at the preparatory stage and revised if needed during the inception phase of the evaluation.

79. This section provides an overview of the final steps in the evaluation process to ensure that evaluations are accessible to the audience of WFP. 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
- Presentation to the PC and final revisions
- Executive Board preparation and presentation
- Dissemination of evaluation products
- Archiving of closed evaluations
- Administrative completion.

5.1 FOLLOW-UP AND DISSEMINATION PHASE PROCESS GUIDE

80. The submission of the summary evaluation report to the Executive Board Secretariat and preparation for the discussion with the Executive Board signals the final steps in the evaluation process to ensure that evaluations are accessible to WFP.

81. This section covers some of the final administrative issues that have to be addressed by the evaluation manager.

82. **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:

SER

- Reviewing the edited summary evaluation report and eventually clearing revisions with the team leader if/as necessary;
- Sending the Summary Evaluation Report to the Office of Evaluation use & comms unit for sharing with the Executive Board Secretariat (EBS) for editing and translation (submission to EBS 12 weeks before the EB);

- 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.

83. The timelines for submission of the summary evaluation report have been agreed with the EB Secretariat. It is summarised in Figure 9 along with various related process steps.

Figure 9: Timeline for Executive Board session and round table on evaluation reports preparation

	Actions	Timeline (weeks before EB session)
1	EM shares the approved SER with the OEV use & comms unit to share with EBS for editing, including RMD in copy	12 weeks
2	EM clears edited SER for translation and consults 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 use & comms 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/DDoE 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 and DoE/DDoE, prior to informal consultation, 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
10	DoE/DDoE approves shortened version of communication package for EB session	1-3 weeks (1 week after round table)

ER

- Sending the full evaluation report to the OEV use & comms unit for editing and final formatting as per corporate/Office of Evaluation standards as soon as the evaluation report has been approved by the Deputy Director/Director of Evaluation, no later than two months before the Executive Board session;
- Coordinating with the OEV use & comms unit for final editing and formatting of the full 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 Deputy Director/Director of Evaluation;
- Alerting the post hoc quality assessment (PHQA) coordinator that the report is ready for PHQA
- Drafting and clearing with the Deputy Director/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).

84. Reviewing the final edited and formatted version of the evaluation report and, when satisfactory, sharing it with the use & comms 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

85. 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.

86. **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 summary evaluation report on time so as to allow for timely preparation of the management response.

87. The Risk Management Division (RMD) 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.

> **Note**: Early submission to RMD is necessary to allow for the consultation, drafting and review by concerned stakeholders of the management response, which, as an Executive Board document, is also subject to the Executive Board Secretariat deadline for editing and translation (seven weeks before the Executive Board session). To save time in the process, the evaluation manager can advise RMD of the draft recommendations, especially if only minor revisions are expected as a result of the review process.

88. **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, RMD 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.

89. **Executive Board preparation, presentation and reporting.** In preparation for the Executive Board session, the evaluation manager will:

- Prepare talking points, PowerPoint slides, a draft 2-page Brief and a draft ED Memo for the Deputy Director/Director of Evaluation's review ahead of the Roundtable/Informal Consultation with the EB.
- Talking points and ppt should follow the word limits and templates established for Informal Consultations (e.g., evaluation description, context, key findings (mix of positive and negative), overall conclusions, lessons/key messages, and summary of recommendations).
- Following the Informal Consultation, revise the talking points and ppt to reduce their length in accordance with the standards established for the formal EB sessions and finalise the ED Memo with content related to the feedback received from member states during the Informal Consultation with the Executive Board.
- Check with the Executive Board Secretariat whether they have received any advance statements/questions from Executive Board members (to be done from around one week before the Executive Board session).

90. If queries have been received from Executive Board members, draft a response and clear it with the Director/Deputy Director of Evaluation.

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

92. 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 Deputy Director/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 Deputy Director/Director of Evaluation
- Review the summary record of the session prepared by the Executive Board Secretariat and clear the revised version with the Deputy Director/Director of Evaluation
- Discuss with the Deputy Director/Director of Evaluation and Head of the use & comms unit possible follow-up to the Executive Board through communication or meetings with WFP stakeholders.

93. The DoE will request that a meeting of the Leadership Group or PC and RC (if the topic is relevant) and be convened to discuss an individual evaluation report or all reports being submitted for consideration to a given EB session. The communication package prepared for the Roundtable/Informal Consultation is used to inform this discussion. Additional information may be required if an analysis of themes across evaluations is requested. **Dissemination of evaluation reports and products.** The evaluation report should be disseminated actively, including briefs to be shared with stakeholders throughout the organization, in addition to the evaluation report and the summary evaluation report.

94. The evaluation manager, supported by the research analyst, is responsible for:

- Requesting that the Office of Evaluation's use & comms unit review and publish the evaluation brief on the WFPGo and 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 the IRG and other key stakeholders four to six weeks before the Executive Board session
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95. **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 management information system on Sharepoint facilitates this.

96. 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 evaluation report should be uploaded)
- Delivering a fully archived evaluation, including primary data and reference library, at the end of the evaluation cycle.

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

98. 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 Global, Synthesis and system-wide 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 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 Informal Consultation PowerPoint Template ✓ Executive Board Informal Consultation Talking Points Template ✓ Executive Board PowerPoint Template ✓ Executive Board Talking Points ✓ Template for Evaluation Brief		✓ SOP for management response to centralized evaluations ✓ Office of Evaluation Communication Protocol