

DECENTRALIZED EVALUATION

Guidance for Process and Content

Decentralized Evaluation Quality Assurance System



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Foreword

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

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

The DEQAS guides all decentralized evaluations commissioned by WFP and undertaken by independent evaluation teams. The DEQAS is a comprehensive system to support and guide Country Offices, Regional Bureaux and headquarters divisions (other than the Office of Evaluation) when planning, commissioning and managing decentralized evaluations. The DEQAS is a working tool for WFP's evaluation cadre and evaluation teams, covering all stages of the evaluation cycle. It is not a comprehensive handbook on evaluation and does not replace the range of evaluation literature available.

The DEQAS builds on the norms and standards of the United Nations Evaluation Group (UNEG); the OECD-DAC Evaluation Network; related tools from the Active Learning Network for Accountability and Performance (ALNAP); and wider evaluation literature and community of practice.

The DEQAS pack consists of:

- I. **Process Guide**
- II. **Quality Checklists**
- III. **Templates**
- IV. **Technical Notes**
- V. **Mini-guide for Country Directors/Deputy Country Directors**
- VI. **Decision tool for making the choice: decentralized evaluation or review?**
- VII. **Other reference materials.**

The first version of the DEQAS was piloted in 2016. Since then, it has been periodically and systematically updated in line with the WFP evaluation function's evolving needs, international best practice and based on feedback from Regional Evaluation Units and Evaluation Managers to ensure that the final material serves its intended purpose. In 2020, the Office of Evaluation (OEV) reviewed its entire Evaluation Quality Assurance System (EQAS) across all types of evaluations to ensure closer alignment where required and to reflect recent UNEG guidance, such as the 2020 Ethical Guidelines for Evaluation. Further updates and new material will continue to be added as needed, to ensure the DEQAS continues to reflect emergent best practice and management requirements.

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March 2021

Contents

1.Introduction.....	7
1.1. Background	7
1.2. Overview of de support mechanisms and guidance	9
1.3. What is a DE in wfp?	10
1.4. Roles and responsibilities.....	11
1.5. Quality assurance	15
Phase 1: Plan.....	16
Step 1.1 Identify evaluation intended use, type and scope	18
Step 1.2 Estimate budget and initial timeline	19
Step 1.3 Link with monitoring plan and processes	20
Step 1.4 Clarify provisions for impartiality and independence	21
Step 1.5 Agree on roles and responsibilities.....	22
Phase 2: Prepare.....	26
Introduction	26
Step 2.1 Draft the Terms of Reference (TOR).....	27
Step 2.2 Finalize provisions for impartiality and independence	31
Step 2.3 Quality assure, consult and finalize the TOR	32
Step 2.4 Select and contract the evaluation team and finalize budget	33
Step 2.5 Prepare and share a document library.....	35
Step 2.6 Prepare communication and knowledge management plan	36
Phase 3: Inception	37
Introduction	37
Step 3.1 Conduct evaluation team orientation	38
Step 3.2 Undertake desk review of documents	39
Step 3.3 Conduct inception meetings	39
Step 3.4 Prepare the draft inception report.....	40
Step 3.5 Quality assure the draft inception report.....	41
Step 3.6 Finalize and approve the inception report.....	43
Phase 4: Data Collection	44
Introduction	44
Step 4.1 Prepare evaluation fieldwork.....	45
Step 4.2 Conduct fieldwork and preliminary analysis.....	46
Step 4.3 Present end of fieldwork debriefing(s)	47

Phase 5: Reporting	48
Introduction	48
Step 5.1 Prepare the draft the evaluation report	49
Step 5.2 Quality assure the draft evaluation report.....	50
Step 5.3 Circulate the draft evaluation report to stakeholders (for comments).....	51
Step 5.4 Finalize and approve the evaluation report.....	52
Phase 6: Dissemination and Follow-up	53
Introduction	53
Step 6.1 Prepare management response and upload in R2 system	54
Step 6.2 Publish evaluation report and WFP management response	55
Step 6.3 Hold end of evaluation lessons learned debriefing	55
Step 6.4 Submit evaluation report for post hoc quality assessment.....	55
Step 6.5 Disseminate and use evaluation results.....	56
Step 6.6 Track implementation of follow-up actions to the evaluation recommendations in R2 System	58
List of Acronyms.....	59

