

WHH Meta Evaluation

Final Report



February 2023

Contents

Purpose, objectives, scope

Meta Evaluation methodology

Quality of evaluation products and process

Quality drivers

Good practices

Conclusion & Recommendations

Purpose
objectives and
scope

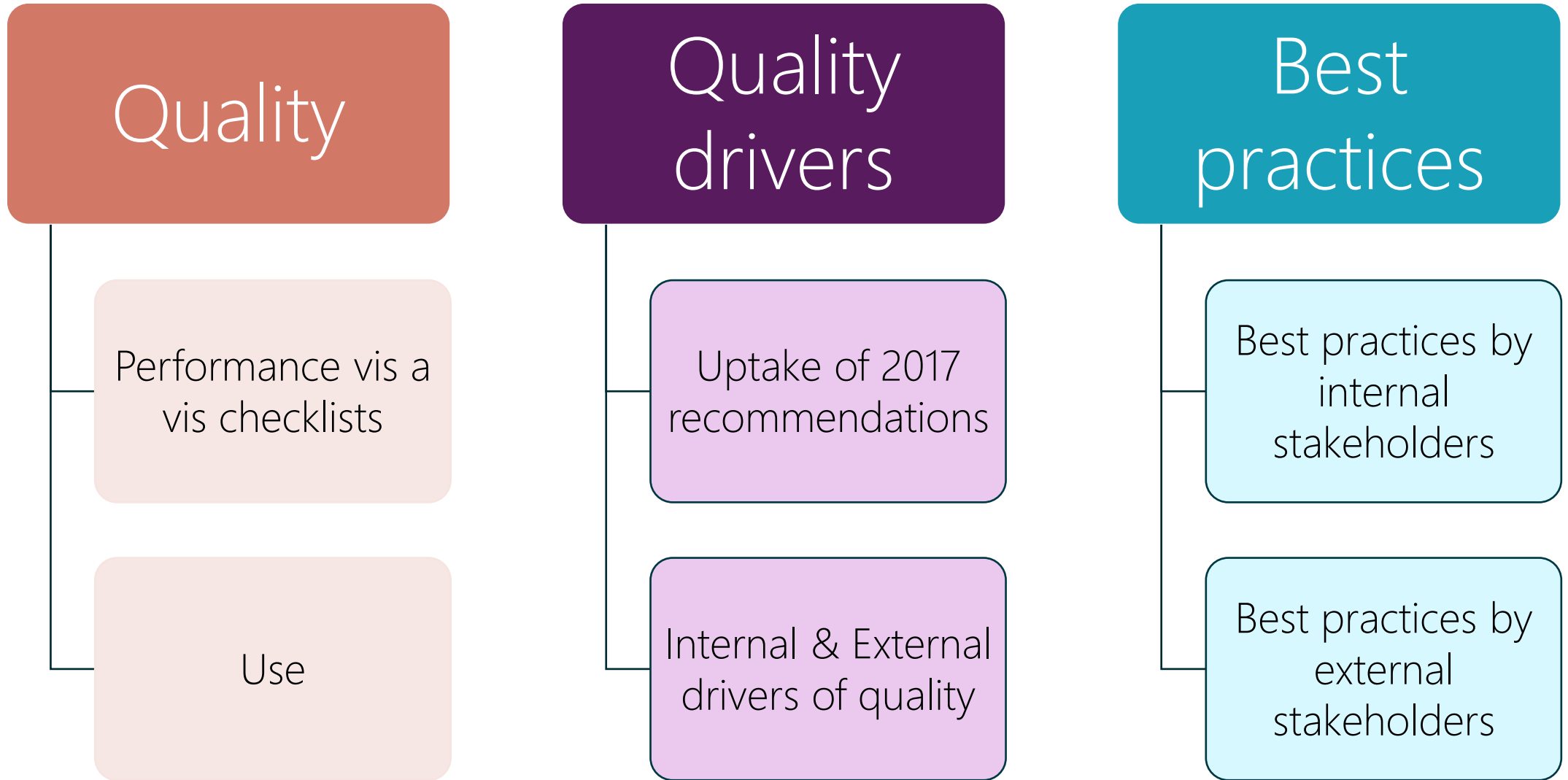
Overall objective: improve WHH's overall evaluation system, including standards, instruments and good practices.

Specific Objectives

- 1 Report on the quality of the evaluation of WHH: ToR, inception & evaluation reports;
- 2 Identify key drivers of quality or lack thereof of evaluation and evaluative processes, especially in light of 2017 recommendations;
- 3 Collect best evaluation practices across countries that can nurture the Evaluation Good Practice Wiki developed by WHH.



