

Technical Note

Norms and Standards for Decentralized Evaluations

Version August 2016

1. Purpose of this reference note

1. WFP's evaluations are based on the UNEG norms and standards for evaluation¹. The purpose of this reference note is to provide WFP staff who commission and/or manage decentralized evaluations, with information to support the application of these norms and standards in the design, conduct and management of high quality decentralized evaluations.
2. The norms seek to facilitate system wide collaboration on evaluation by ensuring that evaluation entities within the UN follow agreed upon basic principles. Corresponding standards are drawn from the best practices of UNEG members to guide the establishment of the institutional framework, management of the evaluation function and the conduct and use of evaluation².
3. The intention of this note is to:
 - Provide clarity on those UNEG evaluation norms and standards that are most relevant for decentralized evaluations;
 - Unpack the relevant UNEG norms and standards in a language accessible for the non-evaluation specialist; and
 - Indicate where and how to address these norms and standards in relevant phases of the decentralized evaluation process, as set out in the DE Process Guide
4. WFP has reflected the application of the UNEG norms and standards into its Evaluation Quality Assurance System for centralized and decentralised evaluation (DEQAS).

Recognizing that the Policy is to be implemented in a phased approach, it is expected that the UNEG norms outlined in this note will be progressively applied across the organization, over the life time of the policy.

2. Structure of this TECHNICAL note

5. Following this introduction, this Note is composed of two tables, with explanatory notes for each.
 - Table 1 provides information on relevant UNEG norms and their application during different decentralized evaluation phases.
 - Table 2 provides a matrix showing where UNEG standards that are relevant to decentralized evaluation, need to be applied and ensured by evaluation phase.

¹ [WFP \(2015\) Evaluation Policy 2016-2021](#)

² [UNEG 2016 Norms and Standards](#)

3. Rationale for using norms in decentralized evaluation

6. Through the UN Evaluation Group (UNEG), a set of norms to be applied in evaluation are identified for the UN system³. Their application within WFP is to:
- Ensure that decentralized evaluations follow the internationally accepted evaluation principles of independence, credibility and utility (as defined in the Policy) that support WFP in achieving quality decentralized evaluations
 - Ensure a common understanding and dialogue among stakeholders (internal and external) of decentralised evaluations (commissioners, managers and evaluators) regarding expected standards, sharing and lesson learning to foster a culture of continuous improvement in evaluative thinking; to guide the establishment of an institutional framework, and thus contribute to improving the quality and use of decentralized evaluations within WFP and its partners.

4. Addressing norms in Evaluation Phases

7. Table 1 unpacks key elements of each norm and highlights where attention is needed in different phases of decentralized evaluation, including who has prime responsibility for ensuring that this happens.

³ [UNEG \(2016\) Norms and Standards for Evaluation](#)

