measuring results, sharing lessons

WFP Office of Evaluation

EVALUATION QUALITY ASSURANCE SYSTEM (EQAS)

Impact Evaluations

I. GUIDANCE FOR PROCESS & CONTENT

Last updated: May 2014

WFP

World Food Programme

wfp.org

Foreword

The Evaluation Quality Assurance System (EQAS) is one of the building blocks for implementation of WFP's Evaluation Policy (2008). As such, it is WFP's Office of Evaluation's primary means of safeguarding the international evaluation principles of:

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

EQAS guides all evaluations undertaken by WFP's Office of Evaluation and its consultants. It also applies to those decentralised evaluations – those managed by other parts of WFP including Country Offices and Regional Bureaux – that follow EQAS standards.

EQAS is a comprehensive system covering all types of evaluations: strategic, policy, country portfolio, impact, operations and synthesis evaluations.[1]

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

EQAS builds on the norms and standards of the UN Evaluation Group, the OEVCD-DAC Evaluation Network, related tools from the Active Learning Network for Accountability and Performance, and the wider evaluation literature and community of practice.

The EQAS Pack for each Evaluation Type consists of:

I. **Guidance for Process & Content;**
II. **Template for TOR**
III. **Quality Checklist for TOR**
IV. **Template for Inception Report**
V. **Quality Checklist for Inception Report**
VI. **Template for Evaluation Report**
VII. **Quality Checklist for Evaluation Report**
VIII. **Template for Summary Evaluation Report**
IX. **Quality Checklist for Summary Evaluation Report**
X. **Technical Notes and other supporting documents.**

Initiated in 2007, the EQAS is subject to periodic and systematic update in line with the Office of Evaluation's evolving needs and international best practice. EQAS was comprehensively reviewed in late 2012 and systematically updated through 2013. Further updates and new materials will continue to be added as needed, to ensure EQAS continues to reflect emergent best practice and management requirements.

Helen Wedgwood
Director, Office of Evaluation, February 2014

[1] EQAS packs for operations and synthesis evaluations are under development by end 2013.

TABLE OF CONTENTS

Introduction

1. The WFP's Office of Evaluation (OEV) undertakes Impact Evaluations to assess the impact of specific type of WFP's programming activity applied across a series of countries. WFP's OEV applies a mixed method approach focusing on outcomes and impacts, causal contribution and explanatory factors. Where possible, Impact Evaluations are conducted in series on the same type of programs in several countries. This enables OEV to synthesize findings across countries and identify common strengths and weaknesses to inform future policy and programming strategy. Whenever possible, Impact Evaluations are also used to strengthen the evidence base for other Strategic or Policy evaluations.

2. The EQAS for Impact Evaluations is structured following the main process steps of an evaluation, and provides guidance on processes, content of outputs for each step, and quality standards that will be used. The six phases of the evaluation will be coordinated or country specific as follows:

- Preparation (coordinated for the series as a whole)
- Inception (first country is a test of approach and methods, from which the following countries will build, making minor adaptations as needed for country specific circumstances)
- Evaluation Phase, including Fieldwork (country specific, but with coordination mechanisms)
- Reporting (country specific and cross-country analysis)
- Dissemination (coordinated but with country specific activities in individual countries)
- Completing the evaluation process (coordinated for all countries) and synthesizing lessons from the entire series.

3. The ***process guidance*** shows the roles and responsibilities of each stakeholder: Evaluation managers (EM); Evaluation Team Leaders and Teams; WFP Stakeholders, including headquarters (HQ), Regional Bureaux (RBs) and Country Offices (COs); Other Stakeholders; and the Director of the Office of Evaluation (OEV).

4. The ***content guides*** are provided for the outputs produced during each of the evaluation phases. This guidance is used by EM, Evaluation Team Leaders and Evaluation Teams together with the templates that provide the structure for the products they will produce.

5. The ***quality standards*** provide a brief introduction of general principles, while the quality checklists are templates for use by the quality assurer (EM and/or Director, OEV).

6. The materials are kept brief and do not aim to replace text books or other literature on evaluation.

1. Preparation

7. During the first stage of the evaluation the preparation of a Concept Note (CN) (see template and guidance) provides key information about the evaluation topic, timing, scope, key areas of focus and stakeholder roles. In addition, it can be used to pose questions or gather further input for development of the Terms of Reference (ToR). The CN, can be used as a first step in TOR development.

8. In the early stages of the evaluation, the EM is responsible for drafting a Communication and Learning Plan defining the ways in which stakeholders will be involved throughout the Evaluation process and how the findings of the Evaluation will be communicated and disseminated in order to stimulate learning and use, in WFP and beyond. Refer to the Communication and Learning Plan Technical Note for guidance and template.

9. The Terms of Reference (TOR) provide the substantive overview of the evaluation. They constitute the EM's main instrument to guide the evaluators and explain expectations to both Evaluation Teams and Stakeholders. They justify the allocation of funds and are annexed to the contracts of the Evaluation Team, as a binding contractual agreement between Team and OEV.

10. In order to develop a methodology and select countries appropriate for the evaluation, an evaluability assessment will be undertaken prior to developing the TOR. The evaluability assessment will be conducted by a Team of external consultants selected through a competitive process, and will include refining the theory of change in a participatory manner, desk studies of background documentation and interviews with key WFP staff at Headquarters and in proposed countries. A draft methodology will be developed and then pilot tested in a country visit.

11. Key elements developed during the evaluability assessment will be incorporated into the TOR and once it is approved, they will be addressed appropriately in the Inception Reports. These include:

- Revised Logic Model
- Final Methodology
- Prioritized list of countries selected for the series with rationale.
- Coordination plan for the series.

12. Once the evaluability assessment has been completed, OEV will complete the TOR in line with the Process Guide (1.1 below). The TOR will build on the work done during evaluability and include country specific annexes.

13. The earlier GE approaches are incorporated into the evaluation thinking, the higher the chances that they will be thoroughly analyzed during its implementation. The evaluation manager should use this preparation phase to incorporate GE in the evaluation during its planning and preparation stages.

14. Once the TOR are final, a 2-page Summary TOR must be prepared as a tool for communicating with all Stakeholders.

1.1. Process Guide

15. The purpose of the process guide is to provide a step-by-step description of the process leading to the finalization of the TOR, highlighting roles and responsibilities of each stakeholder. The evaluation would have been included in OEV's work programme and the EM assigned by the Director, OEV. The steps, including the roles, responsibilities and actions are provided in the figure on the next page.

Process Map for Preparation and Finalization of Terms of Reference

Evaluation Manager

- Collects key documents;
- Identifies key Stakeholders: internal (WFP) and external (governments, institutions, partners), and establishes an internal mailing list;
- Undertakes preliminary consultations with some of the Stakeholders to get an overview of: Stakeholders and their concerns; Logic model underlying the policy; Related operations, ideally starting to develop a database; Data availability and constraints;
- Prepares draft Concept Note;
- Submits draft Concept Note to the Director, OEV
- Prepares or manages Evaluability Assessment;

Director, OEV

- Reviews Concept Note;
- Gives feedback to EM; either:
- a) clearance; or
- b) request for revision

Evaluation Manager

- Circulates Concept Note to EMG and other WFP strategically interested parties;
- Prepares draft TOR (using EQAS Template) and Budget;
- Submits draft TOR and Budget to the Director, OEV

Director, OEV

- Reviews TOR and Budget;
- Gives feedback to EM: either
- a) clearance; or
- b) request for revision

Evaluation Manager

- If cleared, sends draft TOR for comments to Stakeholders; or
- Revises draft TOR, if necessary; repeat previous step
- Starts process to identify Evaluation Team
- Starts process to identify External Peer Reviewers (if to be used)

WFP Stakeholders

- Provide comments on the TOR
- Participate in a Stakeholder consultation, if called for by the EM (meeting in HQ and/or telephone conference with CO and RB participation)
- Stakeholders will have two weeks to comment on the TOR

Evaluation Manager

- Reviews the comments and determines which require revisions to the TOR
- Revises the TOR
- Prepares a comments' matrix which captures the comments and the way in which the EM has addressed them (see technical note on comments matrix)

Director, OEV

- Approves the final TOR and Budget

Evaluation Manager

- Sends the final TOR to Stakeholders
- Ensures that the final TOR are posted on WFP's website (internal and external)
- Finalizes Evaluation Team's selection and initiates recruitment;
- Finalize External Peer Reviewers' arrangements (if to be used)
- Requests from the OEV finance assistant to set up an internal order to fund the evaluation

1.2. Terms of Reference Content Guide

17. EQAS includes templates (files ending .dotx) for the main outputs along the evaluation process. They are accessible to the EM and the Evaluation Teams.

15. The purpose of the template and this guidance material is to assist EM's in drafting TOR for Impact Evaluations.

16. TOR should follow the structure described in the following content guide. The overall approach taken is to have one TOR that includes an annex for each of the countries to be evaluated in the impact evaluation series and a detailed methodology guide.