List of Figures

Figure 1: Framing documents – WFP evaluation function.....	7
Figure 2: WFP support mechanisms for DEs	9
Figure 3: Evaluation types	10
Figure 4: Impartiality provisions in DEs.....	21

List of Tables

Table 1: International evaluation principles.....	8
Table 2: Summary of responsibilities – planning phase	16
Table 3: Recommended duration of a decentralized evaluation	20
Table 4: Summary of responsibilities – preparation phase	26
Table 5: Process map for TOR quality assurance and review.....	32
Table 6: Summary of responsibilities – inception phase	37
Table 7: Process map for inception report quality assurance	41
Table 8: Process map for inception report finalization	43
Table 9: Summary of responsibilities – data collection phase.....	44
Table 10: Summary of responsibilities – reporting phase.....	48
Table 11: Process map for evaluation report quality assurance.....	50
Table 12: Process map for evaluation report finalization	52

Table 13: Summary of responsibilities – dissemination and follow-up phase	53
Table 14: Process map for the preparation of management response preparation	54
Table 15: Process map for the post hoc quality assessment	56

List of Boxes

Box 1: Overview of DEQAS guidance package	9
Box 2: Characteristics of WFP evaluations	11
Box 3: Minimum coverage norms for DEs.....	17
Box 4: Summary of skills and capabilities required for an Evaluation Manager.....	22
Box 5: Purpose and role of the Evaluation Committee	24
Box 6: Engaging with donors on evaluations	25
Box 7: Principles of independence, impartiality, credibility and utility.....	27
Box 8: Key documents and sources of data	29
Box 9: Considerations for integrating GEWE dimensions in the evaluation	30
Box 10: How to contain evaluation costs.....	31
Box 11: Definition of conflict of interest (extract from UNEG Ethical Guidelines)	34
Box 12: Skill set for evaluators (adapted from UNEG Evaluation Competency Framework).....	34
Box 13: Questions to consider when selecting an evaluation team	35
Box 14: Principles of independence, impartiality, credibility and utility	38
Box 15: Purpose and content of inception meetings.....	40
Box 16: Suggestions to ease the inception report review process	42
Box 17: Principles of independence, impartiality, credibility and utility	45
Box 18: Security arrangements for evaluation teams	46
Box 19: Recommended content of debriefing presentation	47
Box 20: Principles of independence, impartiality, credibility and utility	49
Box 21: Process for formulating and increasing ownership of recommendations	49
Box 22: Suggestions to ease the report review process.....	51
Box 23: Principles of independence and utility.....	54
Box 24: Evaluation blurb template	55
Box 25: Post hoc quality assessment criteria.....	56
Box 26: Effective ways to disseminate evaluation evidence and results	57

