

CORPORATE EMERGENCY EVALUATIONS

Guidance for Process and Content

Office of Evaluation

Centralized Evaluation Quality Assurance System



March 2026

Foreword

The Centralized Evaluation Quality Assurance System (CEQAS) is one of the building blocks for 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 (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 package 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 2019, further revision was made to CEQAS for country portfolio evaluations in order to transform them into country strategic plan evaluations. 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. In 2023, 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 2024 the guidance was updated to further effectively integrate disability considerations and provisions added on personal data protection and privacy. In 2025, it has been reviewed to align 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

March 2026

Table of contents

Introduction	1
Phase 0: Pre-preparation	5
Phase 1: Preparation	7
1.1 PREPARATION PHASE PROCESS GUIDE	7
1.2 PREPARATION PHASE PROCESS MAP	9
1.3 PREPARATION PHASE CONTENT GUIDE AND QUALITY STANDARDS.....	10
1.4 REFERENCE MATERIAL FOR THE PREPARATION PHASE	11
Phase 2: Inception	12
2.1 INCEPTION PHASE PROCESS GUIDE.....	12
2.2 INCEPTION PHASE PROCESS MAP	16
2.3 INCEPTION PHASE CONTENT GUIDE AND QUALITY STANDARDS	17
2.4 REFERENCE MATERIAL FOR THE INCEPTION PHASE	18
Phase 3: Data collection.....	19
3.1 DATA COLLECTION PHASE PROCESS GUIDE	19
3.2 DATA COLLECTION PHASE CONTENT GUIDE AND QUALITY STANDARDS.....	21
3.3 REFERENCE MATERIAL FOR THE DATA COLLECTION PHASE	22
Phase 4: Reporting.....	23
4.1 REPORTING PHASE PROCESS GUIDE.....	23
4.2 REPORTING PHASE CONTENT GUIDE AND QUALITY STANDARDS	26
4.3 REFERENCE MATERIAL FOR THE REPORTING PHASE	27
Phase 5: Follow-up and dissemination	28
5.1 FOLLOW-UP AND DISSEMINATION PHASE PROCESS GUIDE.....	28
5.2 REFERENCE MATERIAL FOR THE FOLLOW-UP AND DISSEMINATION PHASE	33

Introduction

1. **Corporate emergency evaluations (CEE)** are a systematic and impartial assessment of a WFP emergency response during operations of corporate scale up (previously called Level 3 emergencies) and operations of corporate attention (previously called Level 2 emergencies).¹
2. Their scope can be global, multi-country or single country. Their purpose is twofold: 1) provide evaluation evidence and accountability for results to WFP stakeholders; and 2) provide learning on WFP's performance during the emergency operation to enhance the operation (if still ongoing) and for broader learning on how WFP best responds to complex emergencies. Single-country CEEs may replace a mandatory Country Strategic Plan (CSP) evaluation if timed appropriately to feed into the preparation of the consecutive (I)CSP for the country.
3. CEEs aim to determine the appropriateness, effectiveness and efficiency as well as the coherence, coordination, coverage and connectedness of the emergency response. As an evaluation of humanitarian action, they pay particular attention to the humanitarian context, emergency response preparedness, access and adherence to humanitarian principles, protection and accountability to affected populations, targeting and inclusion of the most vulnerable population groups, fiduciary risk management and corporate support. In case of protracted crises, CEEs also look at the transition from immediate response to resilience and national systems building, and contributions to social cohesion and peace, i.e. integration of WFP programming along the humanitarian-development-peace nexus. CEEs are commissioned by OEV and presented to the Executive Board.
4. **Overview of the guidance.** These guidance materials apply to the management and conduct of CEEs. After discussing the pre-preparation phase during which corporate emergencies are selected for evaluation, the guidance is structured following the five standard 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
5. **The process guidance** shows the roles and responsibilities of each stakeholder: evaluation manager (EM); research analyst (RA); evaluation team (ET) and team leader (TL); WFP stakeholders, including global headquarters, regional evaluation technical teams (RETTs) and country offices; the Director of Evaluation (DoE) and Deputy Director of Evaluation (DDoE) whenever responsible for second level quality assurance (QA2) and clearance of the CEE. The OEV Unit covering corporate emergency evaluations is responsible for updating this Process Guide and coordinating CEE conduct in WFP.
6. **The content guides and quality standards** are provided for the outputs produced during each of the evaluation phases. This guidance provides a brief introduction with general principles. Templates and a quality checklist for each product are used by the EM, RA, TL and evaluation team, and Quality Assurer (QA2).
7. Links are provided to other Office of Evaluation (OEV) guidance, such as **cross-cutting technical notes**.

¹ Executive Director's Circular, [WFP emergency activation protocol](#), OED 2023/003. The Protocol describes "Corporate Scale-Up" and a "Corporate Attention" phase. [Revised WFP emergency activation protocol](#). OED, 14 January 2026. The ED Circular serves as the main reference for corporate actions and decision-making throughout all emergency phases. This revised Protocol updates and supersedes the Executive Director's Circular OED2023/003 "WFP Emergency Activation Protocol", Decision Memorandum number 1911 dated 14 July 2025 "Interim Changes to the Executive Director Circular OED 2023/003" and OED2024/007, Appendices 31 and 32. It introduces lessons learned from Corporate Scale-Ups and other emergency responses since 2023 and aligns with WFP Management Accountability Framework of 2025

8. 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 (2024), and the UNEG [Guidance on Integrating Disability Inclusion and Reporting on the UN Disability Inclusion Strategy \(UNDIS\) Entity Accountability Framework Evaluation \(2022\)](#).

9. **Overview of time taken to conduct a CEE.** The time for conducting a CEE is approximately fifteen months from the initial preparation of the concept note^{2/} terms of reference to the follow-up and dissemination phase, when the reports are presented to the Executive Board. The core period of the process, which includes inception, data collection and analysis and reporting, would normally last up to nine months. The table below illustrates the duration of each phase.

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

10. The timeframe aims to balance the necessary requirements for quality and feedback while also ensuring timeliness and utility in relation to organizational processes and decision making. The preparation phase, including the preparation of the concept note where appropriate, terms of reference (ToRs) and selection of an evaluation team from among the list of companies with the long-term agreement (LTA) with the OEV,³ may be completed well in advance of the start of the inception phase. The follow-up and dissemination phase is related to the timing of Executive Board sessions in terms of completion.

11. **Quality assurance (QA):** WFP's evaluation quality assurance system (EQAS) sets out processes with steps for QA and templates for evaluation products based on standardized checklists. 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. OEV expects that all deliverables from the evaluation team are subject to a thorough QA review by the evaluation company in line with WFP's EQAS prior to submission of the deliverables to OEV. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

12. For the preparation phase, the EM has primary responsibility for developing the ToRs in line with CEQAS standards, and any concept note where appropriate. The EM is also responsible for drafting the summary evaluation report (SER) in the reporting phase in consultation with the evaluation TL. CEEs are usually managed by senior evaluation officers and the second-level the DDOE provides QA and the Director of Evaluation (DOE) signs off on key products. For further details on roles and responsibilities please refer to OEV's clearance guidance.⁴

² Concept notes will be prepared on a case by case basis for particularly multi country or complex CEEs.

³ Should no evaluation firms present viable proposals, individual evaluators can be hired by OEV to make up an evaluation team.