17. The TOR should not be longer than 15 pages, excluding annexes.

Table 1: Content Guide for TOR

Section	**Content Guide**
1. Background	
1.1. Introduction	➢ Use definitions as provided in the template. ➢ Provide definition of terms that are useful in the context of the evaluation.
1.2. WFP's Context & Corporate Approach to [subject under evaluation] • Strategy+ Policy • Operations	➢ Provide an overview of WFP's approach to the subject area, including information from relevant strategic plans, policies, and other corporate guidance. ➢ Highlight changes over time that may be important to the impact evaluation. ➢ Provide a description of the context of the intervention, including gender context.
1.3. Previous Evaluation Evidence	➢ Summarize evidence from prior evaluations conducted by WFP or other parties related to the topic. ➢ Identify knowledge needs that have not been addressed in other evaluations. ➢ Describe how this series of evaluations will build upon prior evaluations.
2. Reasons for the Evaluation	➢ Specify why the evaluation is undertaken at this point in time, for instance the OEV approach to develop a series of IEs on a subject and how they will be synthesized, the evaluation findings (individually or collectively) feeding into policy making and/or operational design, etc.
3. Subject of the Evaluation	
3.1 Evaluability assessment	➢ Describe what was done during the evaluability assessment and conclusions drawn from it. ➢ Present country selection process and conclusions. ➢ The evaluability assessment should also determine whether gender dimensions can be evaluated or not and identify

Section	Content Guide
	measures needed to address the evaluability of gender dimensions of design, data quality and context[2].
3.2. Objectives	➢ Building on the existing knowledge base, describe objectives for the evaluation. ➢ Specify whether more weight is placed on accountability or on learning, and why.
3.3. Scope of the Evaluation	➢ The defined scope should narrow down and specify what will be included in the evaluation, and what will not. ➢ Specify how the evaluation will be focused, how the scope will be reduced, including: time frame, issues, geographic areas, types of activities and specific target groups (including women and girls) which will be included or excluded from the evaluation. Justify your choices in the TOR. ➢ In defining the scope, take full account of other relevant evaluation evidence.
3.4. Stakeholders and Users of the Evaluation	➢ Specify the key direct Stakeholders in the design, implementation, management, funding, monitoring, etc. of the subject under evaluation. These will include WFP staff, immediate partners (whether government, donors, NGO or other) and, most importantly, beneficiaries. ➢ Identify interests/concerns of specific Stakeholders in the evaluation, what they have to gain or lose from the results of the evaluation, and how they will be involved in the evaluation. ➢ Ensure that the stakeholder analysis is GE responsive and that it identifies the principal types of stakeholders e.g. duty-bearers, rights-holders, men and women, etc[3]. ➢ Include indirect Stakeholders who have an active and important role in the subject/sector under evaluation, but are not directly involved in the operations, subject to the evaluation. ➢ Specify the users of the evaluation: distinguishing users of the individual evaluations and users of the synthesis report of the entire series, where these may differ. ➢ Establish Internal and External Reference Groups and set out their roles and responsibilities (see below section 5.6 of the Content Guide for TOR. Refer to Communication and Learning Plan Technical Note. ➢ ***Note:*** Use stakeholder analysis tools, such as accountability maps, force-field analysis, power-to-influence, and stakeholder matrix.

[2] Use guidance from Page 16 of UNEG Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance.
[3] Use guidance from Page 21 of UNEG Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance.

Section	Content Guide
4. Evaluation Approach and Methodology	
4.1. Overview of Evaluation Approach	➢ Brief overview of the evaluation approach.
4.2. Theory of Change	➢ Present the logic model prepared during the evaluability assessment. ➢ Identify and describe the expected outcomes and impacts as defined in the WFP Strategic Results Framework, policy documents and operations under evaluation. ➢ Identify the underlying Theory of Change, that includes key assumptions and causal connections that will form the basis for the Evaluation Questions and Evaluation Matrix; Refer to the Technical Note on Logic Model / Theory of Change. ➢ Specify indicators that WFP has been using.
4.3. Evaluation Questions	➢ Develop focused key questions related to the impact and outcomes of the subject under evaluation. Key questions should be limited to a maximum of 5[4]. ➢ Elaborate the sub-questions that will serve as the basis for an Evaluation Matrix to be developed by Evaluation Teams in the inception phase. ➢ Ensure that the key questions and sub-questions adequately address gender and other cross cutting issues inherent in the subject of the evaluation.
4.4. Approach to assessing plausible impact	➢ Describe how impact will be assessed. ➢ Identify whether information that describes the situation which existed at the beginning of the evaluation period (baseline information) exists for the programme under evaluation (either collected by WFP or by others), and whether monitoring data exists for the same (or some of the relevant indicators). ➢ Determine whether options exist to analyze the situation "with intervention and without".
4.5. Methodology	➢ Present the overall methodology for the evaluation outlining data types, sources, and proposed analysis[5] linked to evaluation questions; ➢ Describe the main limitations to the method, and the rationale for the selected approach;

[4] See DFID Working Paper No. 38 for guidance on formulating questions appropriate to impact evaluation (Broadening the range of designs and methods for impact evaluations. DFID, London, UK (2012).

[5] Including the use, as an analytical framework, of a pre-existent/reconstructed Theory of Change if relevant to the country context for one or all activities. Refer to the Technical Notes on Logic Model /Theory of Change, Evaluation Matrix, Evaluation Criteria and Efficiency.

Section	Content Guide
	➢ A detailed methodology guide that includes an Evaluation Matrix will be included as an annex to ensure that the methodology is consistently applied (with modifications, if needed) in each country evaluation. ➢ Identify key risks and appropriate mitigation/management measures for the evaluation and further refinement during Inception as appropriate; ➢ Specify how gender issues will be addressed by the methodology including: • How data collection and analysis methods integrate gender considerations. • Ensure data collected is disaggregated by gender; provide an explanation if this is not possible. ➢ Specify how efficiency and all other Evaluation Criteria will be addressed. Describe how gender will be integrated into the evaluation criteria. Refer to the Technical Notes on Gender, Evaluation Criteria and Efficiency Analysis for more information.
4.6. Sampling	➢ Provide an overview of how sampling is expected to be drawn in the evaluations, including a discussion of control groups and where possible comparisons with baseline.
4.7. Quality Assurance	➢ Standard text provided in the template of the TOR. ➢ Decide whether external expert reviewers will be used to increase the credibility and impartiality of the evaluation, and if so, describe how they will be used. ***Note:*** External reviewers may be used to advise the evaluation manager and Team Leader on the subject matter (e.g. they have long-standing experience in the country) or on the evaluation approach (they are professional evaluators). They are not consultants, but rather have an "institutional function" (employed with another agency, academia, or NGO) and should lend credibility to the evaluation.
5. Organization of the Evaluation	
5.1. Phases and deliverables	➢ Provide an overview of the phases of the evaluation including key milestones, and how the country evaluation will be scheduled to help ensure coherence across all countries. ➢ Provide a Timeline summary of key evaluation milestones and an Annex of the Detailed Timeline, in line with the TOR Template. ➢ Ensure adequate time is budgeted for analysis of data collected and for review, feedback and revision of draft Evaluation Reports. OEV's two-level quality assurance system and stakeholder engagement process identifies 3 draft report stages (D0, D1, D2) prior for submission for final approval by the Director, OEV.

Section	Content Guide
	➢ A workshop (optional) may be built into the process following the circulation of the draft Evaluation Report (to present findings and consider draft recommendations before they are finalized) or once the report is final (to discuss the way forward in response to the recommendations). If so, it should be planned at the preparatory process, with appropriate time/funding provision. Refer to the Communication and Learning Plan Technical Note for detailed guidance. ➢ A Summary Evaluation Report (SER) is prepared as part of the full Evaluation Reporting process for each country evaluated in the series. The SER will be used as a stand-alone document to be presented to the Executive Board for consideration. ➢ In planning, the EB Secretariat deadline submission date for editing/translation of the summary report must be strictly adhered to (3 months ahead of Board session).
5.2 Inception Phase	➢ Describe the purpose and expectations for the inception phase. ➢ Identify any issues that arose during the TOR development that must be resolved prior to the commencement of the next stage of the Evaluation.
5.3. Evaluation Component	Describe: ➢ The expertise, profiles and languages needed. ➢ The expected Team composition (number of Team members, need for national consultants, etc.). ➢ The composition of evaluation teams should be gender balanced. The TOR must define the level of expertise needed among the evaluation team on gender equality and the responsibilities in this regard. ➢ Tasks to be undertaken and outputs to be delivered by each Team member. ➢ Reporting lines and overall responsibility of the Team Leader.
5.4. Roles and Responsibilities	➢ Standard text provided in the template of the TOR.
5.5. Coordination and management	➢ Specify overarching coordination structure and process with specific reference to the role of 'series coordinator' within the Evaluation Team and his/her relationship (a) to the Evaluation manager; and (b) to the Team Leaders of each evaluation at country level. ➢ Identify specific interaction processes among country level Evaluation Teams ➢ Highlight interaction points (briefings, analysis-sharing etc) for coordination between the country evaluation processes and how these will be conducted (meeting, teleconference,

Section	Content Guide
	email, etc.)
5.6. Communication	➢ Using the Communication and Learning Plan Technical Note as guidance, develop a Communications Plan. This sets out how Stakeholders will be involved throughout the process (e.g. consultation on TOR's, inception, de-briefings, workshops, report comments), and how findings of the Evaluation will be disseminated (e.g. workshops to share findings and discuss way forward, summary report presented to EB session, Evaluation Briefs). ➢ Consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives and target groups. ➢ Include an end of evaluation cross-country level de-briefing with Stakeholders. The de-briefing should involve HQ, RB and CO. ➢ Determine communication-related roles and responsibilities of Reference Groups (see section 3.4. of the Content Guide for TOR ➢ Request that an evaluation page on both OEV's site on Wfp.go and WFP.org - Evaluation Library be set up as a platform for sharing information amongst internal Stakeholders. Send an introductory paragraph with request to OEV administrative assistant to set up the evaluation page. Include the url in the final TOR. ➢ Clarify that a synthesis report will be drafted at the end of the entire series of evaluations. Present broad description of that report and how it will be done. ➢ Specify the need for translation and the language of each report, if not English. ➢ Specify whether evaluation briefs (additional to OEV's standard brief on each evaluation) should be developed by the Evaluation Team to highlight particular issues, findings and/or lessons from the evaluation.
5.7. Budget	➢ Provide overall budget, and how it is distributed across the countries to be evaluated. ➢ Overall budget is the total of the country level evaluation budgets, plus overall coordination costs. ➢ Include the cost of travel of the EM, workshops or special communications efforts if needed.
Annexes	➢ Glossary of terms ➢ Bibliography

Section	Content Guide
	➢ Detailed Evaluation Timeline ➢ Theory of Change[6] ➢ Job descriptions for Evaluation Team members ➢ Other technical annexes, including preliminary Evaluation Matrix and methodology guide, to be finalised during Inception phase. ➢ Overall plan for each evaluation in the series (may be in phases) ➢ Overview of [subject of evaluation] for countries to be evaluated
Country Specific Annexes	➢ An Annex is developed for each country to be evaluated that includes the following information
Country Context: [subject under evaluation] in [specify name of country]	➢ Provide an overview of the country in which the operation(s) are taking place. ➢ Include data on national poverty and food security situation, to provide an understanding of the hunger situation the country faces. ➢ Add other subject/sector specific information that is relevant to the subject under evaluation.
Section 1.1 WFP's work on [subject under evaluation] in [specify country name]	➢ Provide an overview of WFP's operations and activities in the country related to the subject under evaluation. ➢ Analyze the overview data in ways that helps increase understanding of where points of emphasis lie, for instance, geographic distribution, different modalities, changes over time in types of activities or ration composition. ➢ Specify how the operations and activities were funded (integrated into regular operations, grant funding, others). ***Note***: This section of the TOR should not provide an overview of the entire WFP portfolio, but be focused on those operations and activities identified within the scope of the evaluation.
Section 1.2 Country Specific Stakeholders and Users of the Evaluation	Elaborate the information provided in section 3.4 of main text with country specific information when relevant: ➢ Key direct Stakeholders in the design, implementation, management, funding, monitoring, etc. of the subject under evaluation. These will include WFP staff, immediate partners (whether government, donors, NGO or other) and, most importantly, beneficiaries. ➢ Identify interests/concerns of specific Stakeholders in the evaluation, what they have to gain or lose from the results of the evaluation, and how they will be involved in the evaluation.