UNEG Norms and Related WFP Evaluation policy provisions	How the Norm is Addressed within DE Phase
<p><u>UNEG Definition of Evaluation</u></p> <p><i>An evaluation is an assessment, conducted as systematically and impartially as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact and sustainability.</i></p> <p><u>WFP evaluation policy provisions</u></p> <p><i>The policy defines evaluation clearly (including decentralized evaluation), along with its purpose and clear distinctions with other WFP performance and accountability mechanisms. It further provides for the types of evaluations that WFP commissions at centralised and decentralised levels, thus providing the framework within which decentralised units (COs, RBs, HQ divisions) may commission decentralised evaluations.</i></p>	<p>Phase 1: Planning</p> <ul style="list-style-type: none"> Decentralized units ensure that the definition, concepts and purpose of evaluation, including of decentralized evaluations, as set out in Section III of the WFP evaluation policy and articulated in the DEQAS process guide are understood by relevant staff The Commissioning Office ensures that the most appropriate exercise is undertaken by use of: <ul style="list-style-type: none"> a) The decision tool to make the choice whether to conducted a Decentralized Evaluation or a Review; b) Technical Note: Glossary of terms for information to differentiate between evaluation and other performance and accountability mechanisms; c) The technical notes on types of decentralised evaluations (activity, operation, thematic, joint, transfer modalities, pilot, impact)
<p><u>UNEG Norm 1: Internationally agreed principles, goals and targets</u></p> <p><i>Within the United Nations system, it is the responsibility of evaluation managers and evaluators to uphold and promote, in their evaluation practice, the principles and values to which the United Nations is committed. In particular, they should respect, promote and contribute to the goals and targets set out in the 2030 Agenda for Sustainable Development</i></p> <p><u>WFP Evaluation Policy Provisions</u></p> <p><i>The WFP evaluation function is based on the UNEG principles and contributes to WFP's international commitments including to the nationally owned SDGs (See evaluation policy Section IV)</i></p>	<p>Phase 1: Planning</p> <ul style="list-style-type: none"> At the decentralised level, country offices and regional bureaus have increased ability to build partnerships in commissioning evaluations (jointly or in consultation with partners) that contribute to learning on what works in achieving national SDG goals and targets. To achieve this, planning of evaluations have to be integrated into the overall programming processes so that consultations on when to evaluate, what to evaluate and whether to evaluate jointly are integrated into the overall WFP engagement with national, sub-national and local governments and other actors
<p><u>UNEG Norm 2: Utility</u></p> <p><i>In commissioning and conducting an evaluation, there should be a clear intention to use the resulting analysis, conclusions or recommendations to inform decisions and actions. The utility of evaluation is manifest through its use in making relevant and timely contributions to organizational learning, informed decision-making processes and accountability for results. Evaluations could also be used to contribute beyond the organization by generating knowledge and empowering stakeholders.</i></p> <p><u>WFP Evaluation Policy provisions</u></p> <p><i>WFP is committed to enhancing utility of evaluations by planning and conducting them with clear intent to use their results. Evaluations must be identified and planned in good time so that they can inform decision-making with relevant and timely</i></p>	<p>Phase1: Planning</p> <ul style="list-style-type: none"> The director of commissioning office (CD, RD or HQ director) ensures that evaluation subject, indicative timeline and estimated budget are agreed at design stage or as early as possible and that a process is developed that will get buy-in and support from key stakeholders. The timing of the evaluation is synchronised with key decision points, such as design of a new operation or programme or to inform a budget revision, to ensure that evaluation findings are used. OEV to ensure that planning requirements for evaluation are clearly specified in WFP's relevant programming planning tools / instruments / templates / guidance; CD's/RD's to ensure planning guidance is consistently applied

<p><i>information. The purpose, nature and scope of the evaluation must be clear to evaluators and stakeholders.</i></p>	<p>Phase 2: Preparation</p> <ul style="list-style-type: none"> • The TOR templates and checklists set out clearly the evaluation's purpose, scope, roles and responsibilities of all stakeholders and the evaluators. <p>Phase 6: Dissemination & Follow-up</p> <ul style="list-style-type: none"> • Commissioning Office management ensures that evaluation findings and recommendations are utilised and that there is follow-up on their implementation, to generate learning and inform decision-making
<p>UNEG Norm 3: Credibility</p> <p><i>Evaluations must be credible. Credibility is grounded on independence, impartiality and a rigorous methodology. Key elements of credibility include transparent evaluation processes, inclusive approaches involving relevant stakeholders and robust quality assurance systems. Evaluation results and recommendations are derived from—or informed by—the conscientious, explicit and judicious use of the best available, objective, reliable and valid data and by accurate quantitative and qualitative analysis of evidence. Credibility requires that evaluations are ethically conducted and managed by evaluators that exhibit professional and cultural competencies.</i></p> <p>WFP Evaluation Policy Provisions</p> <p><i>Credibility is one of the three principles underpinning WFP's evaluation function, the others being independence and utility. Adherence to and application of DEQAS in all phases of decentralized evaluations is intended to ensure credibility of all WFP evaluations.</i></p>	<p>Phase 1: Planning</p> <ul style="list-style-type: none"> • Because credibility of evaluations is determined by the independence, impartiality, transparency and methodological appropriateness and rigour, directors of commissioning offices should ensure that the key impartiality mechanisms⁴ are established <p>Phase 2: Preparation</p> <ul style="list-style-type: none"> • The overall evaluation design, plan and implementation processes should be reflected in the terms of reference which serves as the master document for guiding the evaluation. <p>Phase 3: Inception</p> <ul style="list-style-type: none"> • The evaluation methodology appropriate to the particular evaluation, and the methodologies for data-collection, analysis and interpretation should be transparently documented in the inception report <p>Phase 4: Data Collection</p> <ul style="list-style-type: none"> • The goal is to generate strong evidence to respond to the evaluation questions, using appropriate and multiple methods and checking consistency across data sets contributes credibility, in a credible and transparent process. <p>Phase 5: Data Analysis and Reporting</p> <ul style="list-style-type: none"> • Credibility of findings requires that clear connections are made between evidence and conclusions; • Findings and conclusions must be fair and acknowledge the existence of differing views • Evaluation reports must explain the methodology and any limitations; and present evidence, findings, conclusions and recommendations in a complete and balanced way • The external quality support mechanism provides feedback on the draft evaluation report from an evaluation perspective <p>All final reports are subjected to a Post-Hoc Quality Assessment mechanism</p>