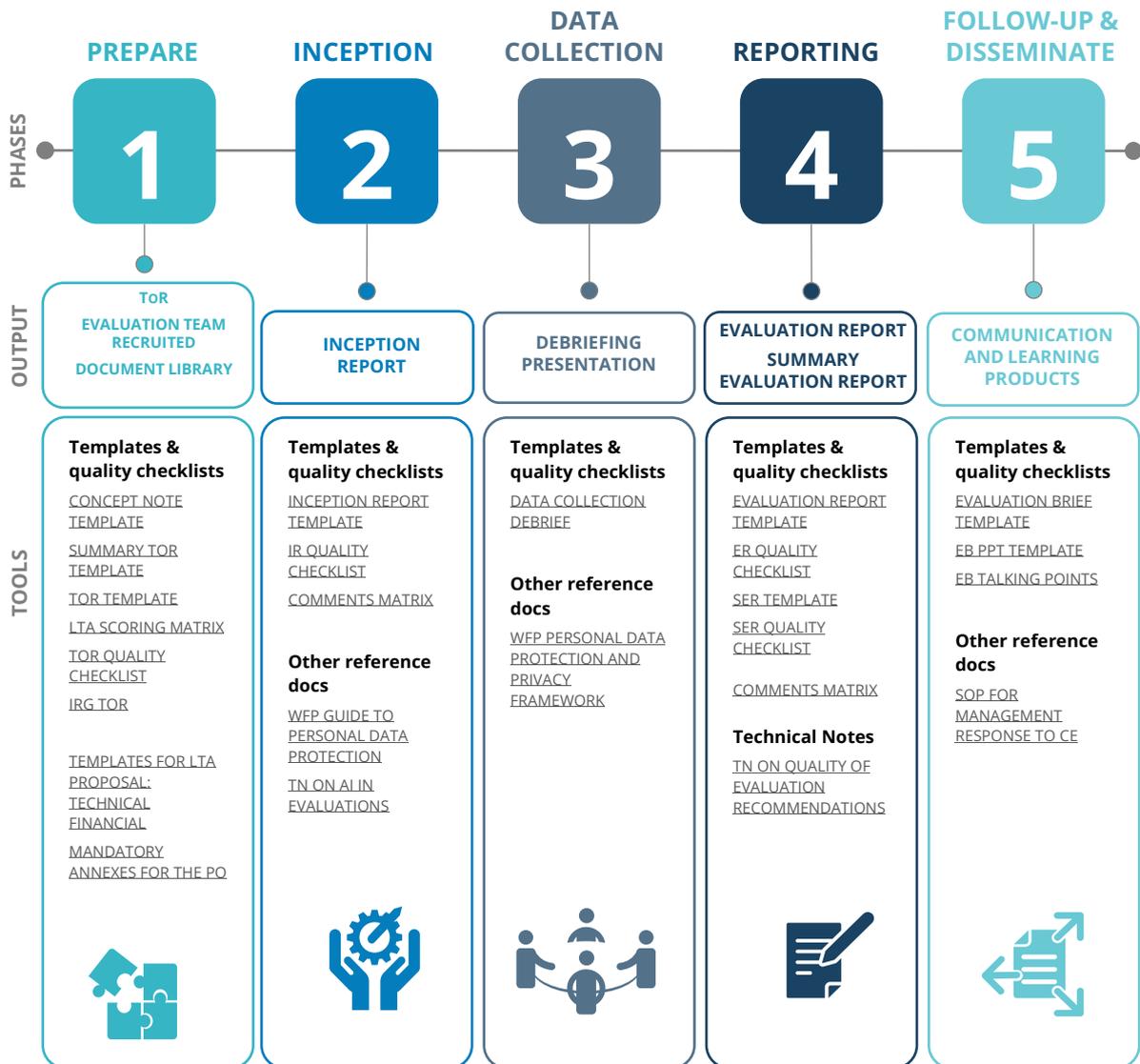
⁴ Clearances for CE [delivery guidance](#) December 2025.

13. For the **inception and reporting phases**, the evaluation TL and the consultancy company engaged have primary responsibility for timely delivery of evaluation products that meet the centralized evaluation quality standards. In addition, there are two levels of QA within the OEV for products developed by evaluation teams:

- **First-level quality assurance (QA1)** is undertaken by the EM with the support of the RA, as relevant, for the outputs to be produced by the evaluation team at each stage of the process: each draft of the inception and evaluation reports. It is recommended that the EM completes the QA checklists for each product submitted by the evaluation team prior to submission to the QA2.
- **Second-level quality assurance (QA2)/final approval** is undertaken by the DDoE. When satisfied with the quality, the EM will submit the final draft deliverable for clearance in accordance with the clearance guidance⁵. Documents should be submitted for approval through the electronic approval system after having anticipated the date of submission in the OEV calendar of deliverables.

⁵ Ibid.

Figure 1: Overview of CEE Phases



Other cross-cutting technical notes: [GENDER TN CHECKLIST QUICK GUIDE](#) | [DISABILITY INCLUSION TN](#) | [EVALUATION CRITERIA AND QUESTIONS](#) | [EVALUATION PRINCIPLES, NORMS AND STANDARDS](#) | [PLANNING AND CONDUCTING EVALUATIONS DURING COVID-19](#) | [STAKEHOLDER ANALYSIS](#) | [LOGICAL MODELS](#) | [GLOSSARY OF TERMS](#)

Cross-cutting tools and reference material: [MIS QUICK REFERENCE](#) | [SOP FOR OEV APPROVAL SYSTEM](#) | [OEV COMMUNICATION PROTOCOL](#) | [RESEARCH AND ANALYTICS GUIDE](#) | [FORMATTING AND EDITORIAL GUIDELINES](#) | [REMOTE DATA COLLECTION \(DRAFT\)](#) |

Cross-cutting UNEG documents: [ETHICAL GUIDELINES FOR EVALUATION](#) | [GUIDANCE ON DISABILITY INCLUSION IN EVALUATIONS](#) |

Phase 0: Pre-preparation

The selection of corporate emergency responses to be evaluated as a CEE needs to consider the principles of independence and utility.

Independence: All crises classified as “corporate scale-up phase” and “corporate attention phase” should be subject to a centrally managed evaluation. The DoE determines which corporate emergency evaluations to conduct and proposes the budget required to conduct the CEEs as part of the evaluation function workplan and budget approved by the Executive Board.

Utility: A CEE should be timed in a way that maximizes its utility e.g., to feed into the design of a new CSP or other relevant strategy; to improve the effectiveness and connectedness of an ongoing emergency response; to meet accountability requirements towards donors or other key stakeholders etc.

14. In line with the WFP evaluation policy, WFP responses to all crises classified as level 2 or level 3 emergencies before January 2022 or as corporate scale-up or corporate attention emergencies from February 2022¹⁸ onwards are to be evaluated through OEV corporate emergency evaluations or CSP evaluations or through interagency humanitarian evaluations. The DoE determines the most appropriate option(s) in consultation with key stakeholders in WFP.

15. Corporate emergency evaluations are included in the evaluation function workplan and budget. The evaluation function workplan is produced annually as a three-year rolling plan and budget and is submitted to the Executive Board as an annex to the WFP management plan for approval. As emergencies are often unpredictable, the workplan does not always include CEEs all the way up to three years in the future. Under its current staff and budgetary capacity, OEV can conduct up to two CEEs per year. The OEV Unit covering corporate emergency evaluations keeps track of corporate emergency activations and durations to inform decision making by the DoE.

16. CEEs are not necessarily linked to a single emergency response activated by WFP: in some cases, a regional CEE can be planned to cover multiple, separate emergencies (e.g. Sahel or Horn of Africa, Sudan regional), or a country-level CEE can be conducted covering a sequence of emergencies in a single country (e.g. Myanmar and Yemen). Such CEEs are sometimes conducted upon specific request by WFP senior Management, the Emergencies Operations Division (EME), other units within the Global HQ or the Executive Board. The DoE determines whether conducting such a CEE is feasible and useful in consultation with key stakeholders in WFP.

17. Single-country emergencies can either be subject of a CEE or be evaluated under an expanded CSP evaluation (called a “CSPE plus”, e.g. Syria CSPE). The 2022 Evaluation Policy specifies that a CSP evaluation is required in the penultimate year of each CSP.⁶ A CSPE plus covers the standard evaluation questions of a typical CSP evaluation but also includes additional questions specifically related to the emergency response. The DoE will determine, in consultation with EME and relevant regional office whether a CEE or CSPE plus would be most appropriate, based on the following decision criteria:

- **Level of corporate concern:** WFP emergency operations classified as “corporate attention” (or L2) and which have never been classified as “corporate scale-up” will normally be evaluated within a CSPE plus, regardless of when the emergency occurred within the CSP cycle.
- **Timing:** Currently, OEV aims at evaluating all operations classified as “corporate scale-up” (or L3) and “corporate attention” (or L2) within **4 years after the year of activation of a new emergency**. The methodology for the OEV key performance indicator on “[Percentage of corporate emergency responses due for evaluation, evaluated](#)” provides more details on what is considered a new emergency and when it is considered evaluated.
- **Estimated cost of the evaluation:** if the estimated cost of the evaluation significantly exceeds the budget set aside for the CSP evaluation (typically 250,000 USD), a CEE is preferable over a CSPE

⁶ For interim CSPs an evaluation is required every five years for the ten largest country offices and every 10–12 years for all other country offices.

plus because OEV can contribute to the funding of the CEE. Main cost drivers are the complexity of the emergency response requiring highly experienced, larger evaluation teams, and security and access constraints increasing the cost of transportation, security arrangements, local contractors etc.

18. IAHEs look at the results of a collective humanitarian response by member organizations of the Inter-agency Standing Committee (IASC). IAHEs are initiated as per their inclusion in the IAHE Steering Group's Workplan and are formally launched by the Emergency Relief Coordinator. Using a systematic and defined set of selection and prioritization criteria, a list of priority countries for crisis-specific evaluations is established on an annual basis. IAHEs are also automatically triggered by an IASC Scale-Up Activation and need in this case to be initiated within 9-12 months from the initial Scale-Up activation. Coverage of individual agencies' performance in IAHEs may often be limited. Therefore, when a WFP emergency operation is covered under an IAHE, it will likely still be subject to a separate, OEV-commissioned CEE or CSP evaluation to ensure the required level of detail for WFP accountability and learning.

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 EM ensures that the selected independent evaluators have not had prior involvement with the subject to be evaluated and have no vested interest.

Impartiality: The EM prepares the ToRs and concept note where appropriate following this process guide to ensure an absence of bias in terms of scope and design. An internal reference group (IRG), which includes key WFP 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 recognized expertise in the relevant fields and 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). Where appropriate a concept note is developed to propose an initial scope, evaluation questions and general approach. The evaluation ToRs set out the evaluation's purpose, scope and intended use(s) by various stakeholders. The EM 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 EM and evaluation teams should consider at each phase of the process.