[6] Refer to Technical Note on Logic Model / Theory of Change.

Section	Content Guide
	➢ Include indirect Stakeholders who have an active and important role in the subject/sector under evaluation, but are not directly involved in the operations, subject to the evaluation. ➢ Specify the users of the evaluation including specific policy influence and learning opportunities to be explored further in the Inception Report.
Section 1.3 Country Specific Communication	➢ Specify the need for translation and the language of each report, if not English. ➢ Highlight interaction points (e.g. briefings, etc) and how these will be conducted (meeting, teleconference, email, etc.). Note that the de-briefing should involve HQ, RB and CO. ➢ Spell out the country specific dissemination of findings (e.g. Country specific briefs, country level workshop at the end of the evaluation to share findings and discuss way forward, etc.).
Section 1.4 Country Specific Budget	➢ Country Specific Budget ➢ Including in-country support costs to be shared with Country Office or paid by evaluation budget (specify) ➢ Include the cost of travel of the EM and/or the cost of an evaluation research assistant, if required.
Section 1.5 Timeline	➢ Timeline for country level evaluation
Section 1.6 Country Specific Information	Ensure to include: ➢ Map ➢ Fact Sheet ➢ Bibliography ➢ Information on the operations that will be covered (list, table, diagrams, etc.).

1.3. Quality Standards

18. TOR are expected to follow the template and provide information for each of the foreseen sections. These sections were included in the TOR, as they are important to ensure the evaluation is well set up.

19. Quality assurance aims to ensure that the background research undertaken to set out Terms of Reference that will adequately to guide the conduct of the evaluation. The quality checklist (a separate template) includes:

- ➢ 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.);
- ➢ Checking whether the required content has been included in the TOR;
- ➢ Process (for instance timeline).

20. The Director, OEV carries out quality assurance of TOR, using the quality checklist to provide systematic and constructive feedback.

2. Inception

21. The inception phase serves to ensure that the Evaluation Team (Leader and Team members) develops an in-depth understanding of the TOR of the evaluation and translates them into an operational plan for each country level evaluation, according to which the evaluation will be carried out. The inception phase involves analyses of background materials beyond those reviewed during the evaluability assessment phase, particularly secondary data sources and discussions with Stakeholders that will give the Evaluation Team a greater understanding of issues and concerns related to the subject of evaluation and logistical realities. The inception report (IR) is meant to ensure a common understanding of what the evaluation is about, how the work is to be performed, roles and responsibilities, what is to be produced and when deliverables are expected. Section 2.1 explains the activities that should be conducted during the inception phase; section 2.2 provides guidance on the expected content of the IR.

2.1. Process Guide

22. The inception phase requires that the TOR are final and that at least the Team Leader has been recruited. Ideally, all Team members should have been identified and recruited as well, unless the inception phase is needed to determine the skill set that is required.

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

24. The inception mission will take place in the countries concerned. The Evaluation Manager participates in the Inception Mission, and may be accompanied by a Research Assistant, in agreement with the Director OEV. The decision will be made on the strength of the case, taking account of i. data needs (where the RA can add most value); ii. logistics and budget proportionality. Additional interactions will be planned during the evaluation to ensure close communication with Rome-based Stakeholders.

25. At an appropriate point in the progression of the evaluation series, a workshop for the Leaders of the country evaluations will be organized to facilitate effective coordination of methods and approach, trouble-shoot between country level evaluations, identify any modification of methods, and share lessons learned in terms of evaluation approach and analysis of impact (as lessons start to emerge). The workshop will be at WFP HQ to facilitate discussions with technical or programme units. The timing should be decided in the coordination plan in the TOR, for instance after the first country evaluation field work has taken place, so that the Evaluation Team Leader for the first country evaluation can brief other Team Leaders, OEV staff and other colleagues, so that issues arising and modifications needed can be addressed in subsequent country evaluations. The workshop will be arranged to gain the greatest learning and coordination benefits.

Prior to the Inception Mission

Evaluation Manager

- Provides the Team with relevant documents (background materials on the subject evaluation and EQAS documents) for preparation prior to the inception meeting

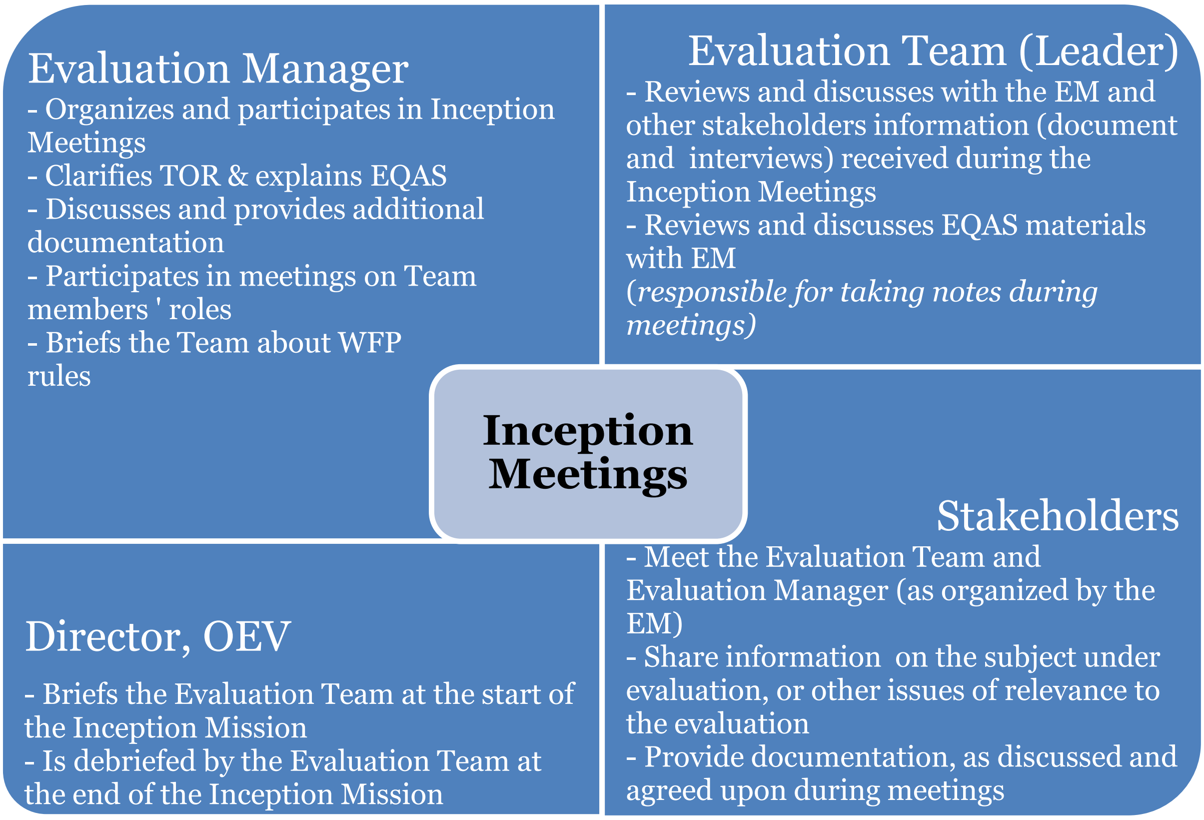
Evaluation Team

- Reviews TOR and documentation in preparation for the Inception Meeting
- Reviews the IR content guide to understand expectations and prepare for the Inception Mission
- Prepares list of issues to be clarified with core stakeholders and EM
- Suggests to the EM how the meetings with stakeholders should be organized
- Takes lead in identifying and selecting a local firm that will be subcontracted to support field work

During the Inception Mission

26. The purpose of the Inception Mission is to:

- ➢ Clarify how the TOR (evaluation purpose, approach and methods) will be applied in each country; Confirm whether a Theory of Change analytical framework is appropriate for the evaluation process and appropriate coverage of evaluation criteria, including gender and efficiency. (Refer to relevant Technical Notes).
  - ➢ Meet WFP Country Office Stakeholders, partners and beneficiaries to understand their perspectives and concerns (including any security issues) related to the evaluation and its conduct;
  - ➢ Review and assess secondary data sources, discuss the way the subject under evaluation has been applied in the country (geographic areas targeted, pipeline breaks and consistency, consistency over time, history etc.) to inform the development of the final methodology;
  - ➢ Identify control areas;
  - ➢ Interview local enumerators and survey Teams who will be hired to support the evaluation and discuss the approach, issues, roles and quality assurance; and
  - ➢ Agree with country office or other providers on logistics (transportation, translation and other support).



Preparation of the Inception Report

27. The IR is a working document which forms the agreement between the EM and the Evaluation Team on the operational plan for the evaluation. Therefore, revisions will be kept to fundamental issues, while minor changes might be noted and dealt with in the Evaluation Report (ER) as appropriate. Fundamental issues are those that affect the evaluation methodology and fieldwork where EM and evaluation Team Leader/Team do not agree. Disagreements have to be sorted out before the IR is considered final and the Evaluation Team can move on to the Evaluation Phase.