⁴ Evaluation committee, evaluation reference group, appointment of evaluation manager as per guidance (see DEQAS step 1.5)

<p><u>UNEG Norm 4: Independence</u></p> <p><i>Independence of evaluation is necessary for credibility, influences the ways in which an evaluation is used and allows evaluators to be impartial and free from undue pressure throughout the evaluation process. Evaluators must have the full freedom to conduct their evaluative work impartially, without the risk of negative effects on their career development, and must be able to freely express their assessment.</i></p> <p><u>WFP Evaluation Policy provisions</u></p> <p><i>Independence is one of the three principles underpinning WFP's evaluation function, the others being credibility and utility. The policy stipulates that all evaluations must be conducted by independent consultants with no conflict of interests and they must be given access to all information they require to conduct a credible evaluation.</i></p>	<p>Phase 1: Planning</p> <ul style="list-style-type: none"> • Director of the commissioning office appoints an evaluation manager who must not have been responsible for design, management or supervision of the subject of evaluation or expect to be in the near future. <p>Phase 2 Preparation</p> <ul style="list-style-type: none"> • The Evaluation Manager ensures that evaluators selected have not had prior involvement with the subject to be evaluated; and they declare that they are free from any conflict of interest; and the sign the UNEG code of conduct for evaluators • Evaluators must have no vested interests and have full freedom to conduct their evaluative work without hindrance or fear for their careers <p>Phase 3 Inception & Phase 4 Data Collection</p> <ul style="list-style-type: none"> • The Evaluation Manager ensures that staff provide evaluators with access to all required information, in line with the WFP Evaluation Function Charter • The evaluation team's independence is respected in decisions about site and informant sampling and selection, and who participates in meetings and interviews <p>Phase 5: Data Analysis and Reporting</p> <p>Evaluators should have the independence to present the findings and conclusions of the evaluations based on evidence, without undue influence from any source</p>
<p><u>UNEG Norm 5: Impartiality</u></p> <p><i>The key elements of impartiality are objectivity, professional integrity and absence of bias. The requirement for impartiality exists at all stages of the evaluation process, including planning, formulating the mandate and scope, selecting the evaluation team, providing access to stakeholders, conducting the evaluation and formulating findings and recommendations. Evaluators need to be impartial, implying that evaluation team members must not have been (or expect to be in the near future) directly responsible for the policy setting, design or management of the evaluation subject.</i></p> <p><u>WFP Evaluation Policy provision</u></p> <p><i>WFP is committed to safeguarding the independence and impartiality of all its evaluations through the clear provisions outlined in its Evaluation Policy Table 1, supported by establishment, under its Evaluation Charter, of a confidential hotline managed by OEV to enable recourse for possible breaches of independence and impartiality Adherence to the DEQAS process guide throughout the evaluation phases, following further guidance in the Technical Note on Independence and Impartiality ensures high degree of impartiality for all evaluations.</i></p>	<p>Phase 1: Planning</p> <ul style="list-style-type: none"> • The commissioning office Director ensures that the Evaluation Manager is selected early on in the process, and that roles and responsibilities for evaluation are allocated to allow for maintaining essential degrees of separation between the evaluation manager and the subject of the evaluation. • The director establishes an internal Evaluation Committee to support the management of the evaluation and sign off on key deliverables; • Establishment of an Evaluation Reference Group (including external stakeholders) helps steer the evaluation process and reduce the risk of bias. <p>Phase 2: Preparation</p> <ul style="list-style-type: none"> • The Evaluation Manager prepares the ToR using template and following the DEQAS process guide to ensure absence of bias in terms of scope and design • Evaluators sign the Code of Conduct for Evaluators in the UN System. <p>Phase 3: Inception</p> <ul style="list-style-type: none"> • The Evaluation Manager and key stakeholders facilitate the evaluation team's access to informants and data