Temporal scope	2017 – 2022
Geographic scope	Remote evaluation Covers 3 Regional Directorates
Thematic scope	41 evaluation reports approved as of 2021
Primary audience	MEAL teams at HQ and country level
Secondary audience	WHH management and Country Directors



Methodology

Methodology Overview

Phase 1 Inception Phase

In-depth briefing
Understanding of background

Desk review
Preliminary review of project documents, reports, data sets...

Develop inception report
Methodology, evaluation matrix, timeframe, data collection tools

Review of inception report by WHH
Integration of feedback and finalisation of the IR

Finalisation of Phases 3 and 4 approaches, data collection tools and dissemination plan

Phase 2: Desk study

Quality appraisal
Evaluations, ToR, matrix

Analysis of data
Identification of methodological, sectoral, geographical strengths and weakness

Interim results presentation
Trends, SWOT

Phase 3: Deep Dive

Primary data collection
Semi structured KII
Consultation workshops

Data analysis

Draft report writing

Review draft report
Review committee provides comments and feedback

Phase 4: Dissemination

Engagement and presentation workshop

Evaluation deliverables


Inception report V2


Inception report FV
Interim result slide deck


Draft meta evaluation report


Final meta evaluation report
Dissemination products

Phase 1 – Inception

Date	Action
8th June 2022	Kick off call – capture expectations, refine objectives and share documents
20th June 2022	Inception report first draft produced – updated methodology, evaluation matrix and three quality appraisal checklists
22 nd June 2022	Inception presentation with the reference group

Phase 2 – Desk review

- 1 Contribute to **Objective 1** of the meta-evaluation
- 2 Documentation of **good practices** based on pre-defined criteria
- 3 **41 evaluation reports** and available ToRs and Inception reports reviewed against quality appraisal checklists developed by Key Aid
- 4 **Systematic review process** to minimize human error and bias

Quality appraisal checklist example

3. METHODOLOGY AND TIMELINE	
3.1	The ToR specify the methods for data collection and analysis
3.1.1	The ToR identify existing sources of information and M&E systems in place.
3.1.2	The ToR specify the overall expected methodological approach (e.g., theory-based, mixed methods, participatory)
3.1.3	The ToR describe expected data collection methods that are aligned with the methodological approach
3.1.4	The scope and methodology are appropriate to answer the evaluation questions.
3.1.5	The ToR describe the key stages of the evaluation process (incl. meetings, consultations, workshops with different groups of stakeholders, key points of interaction with a steering committee, process for verification of findings, presentation of preliminary findings, etc.)
3.1.6	The ToR specify that the evaluation will follow WHH Evaluation manual and evaluation standards

Two level review and analysis undertaken:

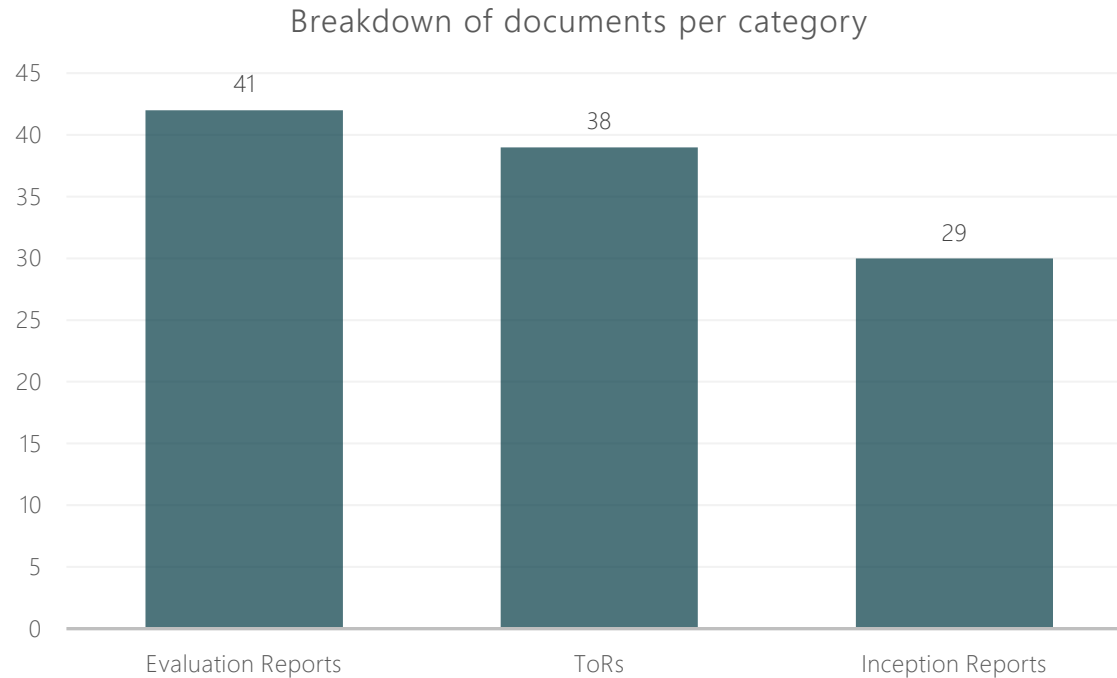
- *Level 1*: as per current WHH standards
- *Level 2*: as per WHH ambitions (denoted by additional criteria in the checklists)