Process Map for Inception Report Preparation

Evaluation Team

- Reviews documentation and notes from Inception Mission
- Prepares, under the direction of the Team Leader, the draft Inception Report in line with the EQAS standards
- Ensures effective coordination with overarching agreed methodology and approach
- Submits the IR to the EM according to the agreed timeline

Evaluation Manager

- Reviews the IR using the EQAS quality checklist
- Ensures consistency with agreed overall methodology and approach
- Consults with Director, OEV, on major issues that need his/her input, views or agreement
- Provides feedback to the Evaluation Team (sends the quality checklist)

Evaluation Team

- Revises the IR, if and as necessary
- Submits a revised IR to the EM

Evaluation Manager

- Sends the IR for comments to External Reviewers for comments
- Sends the IR to WFP Stakeholders in preparation of the Evaluation Phase

Stakeholders

- WFP Stakeholders and External Reviewers (in parallel)
- Review the IR
- Provide comments within 2 weeks of receipt of the report

Evaluation Manager

- Reviews and compiles the comments to facilitate the response of the Evaluation Team
- Submits the comments to the Evaluation Team and discusses with the implications
- Organizes a telephone conference between the Evaluation Team Leader and the external reviewers, if major issues were raised on the methodology

Evaluation Team

- Agrees with the EM whether the IR needs revision
- If so, revises the IR and submits a revised IR to the EM

Evaluation Manager

- Reviews the revised draft IR and requires further revision, if necessary;
- Consults with the Director, OEV on pending issues, methodology questions, etc.
- Clears the IR as "satisfactory", in consultation with the Director, OEV.
- Shares the final IR with Stakeholders for information
- Posts a copy on the evaluation's page on WFP.GO (the IR is an internal working document and is not posted on WFP.org).

2.2. Inception Report Content Guide

28. The purpose of the IR is to present how the evaluation will be undertaken and organized. It ensures ownership by the Team of the evaluation process and a shared understanding between the Team and OEV about expectations for the evaluation and quality standards.

29. The IR is, in effect, the *Operational Plan* for the evaluation and a working document. It is produced by the Evaluation Team under the responsibility of the Team Leader. It assures the EM and Stakeholders in the evaluation that the Team has a good grasp of what is expected. It provides those most closely involved in the evaluation with an overview of its planning.

30. The purpose of the template and guidance material is to assist the Evaluation Team, and in particular the Evaluation Team Leader in drafting the IR. The electronic template is provided by the EM to the Evaluation Team Leader.

31. The IR should follow the structure described in the template, but the content will be adapted to the specific subject under evaluation. Guidance is provided section by section for easy reference.

32. The IR should <u>not be longer than 25 pages (font size 12, Georgia)</u>, excluding annexes.

Table 2: Content Guide for the Inception Report

Section	**Content Guide**
1. Introduction	
1.1. Evaluation Features	➢ Summarizing from the TOR, briefly present the reasons for evaluation, objectives, and intended users of the evaluation (1-2 paragraphs); ➢ Briefly describe the purpose of the IR, its place within the evaluation process and the activities carried out in preparation of the IR. ➢ Describe the appropriateness of analysing gender in the evaluation scope and the extent to which a gender-responsive methodology is proposed.
1.2. Country Context [subject of evaluation] activities in [specify country]	Building on the TOR, provide <u>additional</u> information or analyses not yet provided in the TOR to give greater depth and understanding to the country context, including: ➢ Further deepen the analysis of the national poverty and food security situation, if useful. ➢ Further deepen the analysis of <u>subject/sector specific information that is relevant to the subject under evaluation</u> to provide a better understanding of the issues and challenges which WFP assistance aims to address/have an impact on. ➢ Provide a description of the context of the intervention, including gender context.
1. Subject of the Evaluation and Stakeholders	

Section	Content Guide
2.1 WFP's [subject of evaluation] activities in [specify country name]	Building on information in the TOR, provide additional information and analyses of: ➢ Deepen the overview of WFP's operations and activities in the country provided in the TOR, if necessary/possible. Describe any gender focus within operations relevant to the evaluation topic. ➢ Further analyze the overview data to validate the analysis in the TOR of the points of emphasis, for instance, geographic distribution, different modalities, changes over time in types of activities or ration composition.
2.2 Stakeholder Analysis	➢ Building on the preliminary Stakeholders' analysis in the TOR, add depth by providing necessary and relevant information to establish an overview of the key Stakeholders and inter-relationships. ➢ Use appropriate analytical tools for this purpose such as accountability maps, force-field analysis, power-to-influence, stakeholder matrix, partnership maps, etc. ➢ Ensure that the stakeholder analysis is GE responsive and that it identifies the principal types of stakeholders e.g. duty-bearers, rights-holders, men and women, etc[7]. ➢ For each group of Stakeholders, specify concrete agencies or individuals, describe their role in the subject of evaluation and analyse the nature of their stake/interest, including what do they stand or lose from the results of the evaluation. ➢ Determine whether different Stakeholders may have different ways of valuing/evaluating the impact and outcomes of assistance provided as an input for the methodology development (participatory approach concerning beneficiary perspectives). ➢ Specify specific opportunities for country level policy influence and learning and how these will be addressed in the evaluation.
3. Evaluation Methodology	The purpose of this chapter in the IR is to ensure that the Evaluation Team is adhering closely and building upon the overall preliminary methodology guide included in the TOR, and to clarify (with justification) any modifications needed. Ensure the methods employed are appropriate for analysing gender issues identified in the evaluation scope. A complete Evaluation Matrix methodology guide building on any outlined in the TOR should be contained in the IR, with annexes covering data collection instruments and further details as agreed by the Evaluation Manager. Ensure that the matrix contains gender-responsive questions, evaluation indicators and data-collection methods to ensure GEEW-related data is collected.

[7] Use guidance from Page 21 of UNEG Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance.

Section	Content Guide
	It should build on: - The evaluability assessment in the TOR; - The context analysis; - The analysis of the evaluation, including its logic model or result framework; - The stakeholder analysis. The methodology will be finalized in the first country to be evaluated, and then only minor modifications made if needed in subsequent countries. Thus, in subsequent country IRs, this section will draw heavily from IRs of earlier country evaluations.
3.1. Methodological Approach	➢ Present any adaptations needed to the methodological approach presented in the TOR showing clearly how it will minimize threats to validity and ensure reliability and credibility of the evaluation, and be coherent with the overarching approach and method. ➢ Describe how the perspective of key Stakeholders will be included – including those of the people for whom the programme is intended to have a positive impact. ➢ Specify how gender issues will be addressed in the evaluation, building on the framework presented in the TOR. ➢ Describe how evaluation criteria, including efficiency, will be addressed, building on the framework presented in the TOR. Ensure Gender equality aspects are integrated into the evaluation criteria. Refer to Technical Notes on Efficiency Analysis, Evaluation Criteria and Gender.
3.2. Logic of the Intervention	Building on the logic model and Theory of Change presented in the TOR, analyse the coherence and validity of the logic of the intervention/activity showing (in a diagram) the relationships between: ➢ the objectives of the operations covered by the evaluation; ➢ national priorities and UNDAF objectives (which may be shown together); ➢ the relevant Strategic Objective(s) from the WFP Strategic Plan and indicators in the Strategic Results Framework. Explain how the logic model and Theory of Change will be used in the evaluation.
3.3. Evaluation Matrix	Building directly on the evaluation questions and sub-questions and the preliminary Evaluation Matrix presented in the TOR, finalize an Evaluation Matrix for the country. Present the matrix in an Annex and provide a brief summary in the body of the IR. Specify and justify any adaptations from the overarching approach presented in the TOR. For each evaluation question of the matrix, identify:

Section	Content Guide
	➢ Sub-questions; ➢ A set of indicators to measure performance, explicitly referring to the logic model used; ➢ Possible benchmarks (including good practice standards, performance assessment of comparator agencies, etc.) ➢ The relevant parts of the methodology that will contribute to answering the (sub-)questions; ➢ How the data from each of these will be triangulated to inform findings; ➢ Sources of information (specifying where secondary data will be used and where primary data is needed). Ensure that the key questions and sub-questions adequately address gender and other priorities inherent in the subject of the evaluation. Ensure evaluation indicators include gender equality dimensions to ensure GEEW-related data is collected. Refer to the Technical Note on Evaluation Matrix. Note: A summary of the Evaluation Matrix may be presented in the body of the IR, fully detailed in an Annex. The Evaluation Matrix should not be as detailed as the field instruments, i.e. sub-questions are not supposed to be developed to a level suitable for a questionnaire, but stay at a level that is helpful to provide direction to the evaluation.
3.4. Data Collection Methods	Provide detailed overview of the data collection methods building on the preliminary methodology presented in the TOR. Explain and justify how the methodology is modified from that presented in the TOR. Explain how data gaps in the country will be filled and how information will be gathered, analysed and used to answer all the questions/sub-questions in the Evaluation Matrix (e.g. with reference to specific field instruments) ➢ Define the nature of data information collection methods and field instruments. Highlight their comparative advantage, inherent constraints and solutions to address them. ➢ Present the sampling strategy; explain process and criteria, explicitly linked to the analysis of the programme/activity in 2.1. ➢ Present a summary description of fieldwork tools. (Actual fieldwork tools should be presented in an annex). Describe how these tools incorporate gender considerations. ➢ Ensure data collection tools integrate gender considerations. Ensure data collected is disaggregated by gender. Please provide an explanation if this is not possible. ➢ If specialized expert analytical support is warranted (e.g. nutrition analysis) this should be included. ➢ Specify how data will be checked and cleaned. ➢ Explain the strategy for data analysis and presentation in the