1.1 PREPARATION PHASE PROCESS GUIDE

19. The main deliverables of the preparation phase are the evaluation ToRs and the contracted evaluation team.

20. A corporate emergency evaluation (CEE) begins with an email from the DoE to launch the evaluation and to request meetings to define the scope. The EM reaches out to key stakeholders for initial consultations and to gather documentation to inform the development of a terms of reference (ToRs). A concept note may also be produced where the evaluation is complex or multicountry. These consultations should enquire regarding the main questions to be asked by the evaluation; its scope; and any areas of particular sensitivity. Sufficient time should be allocated for consultations with stakeholders prior to development of the full ToRs. The EM should also find out whether any other evaluations have been/are being/will be conducted of the same emergency response by other IASC or UNEG members to share experiences, coordinate and identify possible opportunities for synergy.

21. Given that evaluands in a CEE are often broad and complex, a **concept note** can be prepared to inform consultations with key stakeholders at an early stage in the preparation phase on the evaluation scope, potential evaluation questions and an appropriate analytical framework, broad methodological approaches, broad evaluation timelines and main skill and expertise required from the ET. The concept note is submitted for QA2 with the DDOE and approved by the DOE ⁷prior to being shared with internal stakeholders. It is recommended to organize a meeting with key internal stakeholders to discuss the main features of the evaluation proposed in the concept note. Written comments on the concept note can be requested from internal stakeholders though it may be sufficient to gather their oral comments during

⁷ Clearances for CE delivery guidance November 2025.

consultations. The concept note does not need to be revised after comments were received, as these comments will be used directly to inform the ToRs.

22. The **ToRs** are the major output of the preparation phase, and they provide the first comprehensive overview of the evaluation. They constitute the EM's main instrument to inform key stakeholders of the evaluation approach and to obtain their feedback, as well as to instruct potential evaluators on the assignment as the basis of their proposals. The ToRs are annexed to the contract of the selected consultancy firm. A description of the ToRs preparation process is available in Section 1.2.

23. The ToRs should include a clear description of the scope, methodology, evaluation questions, evaluability assessment, sampling and proposed country-level engagement, including in case of a multi-country CEE, clarity on the selection criteria for country engagement.

24. In case of a multi-country CEE: A country selection matrix, including information on all countries where WFP has activities, is maintained by the OEV Global, Synthesis and System-wide Evaluations Unit. Some of the data captured for the benefit of global evaluations includes data on income classification, country strategic plan timeframe, needs-based plan, and recently completed, ongoing or planned evaluations and audits by country. Country selection for missions or desk reviews is a fundamental part of all multi-country evaluations and data from country studies is expected to inform the overall assessment of WFP's response. 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, if relevant, regions) and will facilitate the identification of a long list of countries to be presented in the TORS.

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

26. **Internal reference group (IRG).** During the preparation phase, the EM is responsible for liaising with the country offices to identify relevant IRG members from the COs, Global HQ and drafting the request to the relevant directors for nominations for IRG membership, which is best included in the email to send out the concept note or draft ToRs. 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 enhances ownership of the evaluation process and products, which in turn may positively impact its use.

27. The IRG should be composed of representatives of the relevant Country Offices (primarily), though also, where appropriate, Global HQ- whose roles are relevant to the emergency being evaluated. -

28. **Identification and contracting of an evaluation team** to undertake the evaluation. The EM should check the LTA tracking sheet to identify the firms that expressed an interest in conducting the evaluation. Assuming that there is a sufficient number of firms that responded positively, brief information on the expected timeline of the evaluation, the scope and team requirements can be shared with the firms that expressed interest ahead of sharing the full ToRs. Once the draft ToRs have been approved by OEV senior management these are shared with the shortlisted companies through a "call for proposals" email message sent out by the EM, with a clear deadline for submission of a technical and financial proposal according to the template provided in the LTA. The final ToRs should be shared with the firms at least one week before the deadline to receive proposals, indicating the main changes made based on comments received from stakeholders. This would leave firms sufficient time to make any adjustments required in their proposals.

29. The Strategic Evaluation proposal scoring matrix template should be used for the assessment of the proposals. Once the appropriate team has been selected, the EM will draft a decision memo to be submitted electronically to the DDoE for approval and final clearance with the DOE. The decision memo will include a recommendation to justify the selected company and evaluation team, the budget for the whole

evaluation, including the cost for the evaluation conduct, the ToRs, the proposal scoring table with the results of the assessment, and list of all team members with the roles, level of effort and daily rates.

30. **Gender equality and women’s empowerment (GEWE) as well as 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.

1.2 PREPARATION PHASE PROCESS MAP

31. The purpose of the process map is to provide a step-by-step description of the process leading to the finalization of the ToRs and summary ToRs, the selection of the evaluation team, and the communication and knowledge management plan, highlighting the roles and responsibilities of each stakeholder.

Figure 2: Process map for preparation and finalization of the terms of reference



- Prepares draft email to announce the evaluation to relevant Division Directors, RDs and CDs, to be sent from the DoE account and signed off by either the DoE or DDoE
- Collects and reviews key documents
- Arranges discussions with key stakeholders on the scope, questions, sensitivities of, and approach to, the evaluation, using a concept note to inform discussion where relevant
- Establishes the IRG in consultation with relevant Division Directors, RDs and CDs
-



- Under supervision of the EM:
- Builds an E-library
- Collects relevant documents (corporate, global)
- Liaises with evaluand focal point(s) for additional documentation
- Compiles qualitative data and helps drafting the context and subject of evaluation sections for the concept note, if prepared, and ToRs
- Drafts text on data quality and availability for the evaluability assessment
- Helps developing a list of stakeholders, including for the IRG
- Inputs basic information on the evaluation into the OEV management information system



- Prepares the draft ToRs, including IRG composition
- Submits draft ToRs to the DDoE
- Revises draft ToRs based on QA2 comments



- Reviews draft ToRs and provide feedback to EM
- Submits draft ToRs to DOE for clearance prior to sharing with IRG for comments



- Shares draft ToRs and comments matrix with relevant Division Directors, RDs, CDs and subject-matter focal points, requesting comments and nominations of IRG members
- Sends out call for proposals to LTA firms that have expressed interest, including draft TORs



- IRG members will receive a minimum of two weeks to comment on the draft ToRs



- Reviews IRG comments and revises the ToRs accordingly
- Adds replies to the comments matrix to explain actions taken



- Approves final ToRs



- Shares final ToRs and comments matrix including OEV responses with IRG after DDoE clearance
- Shares final ToRs with LTA firms, highlighting main adjustments that may have a bearing on their proposal
- Prepares Summary TORs
- Requests OEV Use and Communications Unit to publish TORs and Summary TORs

	<ul style="list-style-type: none"> • Together with the RA, reviews and assesses proposals from evaluation firms using the standard template • Prepares an online decision memo to be submitted to the DoE for approval (with DDoE as viewer in the approvals system)
	<ul style="list-style-type: none"> • Approves budget and selection of the LTA firm by signing off on the decision memo
	<ul style="list-style-type: none"> • Follows up with the Planning and Function Support Unit to ensure the creation of the PO • Collects ethical and confidentiality pledges from all evaluation team members

1.3 PREPARATION PHASE CONTENT GUIDE AND QUALITY STANDARDS

32. The purpose of this section of the guidance is to assist EMs in drafting the concept note and ToRs for CEEs.

33. If a concept note is prepared, this should be extremely succinct – 2-3 pages maximum – and set out the background, rationale, scope and proposed main questions for the evaluation, as well as the proposed timeline. The ToRs should follow the structure and standard content described in the template. The ToRs should cover the minimum requirements as per the quality checklist and not exceed 10,000 words, excluding annexes.

34. QA aims to ensure that enough background research has been undertaken to set out ToRs that will adequately guide the conduct of the evaluation. [The quality checklist will be used by both the EM when drafting the ToRs and the QA2 when reviewing it](#), to assure quality by 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 ToRs
- c. Process (for instance, timeline).

1.4 REFERENCE MATERIAL FOR THE PREPARATION PHASE

Templates and quality checklists	Technical notes	Other reference material
<ul style="list-style-type: none"> ✓ Summary ToRs Template ✓ Quality Checklist for ToRs ✓ Internal Reference Group ToRs 	<ul style="list-style-type: none"> ✓ Technical Note on Principles, Norms and Standards ✓ Technical Note on Evaluation Criteria and Questions ✓ Technical Note on Stakeholder Analysis ✓ Technical Note on Gender integration, Quick Guide and Checklist ✓ Technical Note on Integrating Disability Inclusion in Evaluation 	<ul style="list-style-type: none"> ✓ SYNCO - LTA Tracker ✓ OEV Communication Protocol ✓ LTA Scoring Matrix ✓ UNEG Guidance on the Integration of Humanitarian Principles in the Evaluation of Humanitarian Action ✓ Updated ALNAP guide on evaluating humanitarian action using the OECD Evaluation Criteria: ALNAP_Evaluation_Criteria_Guide_V3_Final.pdf ✓ Voice, Tone, and Terminology Guideline

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: While all efforts should be made to consult with evaluation stakeholders during this critical design phase of the evaluation, the final decision on the scope of the evaluation, including the evaluation questions, and the evaluation approach and methods rests with OEV

Impartiality: To ensure that all voices are heard during the detailed design of the evaluation, the EM and WFP management should facilitate access for the evaluation team to key informants from all evaluation stakeholder groups during the inception phase. Their views and concerns on the evaluation objectives, scope, timelines and proposed data collection methods will be heard and considered as appropriate in the design of the evaluation.