	<ul style="list-style-type: none"> • The Evaluation Manager maintains a clear audit trail of stakeholder review, comments and responses to deliverables such as the Inception Report (also the ToR in Phase 2 and the Evaluation Report in Phase 5). <p>Phase 4: Data Collection</p> <ul style="list-style-type: none"> • The evaluation team ensures that the range and types of methods and tools used, the selection of informants and conduct of interviews is free from bias and undue interference by WFP or implementing partners staff <p>Phase 5: Data Analysis and Reporting</p> <ul style="list-style-type: none"> • The evaluation team analyses data and presents findings transparently, including reflecting where different stakeholders held different views. • 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. • Evaluation teams must provide explicit rationale when they do not incorporate stakeholder feedback <p>Phase 6 Dissemination & Follow-up</p> <p>Evaluation reports reflecting all findings and recommendations are published and made available in the public domain.</p>
<p><u>UNEG Norm 6: Ethics</u></p> <p><i>Evaluation must be conducted with the highest standards of integrity and respect for the beliefs, manners and customs of the social and cultural environment; for human rights and gender equality; and for the 'do no harm' principle for humanitarian assistance. Evaluators must respect the rights of institutions and individuals to provide information in confidence, must ensure that sensitive data is protected and that it cannot be traced to its source and must validate statements made in the report with those who provided the relevant information. Evaluators should obtain informed consent for the use of private information from those who provide it. When evidence of wrongdoing is uncovered, it must be reported discreetly to a competent body (such as the relevant office of audit or investigation)</i></p> <p><u>WFP Evaluation policy provisions</u></p> <p><i>All WFP evaluation process considers application of ethical practice as:</i></p> <ul style="list-style-type: none"> • <i>Evaluators must have professional integrity</i> • <i>They must show respect, be sensitive to cultures and beliefs, provide anonymity/ confidentiality to informants and address issues of discrimination and gender inequality</i> 	<p>Phase 2: Preparation</p> <ul style="list-style-type: none"> • All evaluators must sign the evaluator's code of conduct before their contracting is finalised <p>Phases 3: Inception and Phase 4: Data Collection</p> <ul style="list-style-type: none"> • Evaluators behave ethically in all interactions with stakeholders and beneficiaries. They abide by the Code of Conduct for Evaluators in the UN System⁵. • Adequate ethical safeguards appropriate to the evaluation are highlighted in the inception report⁶ • The Evaluation Manager clarifies to the evaluation team the procedures for reporting any wrongdoing that might be uncovered. • Evaluators focus on performance of functions and systems in relation to the subject of evaluation and not the personal performance of individuals. <p>Phase 5 Data Analysis and Reporting and Phase 6 Disseminate and Follow-up</p> <p>The anonymity of informants is preserved in analysis and reporting, and in all dissemination and follow-up activities.</p>

⁵ UNEG (2008) [Code of Conduct for Evaluators in the UN System](#).

⁶ Includes tools explicitly requiring informants to be well informed of the reasons and uses for the information being collected, and being given a chance to decide whether or not to participate