Section	Content Guide
	Evaluation Report, including how data will be triangulated for conclusion drawing, and expected displays of data (tables, graphics, photos, network maps, diagrams, text etc). ➢ A complete methodology guide building on that presented in the TOR should be contained in the IR, with annexes covering data collection instruments and further details as agreed by the Evaluation Manager. ➢ The first country in series will develop and test the methodology, revise the guide including all tools for data collection. The methodology will then be applied to all subsequent countries, with only minor modification if needed.
3.5. Quality Assurance	➢ Mention any step that the Evaluation Team will take to ensure the quality of the evaluation process and products (e.g. how data errors arising from proposed data collection methods will be addressed). ➢ Indicate any potential conflict of interest that any of the Evaluation Team members may have and how it will be managed. ➢ Indicate how the overarching coordination mechanisms presented in the TOR will be applied to ensure that the evaluation is coherent with the overarching approach. ➢ Include the following text in the IR: "WFP has developed an Evaluation Quality Assurance System (EQAS) based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out process maps with in-built steps for quality assurance and templates for evaluation products. It also includes checklists for feedback on quality for each of the evaluation products. EQAS will be systematically applied during the course of this evaluation and relevant documents have been provided to the Evaluation Team". By inserting this text, the Team Leader confirms that it is valid. If the Team has not received EQAS documents, this should be raised with the EM.
3.6. Risks and Assumptions	➢ Mention any limitations to evaluability (e.g. problems with logic model or definition of results, logistical bottlenecks, time and budget limitations, stakeholder interests etc.) besides those already stated in the TOR. ➢ Explain how the Team will address these. ➢ Mention additional risks and/or assumptions, implications and how these will be moderated.
4. Organization of the Evaluation	**Note:** The purpose of this chapter in the IR is to clarify the roles and responsibilities of the Evaluation Team members as well as to communicate to Stakeholders how the evaluation will unfold and what input is expected from them at what stage in the process. ➢ Present the composition of the Evaluation Team and primary

Section	Content Guide
	roles and responsibilities of Team members in line with expertise and evaluation requirements in the TOR, and the areas to be covered in the Evaluation Matrix. ➢ Present a work-plan for each Team member in line with the deliverables agreed according to roles and responsibilities (above). Explain how individual inputs will contribute to expected evaluation products. ➢ Provide a summary of the expected roles and responsibilities of other WFP offices or units (building upon what was presented in the TOR). ➢ Provide final agreed schedule of activities including consultation with Stakeholders and interaction points (e.g. briefings, de-briefings, etc.) and deadlines for delivery of key evaluation products. Explain any variations from the TOR. ➢ Prepare a detailed field work schedule (by days, Team member, locations, Stakeholders, etc) to enable the COs to organize appointments and make logistics arrangements (the detailed plan can be presented in an annex and should be done in ways that it is a pragmatic working tool for COs). ➢ Detailed description of the role of the local firm hired to carry out data collection, including how quality control will be carried out and how these field data collection activities relate to those of the international Evaluation Team members. A schedule of activities should be included that dovetail adequately with the international Team activities and the overall evaluation process. ➢ Add a detailed presentation of support to be provided by CO and where support is not needed during the evaluation process (i.e. transportation, interpretation). ➢ Include specific points of coordination with the Overall Project Coordinator and with other Evaluation Teams carrying out other impact evaluations in the same series.
5. Issues to be Agreed with OEV	**Note:** The purpose of this chapter in the IR is to ensure that all unclear aspects of the TOR or of the evaluation planning have been clarified before the inception phase is over. ➢ Highlight and explain any issues that have arisen during the inception phase and still require discussion with and/or clarification from the EM. ➢ Make constructive suggestions for addressing these issues, so that they can be resolved easily. ➢ Do not re-state constraints to the evaluation that can and should be managed through the evaluation methodology, but issues that require, for instance a change in scope. **Note:** The issues raised in this chapter of the IR should be resolved before it is finalized, so that the final IR reflects the agreement reached on these points. The IR will be shared – by the EM – with the Stakeholders in the evaluation only after these issues have been

Section	Content Guide
	resolved.
Annexes	Ensure annexes are numbered in the order in which they appear in the main text. Some of the expected annexes are: ➢ TOR (main body, not annexes). ➢ Logic Model and/or Theory of Change ➢ Bibliography including WFP documentation reviewed (expected to include relevant policy and programme guidance, project plans, data provided, prior Evaluation Reports) and any literature or non-WFP reports reviewed. ➢ Evaluation Matrix. ➢ Methodology guidance covering all fieldwork tools, including quantitative surveys and protocols for qualitative data collection. ➢ Summary fieldwork agenda detailing the required schedule of meetings for each Team member to be set up by the CO. ➢ List of People Met/Interviewed during the Inception Phase. ➢ Others (list titles)

2.3. Quality Standards

33. The IR is expected to follow the template provided. The template is designed to ensure that the evaluation method is well grounded and the operational plan for the evaluation is appropriate.

34. Quality assurance aims to ensure that sufficient research, stakeholder consultations and analysis have been undertaken to decide on the methodology of the evaluation and to guide its conduct. The quality checklist (a separate template) includes:

- Criteria concerning the content especially related to the methodological approach, Evaluation Matrix and data collection methods;
- Criteria concerning the operational plan, its feasibility and likelihood to generate a credible evaluation;
- Checking whether the required content has been included in the IR; and the
- Process (for instance timeline).

35. The EM carries out quality assurance of the IR, using the quality checklist to provide systematic and constructive feedback. S/he consults with the overall OEV coordinator of the IE series, and the Director, OEV (who may review the IR as well) at the time of giving feedback to the consultants and before finalizing the IR. The Evaluation Manager clears the IR as “satisfactory”, in consultation with the Director and the overall OEV coordinator for the IE series.

3. Evaluation Phase, including Fieldwork

36. The evaluation phase is the period in which the Evaluation Team collects and analyses information and data, from written sources and through surveys, interviews, focus group discussions and other means. It is the time when the Evaluation Team pulls together the evidence that it will report.

37. The details of the evaluation phase are determined by the methodology chosen for a given evaluation. Therefore, it will differ for each evaluation. The principles provided here are generic, but apply to all Impact Evaluations.

3.1 Process Guide

38. The evaluation phase requires that the final IR is finalized and the entire Evaluation Team has been hired.

39. The evaluation phase is conducted by the Evaluation Team. In some cases, subject to the approval of the Director, OEV, the Evaluation Manager may join part of the fieldwork (which should be included in the TOR and budget of the evaluation). The evaluation phase consists, in general, of the following steps.

40. **Team briefing(s)** to ensure all Team members have understood the requirements of the evaluation and the operational plan in the IR. The Team briefing should also serve to come to clear agreements on the reporting requirements of each of the Team members, as each of them would cover different aspects of the evaluation.

41. **Thorough desk review** of existing documentation, both internal to WFP and secondary data that helps the Evaluation Team deepen its work in data collection and in key informant interviews. During the design of the evaluation (TOR and IR), the

EM and Evaluation Team Leader will review and decide whether any of the desk review outputs would merit initial feedback sessions;

42. **Country visits**, which for Impact Evaluations may involve multiple visits by various Team members (before and after data collection, for instance):

- The duration of country visits should reflect the number of Stakeholders to be met in the country, the type and amount of primary data collection (through quantitative or qualitative methods) to be undertaken, and the time required to visit sites, which will differ from Impact Evaluation to Impact Evaluation and from country to country.
- It is important that the Evaluation Team, in consultation with the EM, discuss and decide on the sequence of the different means of data collection to generate the best possible insights. For instance, quantitative and qualitative data collection might take place in parallel, or one following the other, in which case an early and rapid analysis of the first round data collection should inform and be reflected in the data collection tools for the second round data collection. These choices should be made during the inception phase and explained in the IR.

43. **In-country activities** will include:

- Initial briefing during which:

3.1.1. the Evaluation Team explains to Stakeholders the purpose and conduct of the evaluation and

3.1.2. the CO explains to the Evaluation Team the agenda of meetings during their country visit (who are the Stakeholders, their interests, significance and role in making and/or implementing the subject under evaluation, etc.);

- Interaction with WFP and other Stakeholders through interviews, focus group discussions, surveys and participatory evaluation methods, and collection of additional documentation and data, depending on the evaluation design.
- Exit Debrief.

3.2 Exit Debrief Preparation

44. At the end of the fieldwork phase, the Evaluation Team should present an exit debrief (usually a power point presentation) to report back on the process, share early impressions, clarify any information gaps and highlight next steps, prior to preparation of the draft Evaluation Report. Debriefing to the Country is mandatory, and is likely to include other stakeholders (e.g. other WFP Stakeholders from HQ/RBx, partners and beneficiaries), as set out in the Communications Plan for the evaluation agreed at TOR stage (refer to Communication and Learning Plan Technical Note); the Evaluation Manager may propose, and must agree to, variations.

45. The exit debrief is a working document of the Evaluation Team and will not be reviewed, commented on or revised. It will serve as a reference document to Stakeholders, including the EM, once they receive the Evaluation Report. There is no template for the exit debrief.

46. The exit debrief will be made available to the EM and all other Stakeholders for future reference.

4. Reporting

47. The reporting phase brings together the findings of the evaluation phase in a concise analytical report for each country evaluation.

4.1. Process Guide

48. While it is the fourth phase in the evaluation process, inputs to the country Evaluation Report can be drafted at earlier stages: some parts of the report might have been developed at the stages of the TOR (for instance, the purpose of the evaluation will not have changed by the time the report is prepared) or during the inception, or during the evaluation phase.

49. The reporting phase is completed at end of the evaluation phase to analyse, integrate and interpret all data collected. It involves two levels of quality assurance by OEV; Reference Group and other stakeholder/external reviewer comment as appropriate. OEV's Evaluation Manager conducts 1st level quality assurance, coordinates stakeholder comments process, and consults with the Director OEV, liaising with the Evaluation Team Leader for revisions and subsequent draft reports as required to meet OEV's quality standards. The Director OEV conducts 2nd level quality assurance for final approval of the full report, including the SER.

Summary Evaluation Report (SER) Preparation

Evaluation Manager	•Puts the executive summary of the final draft Evaluation Report into a separate document, including a 500 word summary; •Prepares email (3-4 paragraphs) to highlight major findings of the evaluation
Director, OEV	•Clears draft EB Summary Evaluation Report (SER) for EMG 's comments •Circulates draft EB SER to EMG in WFP, using the email prepared by the EM
Stakeholders	•EMG provides comments on the draft EB SER (2 WEEKS FOR COMMENT) •Unit responsible for Management Responses coordinates its preparation
Evaluation Manager	•Consults with Director, OEV, and the Team Leader on any revisions •Ensures report is revised, if necessary
Director, OEV	•Approves the final version of SER

4.2. Preparation for Submission of SER to the Executive Board

50. As all documents submitted to the EB, the SER has to be edited and translated into four UN languages. This task is the responsibility of the EB Secretariat.