Credibility: The evaluation methodology should be appropriate to respond to the evaluation questions. The methods for data collection, analysis and interpretation should be appropriate and feasible considering time, resources and context, and transparently documented in the inception report. The sites to be visited and stakeholders to be interviewed should be sampled according to explicit criteria, ensuring the best possible coverage required to answer the evaluation questions. The qualifications of the evaluation team leader and members involved in the design of the evaluation during inception should be recognized by evaluation stakeholders: good preparation before briefings, interviews and group discussions is critical to give the best possible impression to evaluation stakeholders. The inception report should reflect inputs from key stakeholders and be of the highest standards. It should go through a rigorous quality assurance process.

Utility: The scope of the evaluation, including the evaluation questions, should be defined to provide the most useful and timely inputs possible in upcoming decision processes, considering the resources and time available to conduct the evaluation and the constraints imposed by the evaluation context. An important topic to be addressed during inception briefings and interviews, are the main areas of interest for this evaluation as well as the deadlines to ensure that evaluation results can feed into the most relevant decision-making processes.

The inception phase serves to ensure that the Evaluation Team (leader and team members) develop an in-depth understanding of the CEE ToRs 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.

2.1 INCEPTION PHASE PROCESS GUIDE

35. The inception phase involves initial analyses of background materials and discussions with stakeholders that will give the evaluation team a greater understanding of issues and concerns related to the emergency response and broader set of WFP activities in the region/country. The evaluation team is also expected to analyse critically and further expand some elements of the ToRs, to ensure that the evaluation subject, context and scope are relevant, up-to-date, appropriately nuanced and politically sensitive.

36. The Inception Report (IR) or Inception Package (IP) are meant to ensure a common understanding of what the evaluation is about, how the work is to be performed, who is to do what, what is to be produced and when deliverables are expected. The evaluation team may determine with the EM whether to prepare an IR or IP. The contents of both are the same, the main differences being that an IP will usually have a shorter main body (“chapeau”) with the detailed substantive sections provided in annexes. An IR is usually delivered in one piece, with all necessary information in the main body and the annexes mainly providing quantitative data tables and reference materials. An IP lends itself better to a piece-by-piece delivery of the inception report, each consecutive part building on the previous ones. The “chapeau” is then drafted at the very end, when all parts of the package have been delivered. Those parts then become the

annexes of the IP. In any case, the inception report should be as concise as possible while demonstrating that the evaluation team has a solid understanding of the subject being evaluated and a clear and realistic plan to conduct the evaluation.

37. The main objectives of the inception phase are to:

- Reconstruct the theory of change/logic model of the emergency response Refine the evaluability assessment;
- Fine tune evaluation scope and questions as relevant and appropriate, also in view of the evaluability assessment;
- Deepen and finalize the stakeholder mapping and analysis;
- Develop the evaluation methodology giving due consideration to ethical issues, risks and constraints, including security, protection and access;
- Conduct a preliminary, descriptive quantitative data analysis to identify trends and issues in preparation of the main data collection phase;
- Develop a detailed evaluation matrix including elements of the above;
- Develop data collection and analysis tools and test them as feasible;
- Sample informants and field visits for the data collection phase;
- Refine analysis of key ethical considerations and risks, proposing avoidance/mitigation/adaptation measures. This analysis should be updated as the evaluation progresses, whenever the team anticipates or encounters new challenges and potential risks;
- Clearly identify approaches and provisions for [data protection](#), storage and treatment, including the use of AI;
- Update the communication and knowledge management plan;
- Develop a detailed workplan with roles and responsibilities for each team member and deadlines for each deliverable;
- Elaborate a field visit schedule; and
- Agree with the CO(s) on the support they will provide with mission logistics (appointments, local transport, guest house bookings etc.)

38. **At the start of the inception phase**, the evaluation team will be provided with the final approved ToRs and a library of relevant documents on a file sharing platform, which will continue growing as additional documentation is provided by evaluation stakeholders.

39. **Desk review.** A review and analysis of key documents and quantitative data concerning the evaluation and of documents on the country and emergency context should start at the inception phase to prepare for inception briefings and interviews. This is important to make best use of the time of stakeholders consulted during the inception phase. This first desk review should also help identify key issues to be further explored during the data collection phase.

40. In case of a country-level CEE, the EM should organize a limited number of (remote) **introductory meetings with the CO** to introduce the evaluation team and discuss the inception process with CO management, the Head of Programme, the Emergency Coordinator and the Head of RAM. A series of virtual (remote) global **headquarters, including regional office briefings** should be held early in the inception phase to ensure the team is fully apprised of OEV's requirements for CEEs and that it has the opportunity to interact with key WFP stakeholders in global HQ. The briefings are not generic but require the evaluation team to have conducted an initial literature review and preparation so that the briefings can

be structured and focused on the team's specific questions. An overview of roles and responsibilities for the Global HQ briefings is outlined in Figure 3.

Figure 3: Overview of roles and responsibilities for the Global HQ briefings



41. **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 concerned GHQ divisions/units, including ROs, and COs, as well as national counterparts where appropriate. The Inception Phase may include a mission to GHQ (Rome/relevant RO) or to COs where appropriate and feasible. The specific objectives of the Inception Mission are to:

- Discuss the ToRs (evaluation purpose, issues, methods and approach) with stakeholders in the region and/or country(ies);
- Meet stakeholders to understand their perspectives and concerns related to the subject under evaluation and to help fine tune evaluation scope and questions;
- Discuss and refine the ToC/logic model of the emergency response
- Collect information on data availability and access, to finalise the evaluability assessment;
- Develop and test data collection tools as relevant;
- Collect relevant information to inform sampling of key informants and field visits for the main evaluation mission;
- Collect relevant information to finalize the stakeholder mapping and analysis, including on local level stakeholders;
- Discuss ethical considerations and risks;
- Agree on the evaluation timeline and tentative field visit schedule

42. For CEEs, an inception mission which involves travel to the concerned WFP offices (GHQ and/or COs) is conducted by the evaluation TL and the EM, usually joined by one research analyst (either from OEV or from the evaluation team) and any relevant national consultants, as practical. The inception mission will

usually last five days, depending on the scale and geographical coverage of the CEE. The role of the RA is to ensure that CO staff are fully aware of data requirements for the evaluation, to start gathering as much relevant data readily available and to lead on the in-depth evaluability assessment focussing on data availability and access.

Preparation of the Inception Report/Inception Package. The IR/IP is a working document, which forms the agreement between OEV and the Evaluation Team on the operational plan for the evaluation and clarifies to the Country Office, Global HQ units, including the relevant RO, what is expected of them and what they can expect to get out of the evaluation, as well as clarity on any sensitivities arising.

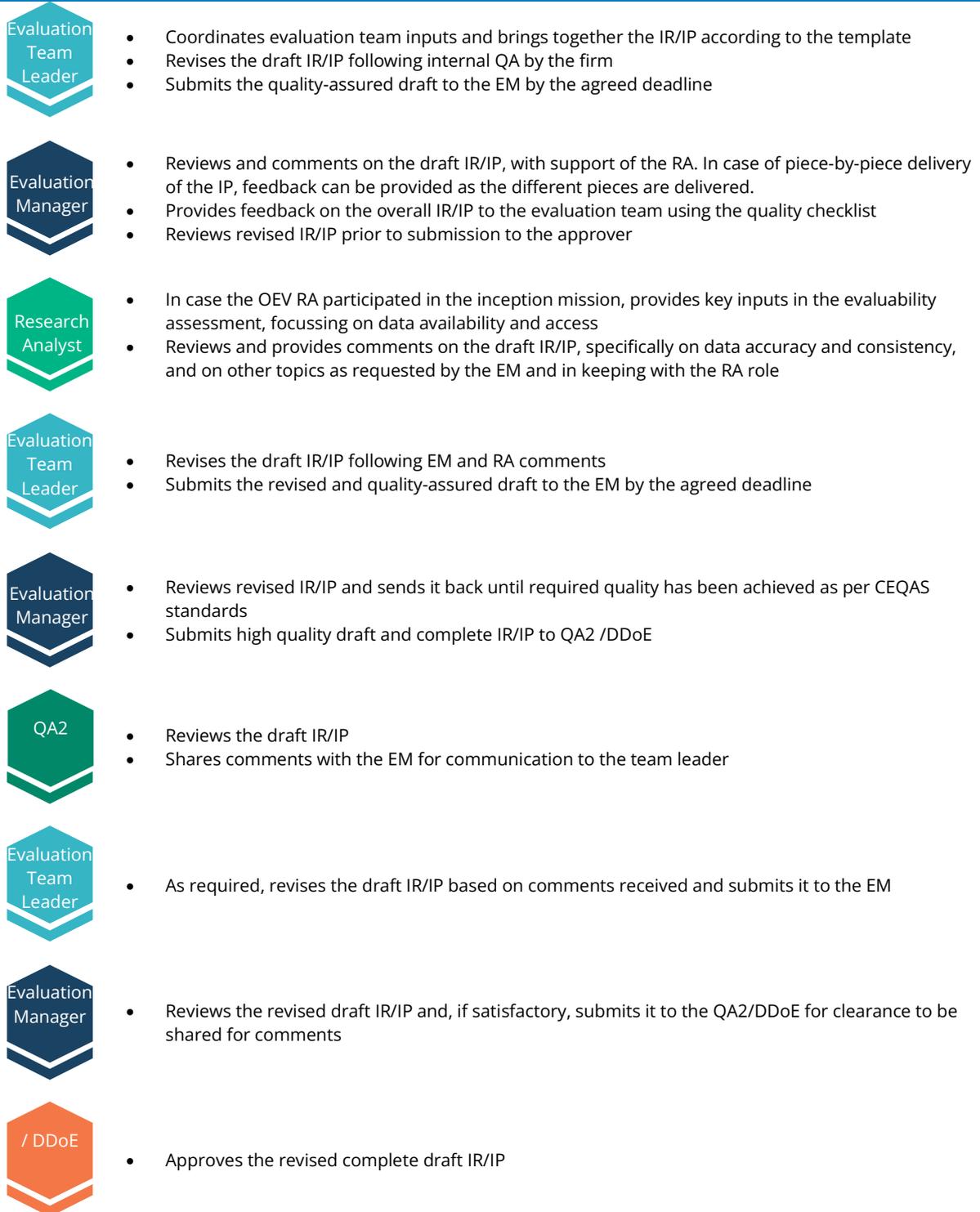
Figure 4: Overview of roles and responsibilities for the inception phase