<p><i>Evaluators must discreetly report any wrongdoing through a confidential hotline managed by the director of evaluation</i></p>	
<p><u>UNEG Norm 7: Transparency</u></p> <p><i>Transparency is an essential element of evaluation that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability. Evaluation products should be publicly accessible</i></p> <p><u>WFP Evaluation policy provisions</u></p> <ul style="list-style-type: none"> • <i>The Adherence to WFP EQAS ensures transparent and systematic consultation with stakeholders throughout the process to build ownership of evaluation findings, conclusions and recommendations;</i> • <i>Stakeholders should have access to evaluation products including TOR, inception and evaluation reports and opportunity to provide feedback on these</i> • <i>The evaluation report should be readable and available publicly</i> • <i>All WFP evaluation reports are made publically available</i> 	<p>Phases 2: Preparation and Phase 3: Inception</p> <ul style="list-style-type: none"> • Major stakeholders and their interests, both in the subject of evaluation and the evaluation itself, are clearly set out in the ToR (Phase 2), along with a plan for their consultation and engagement during the evaluation; and this is updated and confirmed in the Inception Report (Phase 3). <p>Phases 2: Preparation and 3: Inception</p> <ul style="list-style-type: none"> • An Evaluation Reference Group is established who, along with other identified stakeholders, review and comment on deliverables (ToR, Inception Report and Evaluation Report). <p>Phases 5 Data Analysis and Reporting;</p> <ul style="list-style-type: none"> • The Evaluation report template sets standards and expectations for accessibility (readability) of evaluation reports, to be met by the evaluation team. <p>Phase 6: Dissemination and Follow-up</p> <p>The directors of commissioning office ensures publication and circulation of the evaluation report to all stakeholders</p>
<p><u>UNEG Norm 8: Human Rights and Gender Equality</u></p> <p><i>The universally recognized values and principles of human rights and gender equality need to be integrated into all stages of an evaluation. It is the responsibility of evaluators and evaluation managers to ensure that these values are respected, addressed and promoted, underpinning the commitment to the principle of ‘no-one left behind’</i></p> <p><u>WFP Evaluation policy provisions</u></p> <p><i>The WFP evaluation function contributes to WFP’s international commitments on gender (in line with the UNSWAP on gender equality and the empowerment of women as well as UNEG guidance), protection (in line with universally shared values of equity, justice, human rights and respect for diversity) and accountability to affected populations (as a principal of the inter-agency standing committee). In addition, the enhancement of decentralised evaluation also provides opportunities for closer involvement of, and feedback to, affected men, women, girls and boys. (See section IV of the evaluation policy).</i></p>	<p>Phase 2: Preparation:</p> <ul style="list-style-type: none"> • The TOR should integrate gender equality and women empowerment considerations as per the DE TOR template and the technical note on gender. <p>Phase 3: Inception</p> <ul style="list-style-type: none"> • The evaluation team should ensure that gender equality and women empowerment issues are considered carefully in the design of the evaluation, including stakeholder analysis and engagement plan, and data collection/analysis tools and methods. This should be reflected in the inception report. <p>Phase 4: Data Collection</p> <ul style="list-style-type: none"> • The data collection tools and methods should be applied as per the design in the inception report, ensuring sufficient data is collected to answer key questions related to gender equality and women empowerment <p>Phase 5: Data Analysis and Reporting</p> <p>The analysis, findings and conclusions in the evaluation report should cover, as appropriate, gender equality and women empowerment, including specific recommendations on these issues if necessary</p>
<p><u>UNEG Norm 9: National Evaluation Capacities</u></p> <p><i>The effective use of evaluation can make valuable contributions to accountability and learning and thereby justify actions to strengthen national evaluation capacities. In line with General Assembly resolution A/RES/69/237 on building capacity for the evaluation of development activities at the country</i></p>	<p>Phase 1: Planning</p> <ul style="list-style-type: none"> • Engagement with partners at early stages to identify opportunities for learning from evaluations, so that the right type, scope and timing of evaluation is identified. This includes consideration for joint evaluations where applicable