51. The EM's responsibilities are:

- ➢ Send the final SER and fully amendable and legible black-and-white versions of figures and charts included in the report to the OEV administrative assistant for posting to EB Secretariat for editing and translation (as per deadline, usually 3 months before the EB session);
- ➢ Review the edited SER and eventually clear revisions with the Team Leader if/as necessary;
- ➢ Clear the edited SER for translation;
- ➢ Prior to posting the final report on the internet and intranet, OEV's Administrative Assistant will do final editing and formatting working from the edited SER, and including it as the executive summary of the approved final full Evaluation Report.
- ➢ Check that the SER has been published on WFP.org EB webpage <u>at least 2 weeks before the EB session</u>. If it has not been done, liaise with the EB Secretariat.

Process Map for SER Submission to the EB

Evaluation Manager	•Submits final SER and fully amendable and legible black-and-white versions of figures and charts included in the report to the OEV administrative assistant for posting to EB Secretariat for editing and translation, as per E.B. deadline, i.e 3 months before the EB session.
Editor	•Edits EB Summary Evaluation Report •Clears edits with the EM, who consults the Director, OEV if necessary •Sends the final SER for translation
Evaluation Manager	• Reviews the edited SER and eventually clears revisions with Eval. Team Leader, if necessary •Clears the edited SER for translation
EB Secretariat	•Uploads final EB Summary Evaluation Report on EB Website
Evaluation Manager	•Arranges meeting with key stakeholders and the Director, OEV, prior to the informal Roundtable (normally 2 weeks before the formal EB session), if issues need to be discussed prior to presentation to the Board

4.3. Preparation of the Management Response

52. The Evaluation Policy specifies that a management response to each evaluation will be submitted to the EB at the same time as the SER. Therefore, it is important to

submit the ER/SER in a timely manner that allows for the timely preparation of the Management Response.

53. The Management Response is prepared under the coordination of the Division for Performance Management (RMP). It is not OEV's responsibility.

54. The preparation can begin on the basis of the draft ER, but should be updated in case there are any changes to the recommendations during the finalization of the SER.

55. The EM is responsible to send the draft ER to the dedicated RMP focal point(s) <u>at least six weeks before the EB Secretariat deadline for EB documents, i.e. about four and a half months before the EB session,</u> and to keep the focal point informed of any changes to the final text of the recommendations during the finalization of the SER.

> **Note**: Early submission to RMP is necessary to allow for the consultation, drafting and review by concerned Stakeholders of the Management Response, which, as an EB document, is also subject to the EB Secretariat deadline for editing and translation (3 months before the EB session). To save time in the process, the EM (a) can advise RMP of the draft recommendations, especially if only minor revisions are expected as a result of the review process; and/or (b) organize together with RMP a stakeholder workshop to discuss the recommendations and necessary follow-up action.

Process Map for Full Evaluation Report Review and Finalization

Evaluation Team Leader
- Prepares the draft Evaluation Report in line with EQAS standards (template for Evaluation Reports)
- Submits the draft Evaluation Report to the Evaluation Manager as per agreed timeline

Evaluation Manager
- Reviews draft Evaluation Report and completes Quality Checklist
- If the report requires major revisions: reverts to the Team Leader
- If the report requires minor revisions: requests Director, OEV for 2nd level quality assurance

Director, OEV
- Reviews the draft Evaluation Report (2nd level quality assurance)
- Provides comments
- Agrees with EM on course of action (required revisions, or circulation for comments)

Evaluation Manager
- After revision to the draft Evaluation Report following the quality assurance process, circulates it for comments to Stakeholders
- Organizes a Stakeholders meeting to discuss the draft Evaluation Report (if necessary)

Stakeholders
- WFP Stakeholders (plus External Reviewers, if appropriate)
- Review the draft Evaluation Report
- Provide comments within 2 weeks of receipt of the report

Evaluation Manager
- Reviews and compiles all comments, organizing them by topics or parts of the report and level of criticality.
- Discuss key issues with Director OEV, if required
- Forwards and discusses comments with Team Leader
- Agrees with Team Leader on necessary revisions

Director, OEV
- Clears the SER for EMG comment

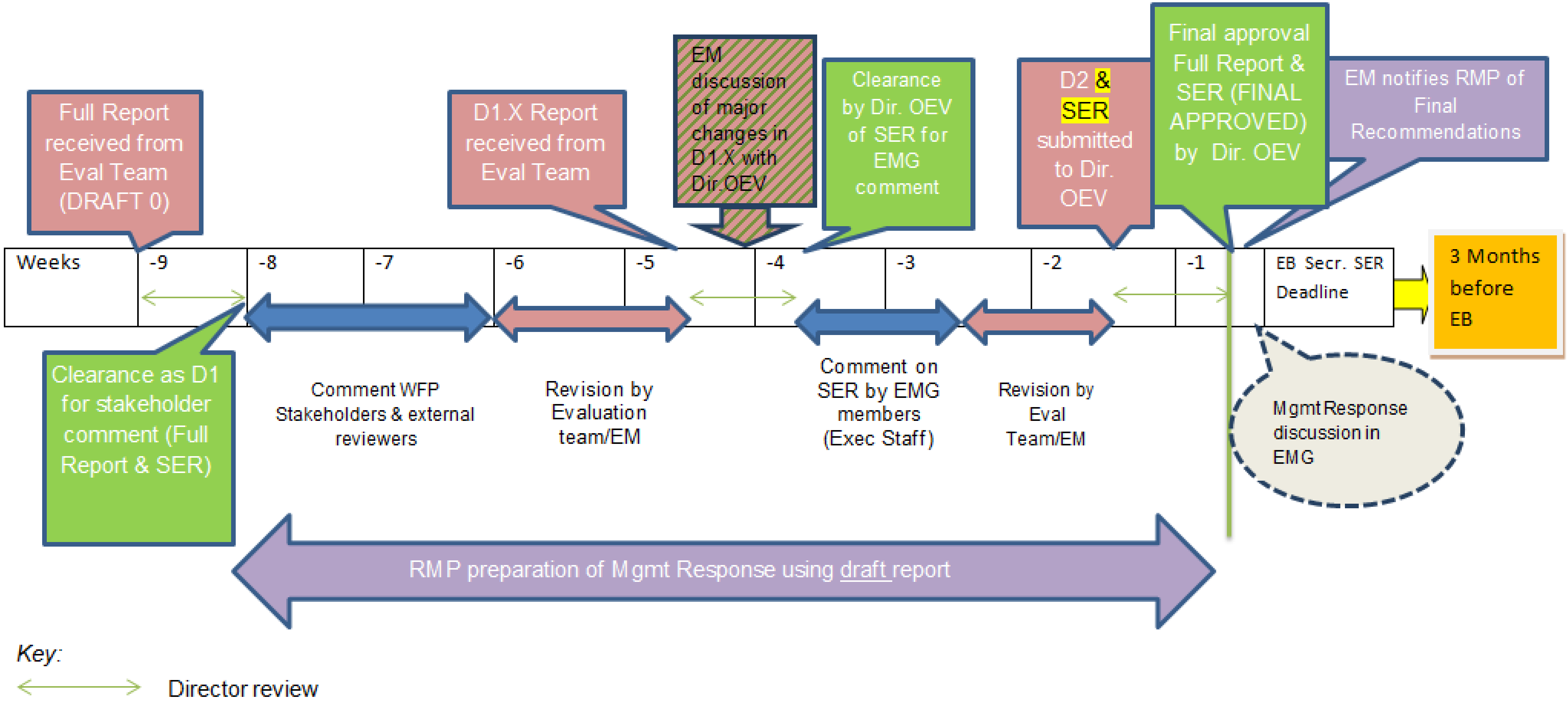
EMG members
- Comment on SER

Team Leader
- Reviews /discusses comments with EM
- Revises draft Evaluation Report as appropriate
- Explains how comments were taken into account (comments matrix)

Evaluation Manager
- Reviews the revisions
- Recommends, if appropriate, that the Director, OEV, approves the report (including the SER)

Director, OEV
- Approves the Full Evaluation Report

TIMELINE: REVIEW & APPROVAL PROCESS OF EVALUATION REPORT AND SER



- (Major) Version number changes only on clearance or approval of OEV Director (from D0 to D1 to D2 to FINAL APPROVED)
- All versions in between are minor versions (e.g. 1.1, 1.2 etc.)

4.4. Evaluation Report Content Guide

56. The Evaluation Report conveys the results of the evaluation in a way that corresponds to information needs of intended users and answers the three main evaluation questions, and related sub-questions. Evaluation Teams have the final responsibility for the content of the Evaluation Report.

57. Data should be presented in a clear and concise manner (in tables, diagrams, etc.) as appropriate for effective communication. It 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 limited to 10, that are relevant, realistic (implementable), and prioritized or sequenced.

58. The Evaluation Report, excluding the Summary Evaluation Report (SER) and the annexes, should NOT exceed 50 pages. In order to minimize repetitive formatting work by the Team and OEV, ensure the Evaluation Team is provided with and complies with the Technical Note on OEV Evaluation Report Formatting Guidelines at the start of the Reporting Phase.

Table 3: Content Guide for the Evaluation Report

Section	**Content Guide**
Summary Evaluation Report (SER)	**Purpose**: The Summary Evaluation Report (SER) is a stand-alone document, which is presented to the Executive Board. It has to provide a complete and balanced synthesis of the evaluation findings, conclusions and recommendations. • Introduction: main points of the evaluation features, context and policy under evaluation; • Key Findings: results and factors that explain how the results have been produced; • Conclusion: overall assessment and main recommendations. **Note:** the SER should not exceed 5,000 words.
1. Introduction	
1.1. Evaluation Features	Brief overview of the evaluation features to explain why and how the evaluation was carried out. It should include information about: ➢ The reasons for evaluation, objectives and scope of the evaluation, Stakeholders and users; ➢ Methodology and limitations, main activities including timing and duration of fieldwork, Evaluation Team, and quality assurance. Detail to what extent a gender responsive methodology was used. ➢ Describe how findings will be validated, including from a gender perspective.