- | | |
|---|--|
|  | <ul style="list-style-type: none"> • Provides the evaluation team with relevant documents (background materials on the subject of the evaluation and EQAS documents) for preparation prior to the inception phase • Clarifies and discusses the role of the EM and RA vis-a-vis the evaluation team during all following phases of the evaluation, including during inception mission(s) • Communicates with Global HQ Divisions including ROs, and/or CO(s) to introduce the evaluation team and to agree on the planning of briefings and the inception mission where appropriate • Oversees organization and participates in the Global HQ briefing interviews • Oversees organization and participates in inception mission(s) • Reconfirms the support required from the CO(s) during the data collection phase (appointments, local transport, etc.) |
|  | <ul style="list-style-type: none"> • Provides the evaluation team with access to the E-library; supports the EM in identifying and highlighting key reading material • Supports the preparation of (i) the Global HQ briefings; and (ii) the inception mission(s) • Presents WFP up-to-date key datasets 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, and lead on the in-depth evaluability assessment • Updates management information system (MIS) once the inception report has been approved by the DDoE • Guides and assists the evaluation team on data analysis for the data collection missions |
|  | <ul style="list-style-type: none"> • Reviews ToRs and other relevant documentation in preparation for the inception briefings • Coordinates evaluation team engagement in the Global HQ/CO briefings and leads the inception mission • Ensures GHQ/ CO consultations in: <ul style="list-style-type: none"> • The preparation of the logic model for the emergency response • Identification of ethical considerations and risks • Updating of the evaluation timeline and field visit schedule • Coordinates contextual and quantitative data analysis with the team to identify trends and key issues to be further explored during the data collection phase. |

2.2 INCEPTION PHASE PROCESS MAP

43. The purpose of the process map is to provide a step-by-step description of the process leading to the finalization of the Inception report/package.

Figure 5: Process map for inception report/inception package preparation





2.3 INCEPTION PHASE CONTENT GUIDE AND QUALITY STANDARDS

44. The purpose of this guidance material is to assist the evaluation TL in drafting the IR/IP. The inception report should follow the structure presented in the IR template and should not exceed 12,000 words, excluding annexes. An “inception package” should follow the same template but the text in the “chapeau” main body would be kept to the minimum (around 5,000 words) while ensuring the high quality of the different IP components in annex. The content for the IR/IP should cover the minimum requirements as per the Quality Checklist.

45. Quality assurance aims to ensure that enough desk research, stakeholder consultations and analysis have been undertaken to decide on the methodology of the evaluation and to guide its conduct. The CEE 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 to generate a credible evaluation
- Criteria concerning the use of the evaluability assessment
- A check on whether the required content has been included in the inception report
- Process (for example, a timeline).

46. The firm carries out a rigorous internal quality assurance before the draft IR or portions of the IP are submitted to OEV. The EM conducts the OEV first level quality assurance of the IR/IP, using the quality checklist to provide systematic and constructive feedback. The EM decides when the complete draft IR/IP is ready for review and approval by DDoE.

2.4 REFERENCE MATERIAL FOR THE INCEPTION PHASE

Templates and quality checklists	Technical notes	Other reference material
<ul style="list-style-type: none"> ✓ Inception report template ✓ Quality checklist for IR/IP ✓ Comments Matrix Template 	<ul style="list-style-type: none"> ✓ Technical Note on Principles, Norms and Standards ✓ Technical Note on stakeholder analysis ✓ Technical Note on Gender integration, Quick Guide and Checklist ✓ TN on evaluation matrix ✓ Technical Note on Integrating Disability Inclusion in Evaluation ✓ TN on AI in evaluations 	<ul style="list-style-type: none"> ✓ OEV Communication Protocol ✓ CE formatting and editorial guidelines ✓ WFP's Personal Data Protection and Privacy Framework ✓ Compendium of policies relating to the strategic plan⁸ ✓ OEV briefing presentation on ethics ✓ Glossaries and terminology guides (e.g., from OCHA) ✓ UNEG Guidance on the Integration of Humanitarian Principles in the Evaluation of Humanitarian Action ✓ Updated ALNAP guide on evaluating humanitarian action using the OECD Evaluation Criteria: ALNAP_Evaluation_Criteria_Guide_V3_Final.pdf ✓ Voice, Tone, and Terminology Guideline

⁸ 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

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 and impartiality: This implies that, except for OEV staff (the EM and RA), WFP employees should not be present during the evaluation team's data collection activities. The EM and TL are responsible for anticipating and counteracting attempts to influence the evaluation or exclude the perspectives of particular sub-groups. The EM 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 OEV in a timely manner to facilitate resolution.

Credibility: The EM and TL ensure that the evaluation is implemented as per design. If challenges arise during the field mission, adjustments are made ensuring that those do not undermine independence, impartiality and scientific rigour of the evaluation. Limitations to the evaluation methodology should be recorded and reported in the final evaluation report.

Utility: The evaluation team organizes a data collection debrief at the end of the evaluation mission with the support of the EM and the participation of Global Headquarters as appropriate. The EM organizes a preliminary findings debrief not later than 2-3 weeks after the data collection phase, where the preliminary findings and analysis from all lines of evidence are presented and discussed with the IRG.

Ethics: The evaluators behave ethically in all interactions with stakeholders and beneficiaries. They ensure informed consent, protecting the privacy, confidentiality and anonymity of participants, and exercising 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, prevention of sexual exploitation and abuse (PSEA) or other wrongdoing.⁹

3.1 DATA COLLECTION PHASE PROCESS GUIDE

47. During the data collection phase, the evaluation team will collect, synthesize and start analysing information collected from primary and secondary sources on the lines of enquiry for each evaluation (sub)question indicated in the evaluation matrix developed during the inception phase.

48. While the details of the data collection phase should be customized for each evaluation depending on the evaluation design agreed during inception, the general steps and principles provided here apply to all CEEs.

49. The data collection phase requires that the inception report is approved. In this phase, the operational plan found in the IR/IP is implemented.

50. The data collection phase is conducted by the evaluation team and consists, in general, of the following steps, some of which should be carried out simultaneously: team briefings, desk review, surveys, in-country activities and other data collection methods.

51. **Team briefing(s).** The TL 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 generate clear agreements on the data collection, analysis and reporting requirements for each team member.

52. **Desk review.** A thorough review and analysis of existing data and documentation concerning the evaluand 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

⁹ See guidance here: [Where to seek support and report wrongdoing in WFP | WFPgo](#).

understanding of the documented evidence/information relevant to their part in the CEE. This level of preparation is essential to ensure best use of the time in the field when additional information is collected.

53. **Interviews.** The evaluation team will conduct interviews with all relevant internal and external stakeholders/key informants, including WFP employees at GHQ, i country office and sub-office levels, as relevant. External stakeholders may include national authorities, partner UN agencies, representatives of other partner organizations, donors, cooperating partners, private sector partners, regional/country or subject matter experts and others.

54. **Regional/country missions.** For CEEs in-country missions, including field visits, are a must unless the prevailing security situation makes them impossible. In case of a regional or global CEE, countries may be sampled with some visited in-person and others covered virtually (“remote” or “virtual” missions).