<p>level, national evaluation capacities should be supported upon the request of Member States</p> <p><u>WFP Evaluation Policy Provisions</u></p> <p><i>Recognising that the decentralized evaluation function is the main route for WFP to work with other partners to meet the commitments of the 2014 United Nations resolution on building national evaluation capacity in line with the role of evaluation envisaged in the SDG framework, OEV will support COs and RBs in engaging with national governments and partners and developing partnerships with national and regional institutions and experts to enhance both evaluation capacity and the pool of evaluation expertise</i></p>	<p>Phase 2: Preparation, Phase 3: inception, Phase 4: data collection and Phase 5: Data analysis and reporting</p> <ul style="list-style-type: none"> Reference group should always involve external stakeholders, including from national and sub-national levels as appropriate; they comment on all products - TOR, inception and report- and participate in debriefings. With time, such engagement builds there capacity by learning WFP approach to independent, credible and useful evaluations <p>Phase 6: Dissemination and Follow-up</p> <p>To maximize learning, joint dissemination activities may be organised as appropriate, allowing national partners to own the findings and generate learning that goes beyond WFP. With time, this practice would contribute to building capacity on the demand side (i.e. national and sub-national players seeing the value of evaluation, and therefore increasing demand)</p>
<p>UNEG Norm 10: Professionalism</p> <p><i>Evaluations should be conducted with professionalism and integrity. Professionalism should contribute towards the credibility of evaluators, evaluation managers and evaluation heads, as well as the evaluation function. Key aspects include access to knowledge; education and training; adherence to ethics and to these norms and standards; utilization of evaluation competencies; and recognition of knowledge, skills and experience. This should be supported by an enabling environment, institutional structures and adequate resources.</i></p> <p><u>WFP Evaluation policy provisions</u></p> <p><i>Outcome 3 of the evaluation policy is to ensure that capacities are enhanced cross WFP, with management arrangements that meet UNEG norms and standards.</i></p>	<p>All Phases: DEQAS and all its component elements are intended to support both evaluation specialists as well as non-evaluation specialist Evaluation Managers manage an evaluation process professionally through all phases.</p> <ul style="list-style-type: none"> Evaluation Managers should have a core set of skills related to planning, problem-solving and managing relationships (see Box 9 in process Guide) <p>Evaluators must have credible experience and reputation and an appropriate mix and complementarity of skills (such as technical, research, language and interpersonal) to meet the evaluation requirements (see Box 17 in process Guide)</p>
<p>Institutional Norms For Evaluation in The United Nations System</p>	
<p>UNEG Norm 11: Enabling Environment</p> <p><i>Evaluation requires an enabling environment that includes an organizational culture that values evaluation as a basis for accountability, learning and evidence-based decision-making; a firm commitment from organizational leadership to use, publicize and follow up on evaluation outcomes; and recognition of evaluation as a key corporate function for achieving results and public accountability. Creating an enabling environment also entails providing predictable and adequate resources to the evaluation function.</i></p> <p><u>WFP Evaluation policy provisions</u></p> <p><i>The normative framework established by the evaluation policy ensures that the organisation will progressively provide different units within the organisation the enabling environment to plan and budget for, commission, manage and use independent, credible and useful evaluations. This is</i></p>	<p>All Phases: All the DEQAS elements are intended to ensure that country offices, regional bureaus and other HQ visions have the framework to plan for, commission, manage and use evaluations.</p> <p>Early planning for DEs ensures that adequate resources are allocated, and that the evaluations are completed on time to ensure the results are available at the time when they are most needed for decision-making. A link with the monitoring function at early stages also ensures that sufficient data is available to provide a solid evidence base upon which evaluations can build and arrive at credible conclusions and recommendations;</p>