Three checklists developed to screen the 41 evaluation reports during the desk review

- *binary scoring based on yes/no answers*
- *each section assigned a specific weighting*
- *2 level analysis - standard score and 'high level' score provided*

Details	Evaluation Reports checklist	ToR checklist	Inception Report checklist
Max score	Level 1: 8 Level 2: 9.55	Level 1: 6.3 Level 2: 7.3	Level 1: 5.65 Level 2: 7.7
Sections included	<ol style="list-style-type: none"> 1. Context & description 2. Purpose, objectives & scope 3. Methodology 4. Evaluation findings 5. Conclusions & recommendations 6. Overall assessment of the reports 	<ol style="list-style-type: none"> 1. Context & description 2. Purpose, objectives & scope 3. Methodology & timeline 4. Evaluation inputs & outputs 5. Overall assessment of the ToR 	<ol style="list-style-type: none"> 1. Context & description 2. Purpose, objectives & scope 3. Evaluation matrix 4. Methodology 5. Evaluation workplan, QA 6. Data collection tools 7. Overall assessment of the report

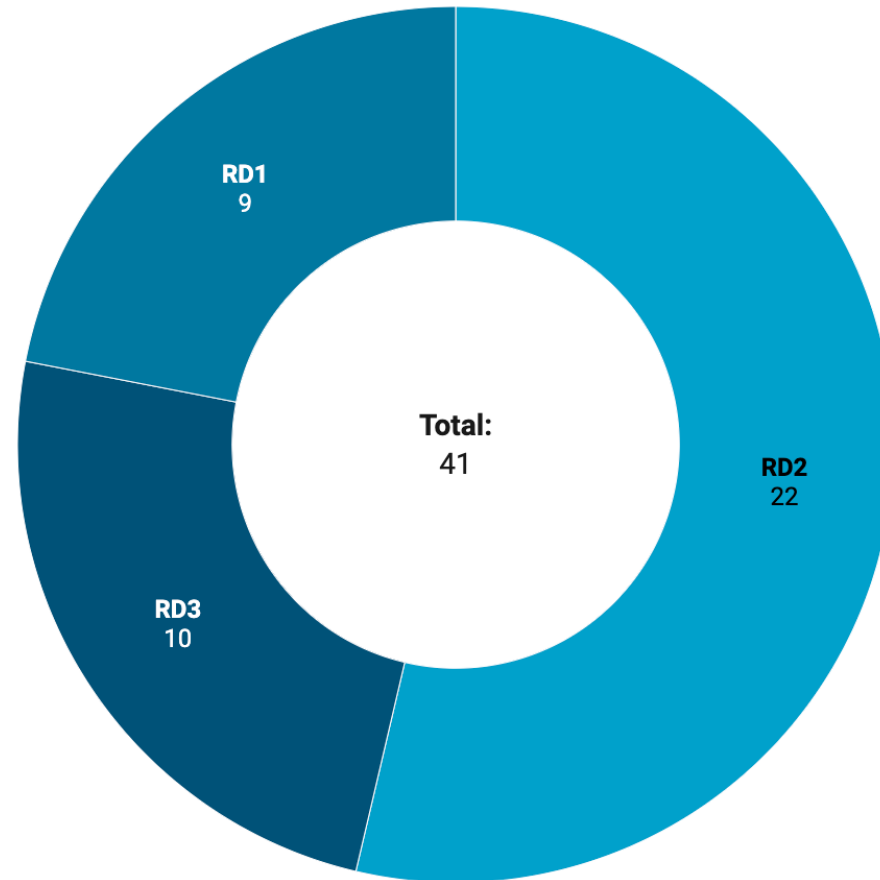
Total of 108 documents screened during the desk review