Country missions will include:

- Security briefing (in-country missions only)
- Briefing with CO management to introduce the evaluation team, present the goals of the mission and discuss any concerns or issues raised by CO management
- Suggested: all-staff briefing with CO staff, during which the evaluation team:
 - ✓ explains the purpose and conduct of the evaluation (and, in case of a regional or global evaluation) why the country has been selected
 - ✓ presents the agenda for the mission and clarifies any final points necessary to ensure the smooth conduct of the mission.
- Interaction with WFP and other stakeholders through interviews, focus group discussions, surveys and other data collection methods, and collection of additional documentation and data, depending on the evaluation design
- Exit debrief with CO management and all relevant staff (together or separately) – see details under section 3.2 below.

55. In-country meetings with government counterparts (or de facto authorities, if appropriate) and other external partners will be facilitated by the country office. Once introductions have been made, country office colleagues should leave the evaluation team to carry out the interview privately.

56. The evaluation team must design an inclusive data collection process, which ensures a representation of diverse stakeholders, including beneficiaries of different genders, age categories (to the extent feasible), disability status, etc., and partners/external stakeholders representing different backgrounds. The evaluation team must also ensure that data collection is accessible and plan for reasonable accommodations when necessary. Furthermore, safety consideration both for the evaluation team and evaluation stakeholders will be paramount in many emergency contexts.¹⁰

57. All costs for fieldwork should be included in the budget approved along with the proposal from the LTA firm. Often, local transport can be provided by WFP at no cost to OEV/the evaluation firm – this should be agreed by OEV with the CO during the preparation phase and indicated in the TOR (see TOR template). Should unforeseen costs arise (e.g. SSAFE training for staff and consultants), OEV will make arrangements to cover these, conditional on DoE approval.

58. **Other data collection methods** may be used as relevant to ensure the successful conduct of the evaluation as agreed in the inception report. Use of field-based data collection methods (e.g. specific surveys for the evaluation, or adding additional questions into PDM surveys, etc.) can complement other data collection methods but should be designed and conducted with minimal burden on country office staff and partners.

59. **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 must seek the consent of respondents. More specifically, when seeking personal data

¹⁰ Including the SSAFE training for the team members conducting in country data collection and field work.

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 inform data subjects of their rights including access, rectification, deletion and objection to use and provide contact details of the person/entity to refer to for any concern on the use of their 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 use by the evaluation.

60. **Artificial intelligence.** Artificial Intelligence (AI) technologies can be used with prior written approval from the WFP Office of Evaluation (OEV) and in accordance with the standards set out in the [AI Information Brief](#). Notably, the evaluation team shall clearly and comprehensively disclose in the inception report the intended utilization of AI tools in evaluation, including the purpose, scope and nature of the proposed AI usage. Any data used in connection with AI tools should be handled in accordance with WFP [data protection standards and confidentiality obligations](#) and with the info [brief on Ethical Use of Artificial Intelligence in WFP Evaluations](#). ¹¹**Team meetings.** The evaluation team should organize regular internal meetings to discuss progress and issues arising during the data collection phase. The EM and TL should regularly communicate on progress, so that the EM can provide timely support when needed.

61. **Analytical workshop(s).** The team should also organize one or more workshops to jointly analyse data and discuss emerging findings based on the evidence gathered.

62. In agreement with the evaluation team leader, the EM (and possibly the RA) may participate in the analytical working sessions in preparation of the presentation of preliminary findings to the IRG. This should be discussed and agreed during the inception phase.

3.2 DATA COLLECTION PHASE CONTENT GUIDE AND QUALITY STANDARDS

63. **Exit debrief.** The evaluation team should organize an exit debrief to CO management and relevant staff to report back on the process, share early impressions, clarify any information gaps and highlight next steps. This may be combined with the preliminary Findings debrief, below.

64. In case of a country-level CEE, this exit debrief is best held in-person on the last day of the country mission. In case of a regional or global CEE, this exit debrief may provide more considered feedback from the country mission, and might therefore better be held virtually, 1-2 weeks following the mission. This will allow the team to complete all aspects of the mission and have some time to reflect on it before reporting back to stakeholders in country. Debriefing the country office is mandatory, however, the exact form and content of this – whether during the mission or to be combined with the preliminary findings debrief, below and held 1-2 weeks later - should be agreed at Inception stage, and informed by CO/Global HQ stakeholder preference; Such presentations, whenever delivered and while shared with the country office, will not be subject to commenting or revisions. The EM and RA should review the presentation before it is presented to the CO and ensure it is both concise and at an appropriately strategic level.

65. The exit debrief presentation will be made available to the EM and country office management. It should include as relevant (items indicated with a * are only for regional or global CEEs):

- Purpose (evaluation objectives and uses)
- Reason for country selection*
- Overview of methodology
- Key emerging findings/themes of relevance to the country context and to the evaluand*
- Remaining data gaps and where CO help is required
- Next steps, including feedback loops and opportunities for engagement.

66. **Preliminary findings debrief (may be combined with Exit Debrief above)** The evaluation TL is required to make a debrief presentation to key WFP stakeholders at an appropriate point, and maximum 1-2 weeks after the field mission. . If post-mission, this is usually done remotely. The presentation should be

¹¹ Ethical Use of Artificial Intelligence in WFP Evaluations, WFP Office of Evaluation, July 2025.

shared with the EM for review at least two days prior to the presentation. The content of the presentation should include, at a minimum:

- Background
- Purpose (evaluation objectives and uses)
- Overview of evaluation approach and methodology
- Preliminary findings and conclusions
- Areas for consideration by WFP (no explicit recommendations required yet)
- Next steps, including feedback loops and opportunities for engagement.

67. The presentation should be followed by a discussion between participants and the evaluation team on the preliminary findings from the evaluation. 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.

3.3 REFERENCE MATERIAL FOR THE DATA COLLECTION PHASE

Technical notes	Other reference material
<ul style="list-style-type: none"> ✓ Technical Note on Evaluation Principles, Norms and Standards 	<ul style="list-style-type: none"> ✓ OEV Communication Protocol ✓ WFP's Personal Data Protection and Privacy Framework
<ul style="list-style-type: none"> ✓ Technical Note on Gender Integration, Quick Guide and Checklist 	<ul style="list-style-type: none"> ✓ UNEG Guidance on the Integration of Humanitarian Principles in the Evaluation of Humanitarian Action
<ul style="list-style-type: none"> ✓ Technical Note on Integrating Disability Inclusion in Evaluation 	<ul style="list-style-type: none"> ✓ Updated ALNAP guide on evaluating humanitarian action using the OECD Evaluation Criteria:
	<ul style="list-style-type: none"> ✓ ALNAP Evaluation Criteria Guide V3 Final.pdf ✓ Voice, Tone, and Terminology Guideline

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 findings, conclusions and recommendations in any way that is not supported by the evidence gathered by the evaluation.

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 an 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 discuss findings, conclusions and recommendations with evaluation stakeholders. Recommendations – both strategic and operational – should be drafted to ensure utility. The summary evaluation report (SER) should be crafted to ensure that it conveys the most important messages in an accessible and accurate manner.

Ethics: The evaluation TL should inform the EM and the DoE of any allegations of wrongdoing and misconduct without breaking confidentiality. Reporting should be mindful to “do no harm” and ensure that the benefits of fully transparent, public reporting are not outbalanced by the risks to do harm to evaluation stakeholders, affected populations in particular. Care should be given to protect the privacy, confidentiality and anonymity of sources. To avoid harm to evaluation stakeholders, OEV may decide to restrict circulation of highly sensitive evaluation findings to internal WFP stakeholders only, through strictly internal briefings and documents.

68. 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 SER.

4.1 REPORTING PHASE PROCESS GUIDE

69. The reporting phase is undertaken after the data collection phase in order to synthesize, analyse, validate and interpret all data collected. The evaluation TL has primary responsibility for timely delivery of the evaluation report. The report should be quality assured internally by the firm prior to submission to OEV to ensure that it meets OEV quality standards. In addition, there are various levels of QA by OEV depending on the EM of the CEE. As corporate emergency evaluations are usually managed by senior evaluation officers, QA2 is most often conducted by the DDoE and certain clearances for key products are done by the DoE¹². The DoE approves the final evaluation report and SER.

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

¹² See Clearance guidance for CE deliverables updated December 2025.

Figure 6: Process map for evaluation report review and finalization





- Organizes the comments received into 'general' and 'specific' (by paragraph) in the evaluation matrix and shares it with the EM



- Reviews IRG comments received and as needed, provides guidance to the TL on how to respond in the comments matrix
- Organizes the stakeholder workshop in consultation with the TL and CO



- Supports the organization and conduct of the stakeholder workshop



- Presents the evaluation and actively engages in discussions during the stakeholder workshop along with relevant team members
- Reviews/discusses IRG comments with the EM and revises the draft evaluation report
- Returns comments matrix with replies to each comment
- Submits a revised and final draft evaluation report



- Reviews and quality assures the final draft evaluation report
- Submits the report to the QA2 (DDoE) for final clearance



- Reviews and approves the final unedited evaluation report



- Shares final, unedited evaluation report, including the comments matrix, with IRG and other relevant internal stakeholders as per OEV communication protocol
- Submits the evaluation report to the OEV Use and Communications Unit for editing (see details in Phase 5)

71. A **stakeholder workshop** will be held either in person (one and a half to two days) or virtually (spread over two to three sessions) during the finalization of the report to discuss evaluation findings, conclusions and recommendations. The workshop is an opportunity to receive broad, strategic feedback from evaluation stakeholders on the findings and conclusions, but should, in the first place, be geared towards discussing the recommendations to lay the basis for the preparation of the management response.