<p><i>reflected in the clear set of authorities, accountabilities and institutional arrangements established by the evaluation charter.</i></p>	
<p>UNEG Norm 12: Evaluation Policy</p> <p><i>Every organization should establish an explicit evaluation policy. Taking into account the specificities of the organization's requirements, the evaluation policy should include a clear explanation of the purpose, concepts, rules and use of evaluation within the organization; the institutional framework and roles and responsibilities; measures to safeguard evaluation independence and public accountability; benchmarks for financing the evaluation function that are commensurate with the size and function of the organization; measures to ensure the quality and the use of evaluations and post-evaluation follow-up; a framework for decentralized evaluations, where applicable; and provision for periodic peer review or external assessment.</i></p>	<p>All Phases: <i>All the DEQAS elements are developed within the framework provided for by the WFP evaluation policy and are intended to ensure that country offices, regional bureaus and other HQ visions have the sufficient guidance and support to plan for, commission, manage and use evaluations.</i></p> <p><i>Systematic adherence to DEQAS is expected for all decentralised evaluations</i></p>
<p><u>UNEG Norm 13 Responsibility for the Evaluation Function</u></p> <p><i>An organization's governing body and/or its executive head are responsible for ensuring the establishment of a duly independent, competent and adequately resourced evaluation function to serve its governance and management needs. The evaluation budget should be commensurate to the size and function of the organization. The governing body and/or the executive head are responsible for appointing a professionally competent head of evaluation and for fostering an enabling environment that allows the head of evaluation to plan, design, manage and conduct evaluation activities in alignment with the UNEG Norms and Standards for Evaluation. The governing body and/ or the executive head are responsible for ensuring that evaluators, evaluation managers and the head of the evaluation function have the freedom to conduct their work without risking their career development. Where a decentralized evaluation function exists, the central evaluation function is responsible for establishing a framework that provides guidance, quality assurance, technical assistance and professionalization support</i></p> <p><u>WFP Evaluation policy provisions</u></p> <p><i>The evaluation policy sets out in section VII the roles and accountabilities across WFP; the evaluation charter provides details of the governance framework and the institutional arrangements for the evaluation function across the organisation; and the DEQAS sets out the key roles and responsibilities for different stakeholders for a specific decentralised evaluation</i></p>	<p>All Phases of DEQAS has specific roles and responsibilities</p> <ul style="list-style-type: none"> • Directors of Headquarters divisions, regions and country offices are accountable, as commissioners of decentralized evaluations for a number of tasks from compliance with policy provisions to use of evidence from evaluations. These are set out in Section VII of the evaluation policy, and in particular in a table at paragraph 36 and in the Evaluation Charter and articulated further in the process Guide • Decentralized evaluations, as with all other evaluations in WFP, are governed by the Evaluation Policy 2016-2021, which provides the institutional framework and main provisions for the evaluation function and how all evaluations are to be planned, managed and conducted within the organisation. Directors of Headquarters Units, Regional Bureaus and Country Offices ensure compliance with the Evaluation Policy in relation to decentralized evaluations <p>The DEQAS sets out the specific roles and responsibilities for individual decentralised evaluations, which should be contextualised as appropriate</p>
<p><u>UNEG Norm 14 Evaluation use and follow up</u></p> <p><i>Organizations should promote evaluation use and follow-up, using an interactive process that involves all stakeholders. Evaluation requires an explicit response by the governing authorities and/or management addressed by its recommendations that clearly states responsibilities and accountabilities.</i></p>	<p>Phase 1: Planning;</p> <ul style="list-style-type: none"> • Decentralised evaluations should be planned and commissioned with intention to use the results. This intentionality should influence the timing of the commissioning, conduct and completion of the evaluation.

<p><i>Management should integrate evaluation results and recommendations into its policies and programmes. The implementation of evaluation recommendations should be systematically followed up. A periodic report on the status of the implementation of the evaluation recommendations should be presented to the governing bodies and/or the head of the organization.</i></p> <p><u>WFP Evaluation policy provisions</u></p> <p><i>Utility is one of the three principles underpinning WFP's evaluation function, the others being independence and credibility. WFP is committed to enhancing utility by planning and conducting evaluations with clear intent to use their results; undertaking them in a timely way to inform decision-making processes; and ensuring the accessibility of evaluation results, making reports public available. Further, all WFP evaluations include a management response to evaluation recommendations, stating what actions will be taken to implement them, and allocating responsibilities as appropriate.</i></p>	<p>Phase 6 Disseminate and follow-up</p> <ul style="list-style-type: none"> • The director of the commissioning office (CD/RD/HQ DD) working through/with the internal Evaluation Committee, ensures the preparation of a management response which includes clear actions to be taken to implement the recommendations. • The Evaluation Manager ensures that the evaluation report is publicly available and proactively shared with key stakeholders <p>The Country Director ensures that evaluation findings and recommendations are appropriately addressed and in a timely manner.</p>
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Table 1: Application of UNEG Norms in Decentralized Evaluation Phases

Table 2 Mapping of Evaluation Standards in WFP Decentralized Evaluations by Evaluation Phase⁷