Section	Content Guide
	This section should be short (about 1 page); full details are to be provided in annexes.
1.2. Context: [subject under evaluation] in [specify country name]	➢ Provide an overview of the country in which the operation(s) are taking place. ➢ Include data on national poverty and food security situation, to provide an understanding of the hunger situation the country faces. ➢ Add other subject/sector specific information that is relevant to the subject under evaluation (e.g. education and government school feeding programmes for an impact evaluation of school feeding). ➢ Provide a description of the context of the intervention, including gender context. **Note:** much of this analysis will have been developed and presented in the TOR and IR. It should be updated and further deepened, if work done during the evaluation phase indicates this is necessary to provide a sound overview of the context in which the policy was developed and implemented.
1.3. WFP's [subject under evaluation] in [specify country name]	➢ Provide an overview of WFP's operations and activities in the country related to the subject under evaluation. Describe any gender focus within operations relevant to the evaluation topic. ➢ Analyze the overview data in ways that helps understand where points of emphasis lie, for instance, geographic distribution, different modalities, changes over time in types of activities or ration composition. ➢ Specify how the operations and activities were funded (integrated into regular operations, grant funding, others). **Note:** much of this analysis will have been developed and presented in the TOR and IR. It should be updated and further deepened, if work done during the evaluation phase indicates this is necessary to provide a sound overview of the context in which the policy was developed and implemented.
2. Results: Outcomes and Impacts of [subject under evaluation]	**Purpose**: This chapter of the ER presents the findings of the evaluation concerning the outcomes and impacts. This section provides the evidence – from data analysis and information received from various Stakeholders – that substantiates the conclusion of the Evaluation Team. This section of the report does not provide the explanations why the outcomes and impacts have been produced, which is presented in chapter 3 of the ER. This section of the ER should distinguish clearly between findings (facts, evidence, views of Stakeholders, etc.) and the views of the Evaluation Team. Visual aids (graphs, tables, etc.) should be used to present data in a clear and easily accessible way. Findings should take into consideration different stakeholder

Section	Content Guide
	groups, including gender representation. Findings should be examined with the appropriate level of gender analysis as defined/agreed in ToR and Inception Report.
2.1. [impact area] Outcomes and Impacts 2.2. [impact area] Outcomes and Impacts 2.3. [impact area] Outcomes and Impacts	**Note:** The headings for each of the sub-section are agreed at the time of the IR, flowing from the TOR and according to the subject being evaluated. They will centre on the main outcomes and impact areas of the subject of evaluation. For instance, the school feeding impact evaluations had the following three sub-sections: 2.1 Educational Outcomes and Impacts, 2.2. Nutritional Outcomes and Impacts, 2.3 Value Transfer Outcomes and Impacts. Under each sub-heading and tracked over time as far as possible: ➢ Report and analyse the extent to which intended outcomes and impacts (related to that sub-heading) have been achieved, based on the key indicators identified in the IR: Evaluation Matrix and supporting logical framework. ➢ Report and analyze evidence of unintended outcomes and impact (both positive and negative). ➢ Disaggregate results data by gender, income-groups (vulnerability profile, income quintile, etc.) to determine differences in outcomes and impacts on diverse groups (this information should also be cross-referenced to the discussion of targeting issues in section 3.2) ➢ For each area, present the evidence from different sources (qualitative, quantitative, documents etc) <u>together</u> clarifying where there is consistency or differences, how the latter might be explained and what it suggests. ➢ Comparison with control or comparator groups should be clear ➢ Provide an analysis of the vertical linkages (as per the logical model) and any horizontal linkages and inter-relationships found between the various outcomes and impacts. ➢ Trace the links from results observed to WFP's (relevant) Strategic Objective(s), relevant MDG's and national priorities (cross-referenced to 1.2 where relevant) ➢ Include overview analysis of costs incurred in achieving the results.
3. How does [the subject/activity under evaluation] create impact Explanatory Factors	**Purpose**: This chapter of the ER presents the findings of the evaluation concerning the <u>factors that explain why and how outcomes and impacts come about.</u> This section of the ER should distinguish clearly between findings (facts, evidence, views of Stakeholders, etc.) and the views of the Evaluation Team. Visual aids (graphs, tables, etc.) should be used to present data in a clear and easily accessible way.
3.1. The Role of Contextual Factors (outside WFP's	Provide findings that explain why the observed results occurred to: ➢ Explain what have been the key contextual factors that have enhanced or inhibited performance of WFP's work and

Section	Content Guide
control)	influenced the results reported in Section 2 (both positive and negative). These might include: programmes of other agencies, changes in government policies, donor support, natural or man-made shocks, etc. ➢ Analyze the implications for increasing effectiveness and for potential sustainability of the positive effects and of the intervention. **Note**: This section of the evaluation focuses on learning about factors that are beyond the Programme's immediate control, which could provide insights into the design and management of operations under conditions that favour success or potentially threaten it.
3.2. The Role of Implementation Factors (within WFP's control)	Provide findings that explain why the observed results occurred to: ➢ Present and analyse key factors in the way that WFP has worked that have enhanced or inhibited performance of WFP's work and influenced the results reported in Section 2 (both positive and negative). ➢ These might include: targeting strategy/criteria, operational strategy, choice of programme category, partnerships, level of resources (financial & human), programme costs, procurement modalities, M&E systems, flexibility/adaptability to changing circumstances, logistical arrangements, ability to take into account gender or environmental issues etc. ➢ Include overview analysis of costs incurred in achieving the results. **Note:** This section of the evaluation focuses on learning about factors that are within WFP's immediate control, and should provide insights into strengths that should be replicated in design, implementation and management of the programme or into weaknesses that should be rectified to increase programme effectiveness (=outcomes) and impacts.
3.3 Interaction between factors	➢ Analyse the interaction, linkages and/or interdependence between the factors mentioned in 3.1 and 3.2. ➢ Highlight any dynamic linkages and interaction between the findings in Section 2, if not already mentioned. ➢ Illuminate and assess the part that WFP's intervention plays in the whole (essential, significant (not necessarily just in size but in terms of addressing core problems, necessary but not sufficient, or marginal etc).
4. Conclusions and Recommendations	**Purpose**: This section of the ER draws together the findings of the evaluation in an overall assessment and recommendations. The overall assessment should form a conclusive picture that makes an overall judgment of the programme's impact, based on the theory of change and logic model that informed the evaluation design. It should be succinct, drawing conclusions from common

Section	Content Guide
	findings and highlighting exception. All conclusions need to be based on the findings presented in previous sections and must focus on issues of significance to the programme under evaluation. Conclusions and recommendations should take into consideration different stakeholder groups and gender aspects.
4.1. Overall Assessment	➢ Provide a brief and balanced assessment of the main findings related to each of the outcomes and impact areas, differentiating intended and unintended outcomes and impacts (<u>one paragraph each</u>). ➢ Provide a summary of the key factors that explain how outcomes and impacts were attained. These factors can be summarized into internal and external factors, and into enhancing and hindering factors (<u>one paragraph each</u>). ➢ Gender: reflect on: • Whether the design of the object was based on a sound gender analysis; • How gender issues were addressed as a cross-cutting theme; • Whether sufficient attention was paid to effects on marginalized, vulnerable, and hard-to reach groups • Whether Gender equality and women's empowerment results were achieved and particular achievements or challenges. **Note:** Do <u>not</u> introduce <u>new evidence</u> at this stage. This is the time to conclude.
4.2. Recommendations	This section includes a series of short paragraphs describing up to 10 recommendations flowing logically from the findings and conclusions. Each recommendation is presented in one paragraph. Recommendations should: ➢ Be few (10 maximum); ➢ Follow logically from the findings and conclusions; ➢ Be relevant, actionable and realistic (implementable); ➢ Prioritized, phased and sequenced logically; ➢ Grouped by type of recommendation (e.g. strategic/ operational; short/medium term; or appropriate alternative in agreement with evaluation manager); ➢ Include a recommendation(s) on strengthening gender responsiveness and/or address gender dimensions within recommendations (as appropriate). ➢ Targeted at key actors/stakeholders, consistent with the above.
Annexes	➢ Annexes should support/expand on text in the main report,

Section	Content Guide
	and should not include all working documents of the Evaluation Team. ➢ They should be listed in the order in which they are cited in the main text. ➢ If the full report, including annexes, exceeds 100 pages consider separating essential annexes (to be included) and supplementary annexes (second volume). ➢ Ensure to include the following annexes. Others may be included. • TOR (without the annexes of the TOR) • Methodology- should summarize intended and actual methods applied and clearly indicate any limitations to validity. Where appropriate, provide reflection on experience and lessons for future evaluation. Should indicate the extent to which gender considerations were incorporated where applicable (e.g. gender as a crosscutting theme), and how gender was integrated into data collection methods. • Evaluation Matrix and findings-recommendations mapping • Bibliography • List of People Met/Interviewed • Others (list titles) may include: • Intermediate data analysis including summaries of field data analysis • Any other technical annexes agreed at inception.

4.5. Quality Standards

59. The ER is expected to meet the standards set out in the Quality Checklist, and to follow the template, providing high quality information in each section. These sections were included in the ER, as they are important to ensure the evaluation responds to the questions it set out to answer and draw clear conclusions at the end of its analysis. It also documents the methods used in the evaluation, which is important for the credibility of the evaluation.

60. Quality assurance aims to ensure that the findings of the Evaluation Team are presented in a clear manner, the report is evidence (rather than opinion) based, and findings have been triangulated from stakeholder consultations, document review, research and analysis. The quality checklist (a separate template) includes criteria to this effect.

61. The EM carries out 1st level quality assurance of the ER, using the quality checklist to provide systematic and constructive feedback. Should the draft report require only minor revision, clearance to release for comment can be sought from the Director, OEV, immediately. Should the report require major revision, the EM reverts to the Team Leader and requests necessary revisions before submitting the draft report to the Director, OEV for clearance to circulate for comment.