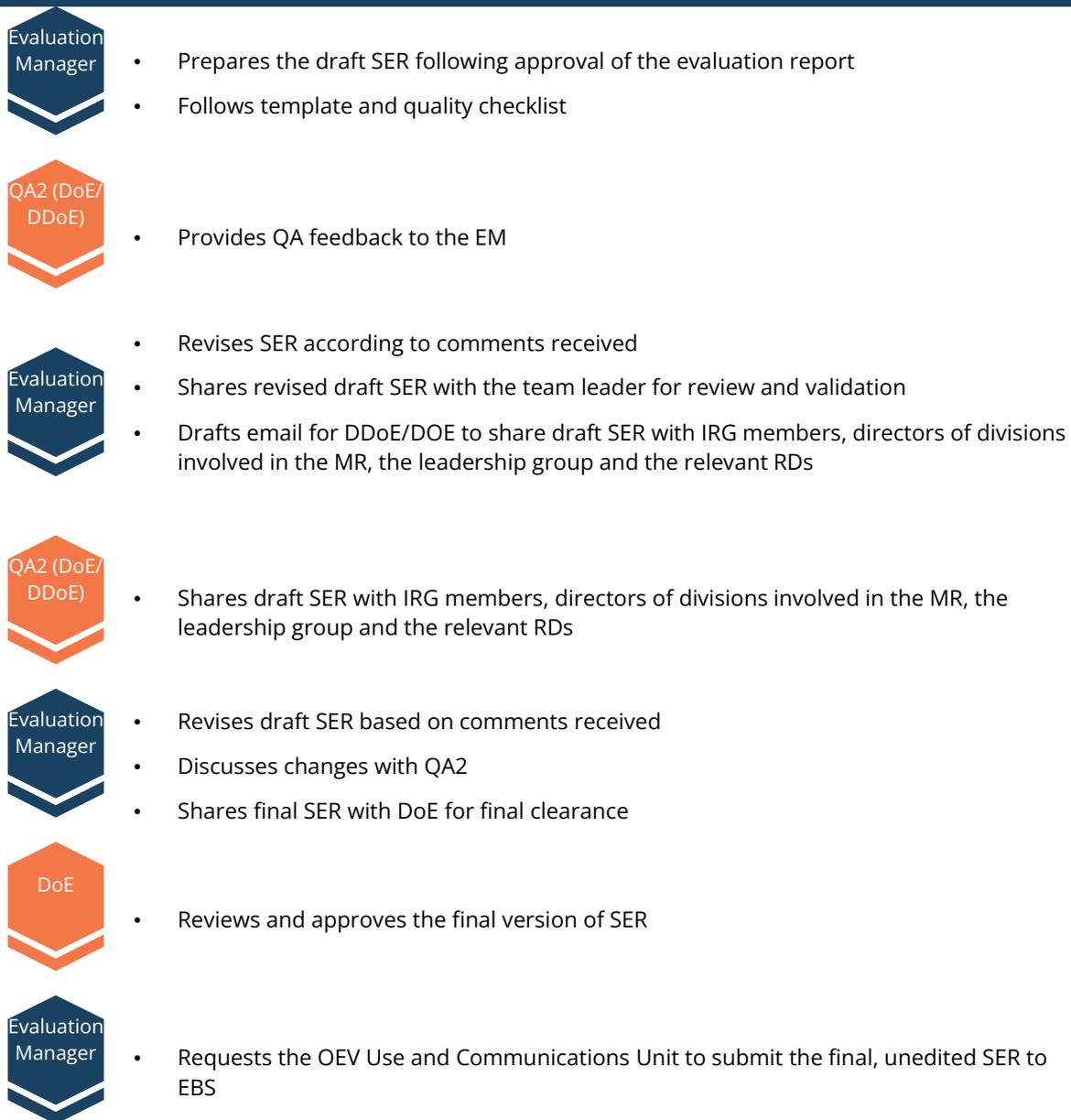
72. It is generally advisable for the EM and TL to participate in the stakeholder workshop. The QA2/DDoE may participate in key sessions of the workshop and will usually either formally open or close the workshop. Facilitation can be carried out by the EM or by an evaluation team member.

73. The draft agenda for the workshop will be prepared by the TL, agreed with the EM, and discussed with the CO/Global HQ division, including RO, as appropriate. The draft presentation will be prepared by the evaluation team and reviewed by the EM.

74. **Summary evaluation report (SER).** Once the full, unedited report has been cleared by the DDoE, the EM prepares the SER, with the inputs from the RA, keeping it fully aligned with the evaluation report. It should highlight key evaluation insights / conclusions supported by the relevant key findings. Carefully selected visuals and graphics should be used to present information concisely.

75. The draft SER is reviewed by the QA2/DDoE. It is then shared with IRG members, directors of divisions involved in the management response, the leadership group and relevant RDs as per the OEV communication protocol. The final SER is then submitted to the DoE for clearance.

Figure 7: Process map for summary evaluation report review and finalization



4.2 REPORTING PHASE CONTENT GUIDE AND QUALITY STANDARDS

76. The purpose of this guidance is to assist the TL and evaluation team in drafting the evaluation report. It should be read in conjunction with the Template and Quality Checklist for Evaluation Report. The TL conveys the results of the evaluation in a way that corresponds to the information needs of intended users and answers the evaluation questions and related sub-questions, following as much as possible the lines of enquiry detailed in the evaluation matrix. While evaluation teams are responsible for the content of the evaluation report, OEV retains the final authority to approve and publish the report.

77. 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 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 no more than six (preferably fewer, and possibly sub-divided in maximum 4 sub-recommendations) and should be realistic (implementable), prioritized and sequenced.

78. The evaluation report should specifically consider GEWE dimensions and wider inclusion issues. This implies in particular ensuring that the analysis, findings, conclusions and recommendations adequately cover gender equality and disability inclusion. In addition, a number of ethical considerations should be reviewed at the reporting stage.

79. The evaluation report should follow the OEV template and should cover the minimum requirements as per the quality checklist.

80. The evaluation report, excluding the SER, should not exceed 30,000 words (approximately 55 pages), and the annexes should not exceed 30,000 words. In order to minimize formatting issues, the evaluation team should adhere to the template and content guide. The team leader is responsible for providing a report and annexes in compliance with the OEV's editorial and formatting guidelines.

81. The SER 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. The draft SER is shared with the team leader for review and validation.

4.3 REFERENCE MATERIAL FOR THE REPORTING PHASE

Templates and quality checklists	Technical notes	Other reference material
<ul style="list-style-type: none"> ✓ Evaluation Report Template ✓ Quality Checklist for Evaluation Report ✓ SER Template ✓ Quality Checklist for SER ✓ Comments Matrix Template 	<ul style="list-style-type: none"> ✓ Technical Note on Evaluation Principles, Norms and Standards ✓ Technical Note on Gender Integration, Quick Guide and Checklist ✓ Technical Note on Integrating Disability Inclusion in Evaluation ✓ Technical Note on Quality of Evaluation Recommendations 	<ul style="list-style-type: none"> ✓ OEV Communication Protocol ✓ Centralized Evaluation Formatting and Editorial Guidelines ✓ WFP's Guide to Personal Data Protection and Privacy¹³ ✓ Updated ALNAP guide on evaluating humanitarian action using the OECD Evaluation Criteria: ALNAP_Evaluation_Criteria_Guide_V3_Final.pdf ✓ Voice, Tone, and Terminology Guideline

¹³ 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 5: Follow-up and dissemination

The principles of independence, impartiality, credibility 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 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.

Ethics: To avoid harm to evaluation stakeholders, OEV may decide to restrict circulation of highly sensitive evaluation findings to internal WFP stakeholders only, through strictly internal briefings and documents.

82. 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. OEV should ensure that the evaluation reports and associated products are accessible and promote and facilitate evaluation use by persons with disabilities and organizations of persons with disabilities.