UNEG Standards Relevant to Decentralized Evaluation	Evaluation Phases					
	Phase 1 Plan	Phase 2 Prepare	Phase 3 Inception	Phase 4 Data Collection	Phase 5 Data analysis and Report	Phase 6 Disseminate & Follow up
Standard 1: Institutional Framework						
1.3 Evaluation plan and reporting: Evaluations should have a mechanism to inform the governing body and/or management on the evaluation plan and on the progress made in plan implementation						
1.4 Management response and follow up: The organization should ensure that appropriate mechanisms are in place to ensure that management responds to evaluation recommendations. The mechanisms should outline concrete actions to be undertaken in the management response and in the follow-up to recommendation implementation.						
1.5 Disclosure Policy: The organization should have an explicit disclosure policy for evaluations. To bolster the organization's public accountability, key evaluation products (including annual reports, evaluation plans, terms of reference, evaluation reports and management responses) should be publicly accessible.						
Standard 3: Evaluation Competencies						
3.1 Competencies: Individuals engaged in designing, conducting and managing evaluation activities should possess the core competencies required for their role in the evaluation process.						
3.2 Ethics: All those engaged in designing, conducting and managing evaluations should conform to agreed ethical standards in order to ensure overall credibility and the responsible use of power and resources.						

⁷ The shaded phases for each standard indicates at what stage in the evaluation process this standard applies the most. The standards reflected here are those that related directly to DEs

UNEG Standards Relevant to Decentralized Evaluation	Evaluation Phases					
	Phase 1 Plan	Phase 2 Prepare	Phase 3 Inception	Phase 4 Data Collection	Phase 5 Data analysis and Report	Phase 6 Disseminate & Follow up
Standard 4: Conduct of Evaluations						
4.1 Timeliness and Intentionality: Evaluations should be designed to ensure that they provide timely, valid and reliable information that will be relevant to the subject being assessed and should clearly identify the underlying intentionality.						
4.2 Evaluability Assessment: An assessment of evaluability should be undertaken as an initial step to increase the likelihood that an evaluation will provide timely and credible information for decision-making.						
4.3 Terms of Reference: The terms of reference should provide the evaluation purpose, scope, design and plan.						
4.4 Evaluation Scope and Objectives: Evaluation scope and objectives should follow from the evaluation purpose and should be realistic and achievable in light of resources available and the information that can be collected.						
4.5 Methodology: Evaluation methodologies must be sufficiently rigorous such that the evaluation responds to the scope and objectives, is designed to answer evaluation questions and leads to a complete, fair and unbiased assessment						
4.6 Stakeholder engagement and reference groups: Inclusive and diverse stakeholder engagement in the planning, design, conduct and follow-up of evaluations is critical to ensure ownership, relevance, credibility and the use of evaluation. Reference groups and other stakeholder engagement mechanisms should be designed for this purpose.						
4.7 Human Rights-based approach and gender mainstreaming strategy: The evaluation design should include considerations of the extent to which the United Nations system's commitment to the human-rights based						

UNEG Standards Relevant to Decentralized Evaluation	Evaluation Phases					
	Phase 1 Plan	Phase 2 Prepare	Phase 3 Inception	Phase 4 Data Collection	Phase 5 Data analysis and Report	Phase 6 Disseminate & Follow up
approach and gender mainstreaming strategy was incorporated in the design of the evaluation subject.						
4.8 Selection and composition of evaluation Teams: The evaluation team should be selected through an open and transparent process, taking into account the required competencies, diversity in perspectives and accessibility to the local population. The core members of the team should be experienced evaluators.						
4.9 Evaluation Report and products: The final evaluation report should be logically structured and contain evidence-based findings, conclusions and recommendations. The products emanating from evaluations should be designed to the needs of its intended users.						
4.10 Recommendations: should be firmly based on evidence and analysis, clear, results-oriented and realistic in terms of implementation.						
4.11 Communication and dissemination: Communication and dissemination are integral and essential parts of evaluations. Evaluation functions should have an effective strategy for communication and dissemination that is focused on enhancing evaluation use.						
Standard 5: Quality						
5.1 Quality Assurance System: The head of evaluation should ensure that there is an appropriate quality assurance system.						
5.2 Quality control of the evaluation design: Quality should be controlled during the design stage of evaluation.						
5.3 Quality control at the final stage of evaluation: Quality should be controlled during the final stage of evaluation.						