62. The Director, OEV conducts 2nd level quality assurance and provides final approval of the Evaluation Report, including the Summary Evaluation Report.

5. Dissemination

63. Findings from the evaluation will be shared during the evaluation process through feedback to Stakeholders. A final workshop to discuss the findings and way forward in response to the recommendations can be built into the evaluation process This must have been planned at preparation stage and included in the timeline and budget.

64. During the inception phase, decisions will be taken on the value of holding a national workshop to discuss the Evaluation Report recommendations and agree on any translation needs. If a workshop is to be held, dates should be finalized during the inception mission, so that this can be built into the overall planning.

65. In addition, it is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. Consider from stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

66. This section provides an overview of the final steps in the evaluation process to ensure evaluations are accessible to WFP's audience. Refer to the Communication and Learning Plan Technical Note for detailed guidance and communication options.

5.1. Report Formatting, Web-publishing and Printing

67. The Evaluation Policy specifies that full ERs are public documents available notably on WFP.org OEV website. In order to publish the full ER on the website ahead of the informal Roundtable and EB session and facilitate access to it, the EM is responsible to:

- Send the full ER to the OEV administrative assistant for formatting as per corporate/OEV standards <u>as early as possible and no later than 2 months before the EB session</u>; Refer to Technical Note on OEV Evaluation Report Formatting Guidelines;
- Ensure that the final SER (i.e. after editing and clearance) is copied into the full ER to replace the original executive summary;
- Draft and clear with the Director, OEV, an introductory paragraph to the ER for the WFP.org OEV webpage. This paragraph should <u>not exceed 600 characters</u>.
- To facilitate the search for the report and ensure that relevant links are created, select for "tagging" from a predefined list of (a) types of evaluation, (b) countries, and (c) topics relevant to the evaluation. The list will be provided by the administrative assistant.
- Review the formatted version of the ER and, when satisfactory, request the administrative assistant to publish the report and the introduction of the WFP.org OEV website and create the required links to topics and countries.
- Check that the full ER has been published on WFP.org OEV website at least 2 weeks before the EB session <u>and before the informal Roundtable</u>.

- Request the administrative assistant to organize the printing of (+/- 25) hard copies of the full report to be made available at both the informal Roundtable and EB session. This should be done at least 3 weeks before the EB session since the WFP print shop gets very busy around the time of the Board.
- The administrative assistant is responsible for the final formatting of the full ER, including for example, ensuring that the list of acronyms is complete, that the tables are rightly numbered, that pages break in right places, etc. The EM should review the formatted document.

5.2. Dissemination of Evaluation Reports and Products

68. The Evaluation Report should be disseminated actively, which is a general policy of OEV. The Communications and Learning Plan for the evaluation refers.

69. The EM is responsible for:

- Preparing a 2-page Evaluation Brief, using the OEV format and clear it with the Director, OEV, minimum 4 weeks before the EB session;
- Requesting the OEV administrative assistant to publish the Evaluation Brief on WFP.org OEV website and ensure it is published at least 2 weeks prior to the EB session and before the informal Roundtable;
- Drafting an email to be sent out by Director, OEV to share the final version of the reports with WFP colleagues. The email should:
  - Include the link to the page on the evaluation website which contains all the key documents and attach the Evaluation Brief separately.
  - Be sent to: all members of the EMG including the ED; Directors of all Divisions and Country Offices, including all WFP offices (which now includes the formerly-titled Liaison Offices) and those already targeted according to each specific evaluation (please provide the list of evaluation specific stakeholders to the OEV senior staff assistant for inclusion in addition to the standard distribution list). Refer to Standard Internal Distribution Lists (included in EQAS Pack available on OEV's TWS).
  - Be sent the week preceding the EB session.
- Where relevant, requesting other divisions/units to create a link to the report on their own websites.
- Sending an email (as above) to relevant external Stakeholders/partners, such as local partners, evaluation groups (ALNAP, UNEG, DAC EvalNet), inter-agency working groups, etc. interested in the impact evaluation. Refer to, and add to as desired, the Standard External Distribution Lists (in EQAS).
- Sending the same email to the Evaluation Team and to any of the external experts (as appropriate depending on how they have been integrated into the overall process).
- Using creative dissemination methods in line with the evaluation's Communication Plan, such as brown bag lunches (timing to be discussed with Director, OEV, to ensure coordination of various similar events on other evaluations), etc. to further disseminate the evaluation and stimulate discussions.

- Identifying, if possible, ways to disseminate key lessons from the evaluation to Stakeholders within countries, ideally down to the beneficiary level.

For guidance on dissemination methods and options refer to the Communication and Learning Plan Technical Note.

5.3. Executive Board Preparation, Presentation, and Reporting

70. All OEV-managed evaluations are presented to WFP's Executive Board. In addition by Board request, an informal Roundtable consultation to discuss evaluations in greater depth is held 2 weeks before each full EB session. These are organised by the Executive Board Secretariat, in consultation with OEV and those responsible for the Management Response. The EM must be present for the Roundtable meeting.

71. In preparation of the EB session when the evaluation is presented, the EM will:

- Brief the EMG on completion of the evaluation, if selected by the OEV Director.
- Check with the EB Secretariat whether they have received any advance statements/questions from EB members (to be done around 1 week before the Board session).
- If queries have been received from the EB members, the EM will draft a response and clear it with the Director, OEV.
- Invite and attend a preparatory meeting with the Directors of the Policy Division, RMP, and OEV, and Directors/chiefs of technical units (as relevant to the Impact Evaluation). The meeting may also involve the concerned Deputy Executive Director(s), if necessary. The meeting should be scheduled prior to the actual session when the evaluation is presented, but close enough to the Roundtable and Board session to serve for its preparation. The purpose of the meeting is to discuss any issues that may arise and the process of handling questions.

72. During the EB session, the Director, OEV, introduces the Evaluation Report. Attendance by the Evaluation Team Leader may be considered by the Director, on an exceptional basis consistent with the budget and communications process planned for the evaluation in the TOR.

73. The EM will:

- Attend the specific informal Roundtable and EB session and know the report well enough to respond to detailed questions, if required.
- Take notes of the discussion during the session and pass responses to detailed questions to the Director, OEV, as required.
- Within 2 days of receipt, EM to review the summary highlights (5 to 10 lines) of the session prepared by the EB Secretariat and amend or clear it through OEV Director.
- Review the summary record of the session prepared by the EB Secretariat and clear the revised version with the Director, OEV.
- Discuss with the Director, OEV possible follow-up to the EB through communication or meetings with WFP Stakeholders.

6. Completing the Evaluation Process

6.1 End of Evaluation Mutual Feedback

74. The EM is responsible for:

- Ensuring that the Team members, the evaluation firm (if a firm was used) and OEV evaluation management Team (manager and research analyst) complete OEV's end of evaluation survey once the Evaluation Report has been approved in its final form. The research analyst should provide the email addresses of the Evaluation Team members and LTA firm to the OEV End of Evaluation Survey Coordinator and advise Evaluation Team members of the process and timing, expected to be complete within one month of final report approval;
- Once the survey has been completed, requesting from the OEV Survey Coordinator a summary of the results specific to the evaluation. The summary should be made available to all respondents. The evaluation manager should convene a virtual discussion amongst the evaluation management and Team of the survey results, with a focus on mutual lesson learning and improvement. This discussion should be documented in a short note for the record that is kept in the evaluation archive along with the survey results.

6.2 Archiving of closed Evaluations

75. 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. An OEV Evaluation Information Management System has been set up in order to facilitate this process.

76. The EM is responsible for:

- Selecting files for inclusion in the system;
- Delivering a fully archived evaluation, including primary data and Reference Library, at the end of the evaluation cycle.

Refer to the Technical Note on OEV Evaluation Information Management System for details on the filing/archiving process, file structures, and roles and responsibilities.

6.3 Finalization of Administrative Matters

77. Within one month of the finalization of the Evaluation Reports, the EM should:

- Finalize with the OEV senior administrative assistant any outstanding payments by reviewing the status of Travel Expense Claims and payments (to consultants as per attendance sheet or firms as per invoices), etc.
- Review with the senior administrative assistant the total funds spent versus the original planned budget of the evaluation and ensure that any unspent funds are returned to the global OEV PSA for reprogramming. The Internal Order for the evaluation should be closed.
- Fill in an HR quality assessment form for each consultant hired directly by OEV, submit it to the Director, OEV, for second-level supervisor review/signature. Once done, request the OEV administrative assistant to

send a copy to HR and keep one for OEV's records. A quality assessment should be prepared for firms once they have completed their assignment/contract.

- Request the senior administrative assistant to prepare a separation clearance for each consultant and to liaise with HR accordingly.
- Fill in/Update OEV's consultants' tracking file

Note: Upon hiring, the Team consents to producing outputs complying with OEV quality standards. Hence the number of contractual days agreed upfront for producing the report should not be increased if additional was required to attain the expected quality.

As per HR regulations, assessment forms and separation clearances are compulsory to close the contracts of all consultants.

Filling in /updating OEV's consultants' tracking file is an OEV requirement to allow for sharing of information and for adequate monitoring of OEV's use of consultants.

Acronyms

ALNAP	Active Learning Network for Accountability and Performance
CD	Country Director
CN	Concept Note
CO	Country Office
DCD	Deputy Country Director
DRD	Deputy Regional Director
EB	Executive Board
EM	Evaluation Manager
EQAS	Evaluation Quality Assurance System
ER	Evaluation Report
HQ	Headquarters
HR	Human Resources
IR	Inception Report
NGO	Non-Government Organization
OEV	Office of Evaluation
OEVCD/DAC	Organisation for Economic Co-operation and Development, Development Assistance Committee
RB	Regional Bureau
RD	Regional Director
RMP	Division for performance management
RPA	Regional Programme Advisors
SER	Summary Evaluation Report
TOR	Terms of Reference
UNEG	United Nations Evaluation Group
WFP	World Food Programme

Office of Evaluation
www.wfp.org/evaluation

WFP
World Food Programme
wfp.org