83. 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 EM. Specifically, this phase consists of the following components:

- Preparation of the Summary Evaluation Report
- 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
- Other comms pack components: Evaluation Brief and Infographic or a joint product including text and infographics.
- Dissemination of evaluation products
- Archiving of closed evaluations
- Administrative completion

5.1 FOLLOW-UP AND DISSEMINATION PHASE PROCESS GUIDE

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

85. This section also covers some of the final administrative issues that must be addressed by the EM.

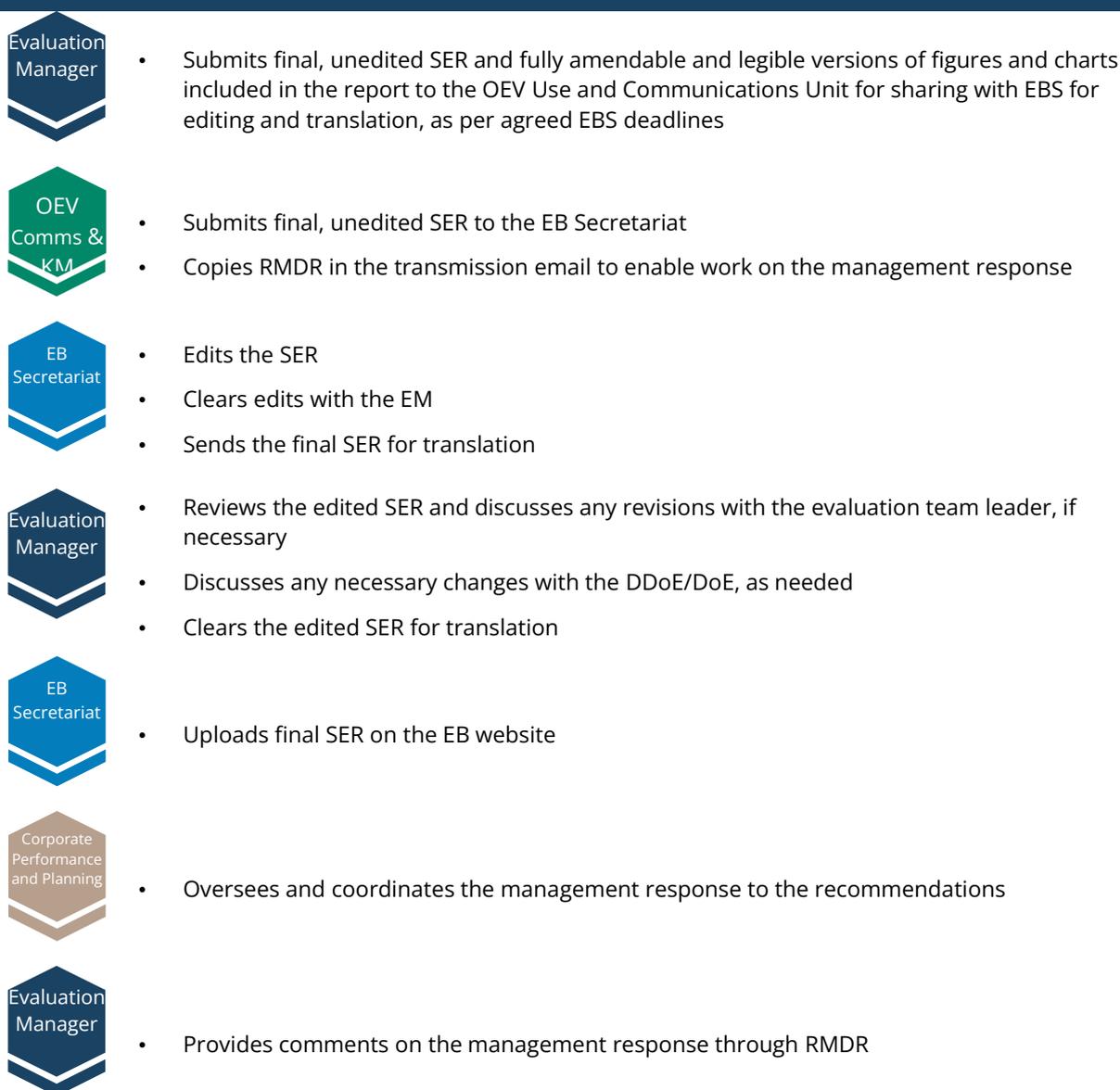
86. **Report editing, formatting and web publishing.** The evaluation policy specifies that full evaluation reports are public documents available on WFPgo and WFP.org Evaluation websites.

Summary evaluation report

87. Once cleared by the DoE, the Use and Communications Unit will share it with the EBS for editing and translation. The EM then reviews the SER edited by EBS and clears revisions with the TL if/as necessary. The OEV Use and Communications Unit ensures that the final edited SER (i.e. after editing and final approval) is copied into the full evaluation report as the executive summary and that the full evaluation report is published on the websites ahead of the Round Table on Evaluation and the Executive Board session.

88. The timelines for transmission of the draft SER are agreed with EBS. The steps to be taken are summarized in Figure 8.

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



89. The timeline for submission of the SER has been agreed with the Executive Board Secretariat. It is summarized in Figure 9 along with various related process steps.

Figure 9: Preparation timeline for Round Table on Evaluation Reports and Executive Board session

Actions		Timeline (weeks before EB session)
1	The OEV Use and Communications Unit will share the SER with EB Secretariat for editing, including RMDR in copy	12 weeks
2	EM clears EBS edits in the SER and consults TL and/or the DoE/DDoE in case of major revisions or unresolved issues with EB Secretariat editors	9 weeks
3	EM prepares communication package for Round Table (PowerPoint presentation and talking points) and submits to DDOE for clearance.	5–7 weeks (3–5 weeks before Round Table)
4	EM requests OEV Use and Communications 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, including links to SER and Evaluation Brief, with WFP colleagues	4–6 weeks (2 weeks before Round Table)
6	Last date for EB Secretariat 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 EB Secretariat for quality check	3–5 weeks (5–7 days before Round Table)
8	EM arranges meeting with key stakeholders and DoE/DDoE, prior to Round Table on Evaluation, 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	DDoE approves shortened version of communication package for EB session	1–3 weeks

90. As regards the **evaluation report**, the EM is responsible for:

- Sending the full evaluation report to the OEV Use and Communications Unit for editing and final formatting as per corporate/OEV standards as soon as the evaluation report has been cleared by the DoE, no later than two months before the Executive Board session
- Coordinating with the OEV Use and Communications 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 SER, for 'final approval' of the QA2 D(DDoE)
- Alerting the post hoc quality assessment (PHQA) coordinators that the report is ready for PHQA
- Drafting 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 OEV Use and Communications 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 SER have been published on WFPgo and the WFP.org Evaluation website at least two weeks before the Executive Board session and before the Round Table on Evaluation.

91. **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 SER. Therefore, it is important to submit the SER on time so as to allow for timely preparation of the management response.

92. The Risk and Accountability Branch (RMDR) of 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 final, unedited evaluation report approved by the QA2 (DDoE) but should be updated in case there are any changes to the recommendations during the finalization of the SER.

Note: Early submission to RMDR 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 EM can share the draft recommendations with RMDR, especially if only minor revisions are expected as a result of the review process.

97. **Tagging of recommendations** by theme for inclusion in the R2 system. Once the SER has been received by the Executive Board Secretariat and the management response completed, the EM will be contacted 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.

98. **Executive Board preparation, presentation and reporting.** In preparation for the Executive Board session, the EM will:

- Prepare talking points, PowerPoint slides, a draft two-page Evaluation Brief and a draft Executive Director memo for the review ahead of the Round Table on Evaluation with the Executive Board in accordance with the clearance guidance¹⁴. Talking points and PowerPoint 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). DOEDOE
- Good practice: Prepare a list of possible questions from EB members with short answers based on evaluation findings. This can greatly help in responding to queries from EB members during the EB sessions.
- Following the Round Table on Evaluation, revise the talking points and PowerPoint to reduce their length in accordance with the standards established for the formal Executive Board sessions and finalize the Executive Director memo adding key points on the feedback received from member states during the Round Table on Evaluation 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). If queries have been received from Executive Board members, draft a response and share with DoE.

99. During the Executive Board session, the DoE introduces the evaluation report. The EM participates on the podium and should be ready to respond to questions from EB member states if

¹⁴ Clearances for CE [deliverables December 2025](#)

prompted by the DoE. The RA is connected through Teams chat and can help quickly searching through the evaluation report for responses to queries.

100. **Dissemination of evaluation reports and products.** The evaluation report and SER should be disseminated actively. Briefs and other evaluation products should be shared with stakeholders throughout the organization.

101. The EM, supported by the RA, is responsible for:

- Requesting that the OEV Use and Communications 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 DoE to share the final version of the report with the IRG and other key stakeholders, four to six weeks before the Executive Board session
- Ensure implementation of the communication and knowledge management plan developed for the evaluation.

102. **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 OEV's Evaluation Management Information System and SharePoint facilitate this.

103. The EM, with support from the RA, 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 the reference library, at the end of the evaluation cycle.

104. The OEV's evaluation information management system guidelines give details on the filing/archiving process, file structures, and roles and responsibilities.

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

- Advise the Head of Unit covering corporate emergency response evaluations to release uncommitted funds (if any)
- In cases where individual consultants have been hired to carry out the evaluation (not an LTA firm), finalize the performance assessment requirements in the Performance and Competency Enhancement (PACE) system for each consultant hired directly by the OEV
- Complete/update management information system requirements.

5.2 REFERENCE MATERIAL FOR THE FOLLOW-UP AND DISSEMINATION PHASE

Templates and quality checklists	Other reference material
<ul style="list-style-type: none">✓ 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	<ul style="list-style-type: none">✓ SOP for Management Response to Centralized Evaluations✓ Voice, Tone, and Terminology Guideline✓ OEV Communication Protocol