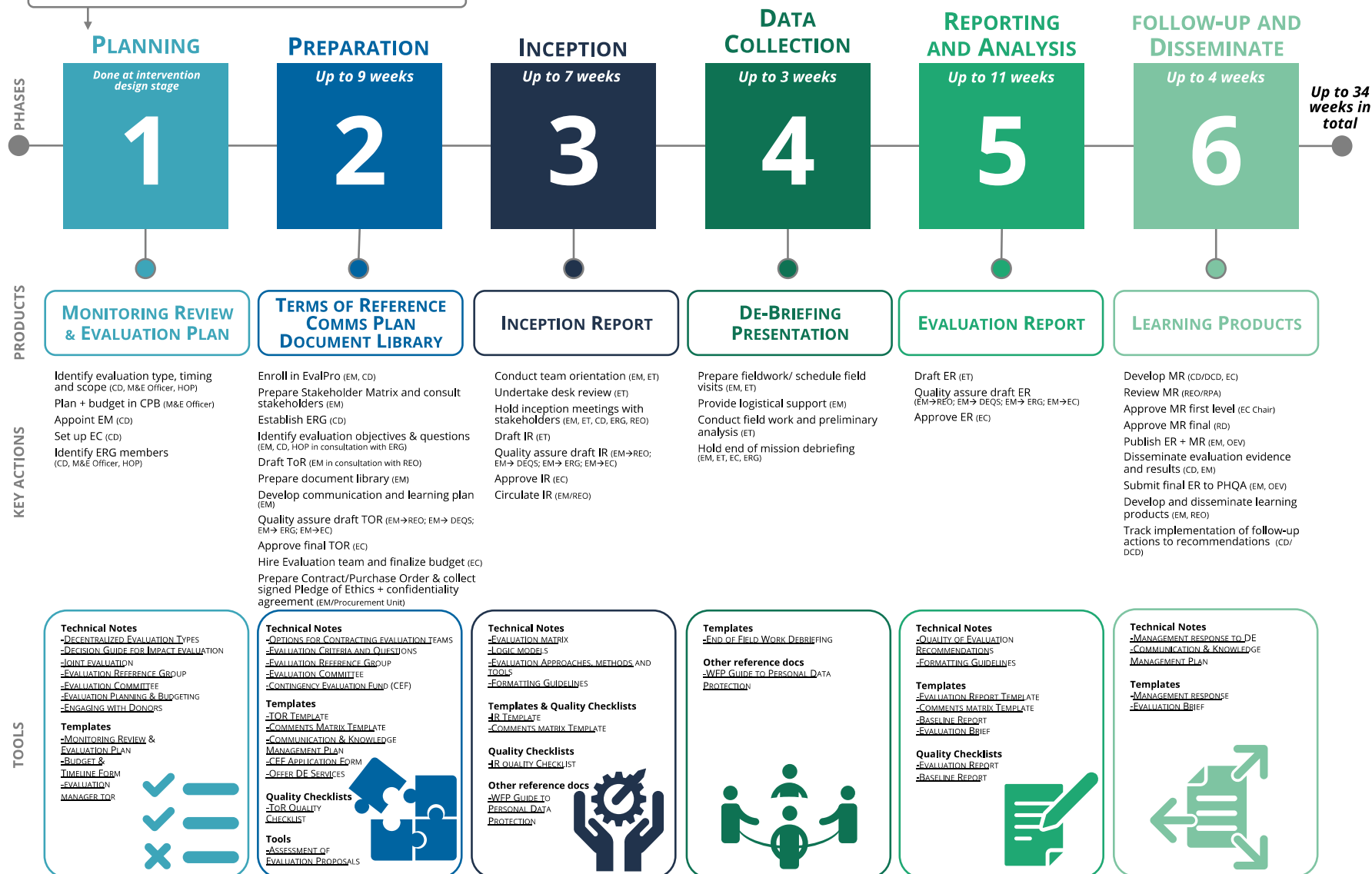
DE PROCESS QUICK GUIDE

LEGEND
CD Country Director
CPB Country Portfolio Budget
CSP Country Strategic Plan
DE Decentralized Evaluation
EC Evaluation Committee
EM Evaluation Manager

ER Evaluation Report
ERG Evaluation Reference Group
ET Evaluation Team
EvalPro Evaluation Learning Programme
HOP Head of Programme
IR Inception Report
MR Management Response

OEV Office of Evaluation
PHQA Post Hoc Quality Assurance
QS Outsourced quality support service
RD Regional Director
REO Regional Evaluation Officer
RPA Regional Programme Adviser
TOR Terms of Reference

MAKING THE CHOICE: DE OR REVIEWS – DECISION TOOL



Cross-Cutting Technical Notes: GENDER TN, CHECKLIST, QUICK GUIDE | EVALUATION PRINCIPLES, NORMS AND STANDARDS | PLANNING AND CONDUCTING EVALUATIONS DURING COVID-19 | STAKEHOLDER SIS | METHODOLOGY | GLOSSARY OF TERMS | MIS GUIDELINES

Cross-Cutting UNEG Documents: ETHICAL GUIDELINES FOR EVALUATION | GUIDANCE FOR INTEGRATING HUMAN RIGHTS AND GENDER EQUALITY | DISABILITY INCLUSION

1. Introduction

The DEQAS Process Guide is intended for WFP staff managing decentralized evaluations (DEs). As the majority of DEs are commissioned by Country Offices (COs), this guide has been developed for this context. With minor adaptations it can also be used by Regional Bureaux (RBx) and headquarters divisions/units commissioning DEs. The guide should also be used by Regional Evaluation Units when guiding CO Evaluation Managers, as well as Chairs of Evaluation Committees and evaluation teams.

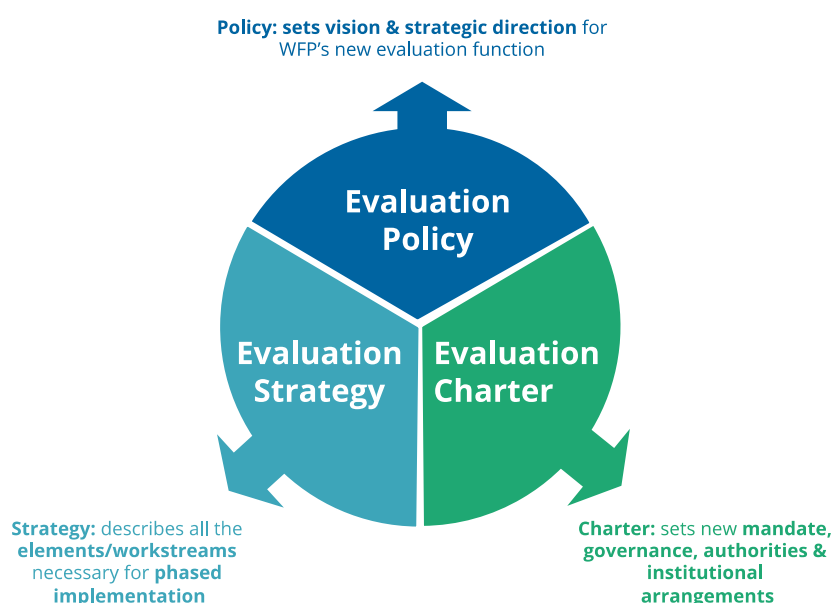
The guide is structured around the six phases of an evaluation process, from the planning phase through to the dissemination and follow-up phase. The guide sets out the specific steps of each phase with links to relevant materials.

1.1. BACKGROUND

WFP's evaluation function is framed by three foundational pillars (see Figure 1):

- The Evaluation Policy, approved by the Executive Board, sets the vision, strategic direction and model for WFP's evaluation function – to embed evaluation as an integral part of all WFP's work and thereby help strengthen the organization's contribution to ending global hunger and achieve the Agenda 2030 Sustainable Development Goals (SDGs).
- The Evaluation Charter, issued by the Executive Director, confirms the mandate and governance of the evaluation function, and establishes the necessary staff authorities, roles and institutional arrangements to operationalize the policy.
- The Corporate Evaluation Strategy, endorsed by the Executive Management Group, sets out a phased implementation plan, comprising all the elements and activities required for building a combined centralized and demand-led decentralized evaluation function that meets UN evaluation norms and standards, and achieves the vision set out in the Evaluation Policy.

Figure 1: Framing documents – WFP evaluation function



These three documents clearly outline WFP's commitment to a demand-led DE function, complementing a centralized evaluation function in line with the organization's commitment to enhancing evidence and accountability for results. All Country Strategic Plans (CSPs) are expected to be subject to at least one DE. Regional evaluation strategies and regional evaluation plans are updated on a yearly basis and set out evaluation priorities for each region. In addition, the Office of Evaluation (OEV) commissions policy, strategic, CSP, corporate emergency response and impact evaluations.

To ensure their independence, all WFP evaluations, whether centralized or decentralized, are conducted by independent consultants. While some organizations refer to the term "self-evaluations" or "internal evaluations" when they are conducted by their own staff, WFP refers to these exercises as "reviews" and does not consider them evaluations.

The evaluation principles of independence, impartiality, credibility and utility underpin WFP's evaluation framing documents.

Table 1: International evaluation principles

Independence and impartiality	As stated in the UNEG Ethical Guidelines, "independence and impartiality prevent bias and are therefore both essential for the credibility of an evaluation. The main difference between the two is that independence relates to external pressure or influence on those who organize or do evaluations, while impartiality is an attitude towards the evaluated subject. In other words, independence means that the evaluator should be able to work freely and without outside interference, while impartiality means that the evaluator should not be biased with respect to what is being evaluated." This implies that the evaluators must not have been (or expect to be in the near future) directly responsible for the policy setting, design or management of the evaluation subject.
Credibility	Credibility is the extent to which evaluation findings and conclusions are fair, impartial and complete. Credibility is determined by the independence, impartiality, transparency, methodological appropriateness and rigour applied in evaluations
Utility	Utility is the extent to which evaluations are useful to decision makers and stakeholders, informing policies, strategies and programmes, and in meeting accountability requirements. WFP is committed to enhancing utility by planning and conducting evaluations with a clear intent to use their results; undertaking evaluations in a timely manner to inform decision making processes; and ensuring the accessibility of evaluation results by making reports publicly available.

The implications of these principles across all stages of the evaluation process are further detailed in the [Technical Note on Principles, Norms and Standards](#). See also Step 1.4: Clarify provisions for impartiality

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_3184