- Of the 41 final evaluation reports, 38 (93%) have a ToR
- Of the 41 final evaluation reports, 29 (71%) have both a ToR & Inception report
- 7% of reports have no ToR nor Inception report

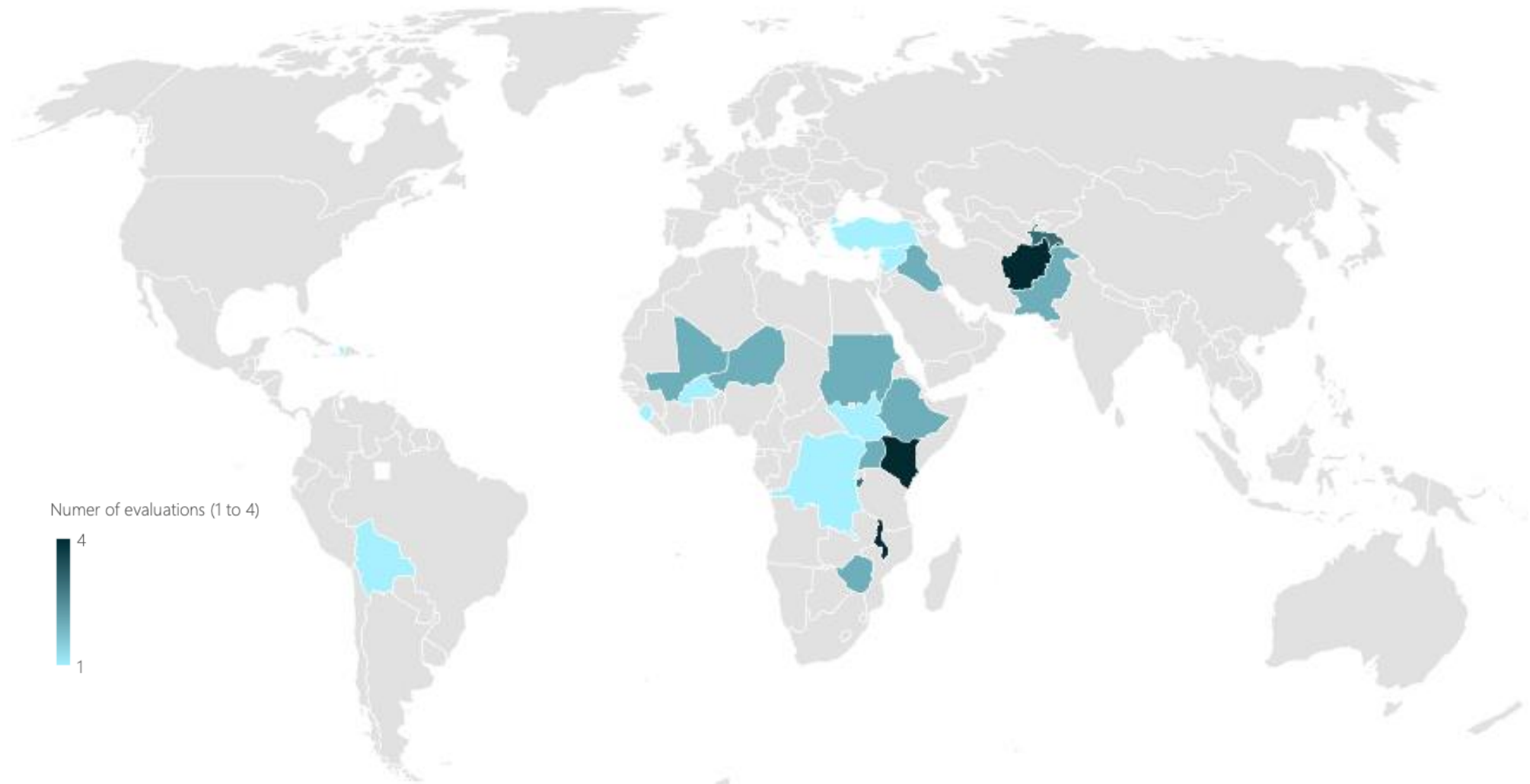
Evaluations conducted in 21 countries across the three Regional Directorates (RD)

Breakdown of evaluations per RD



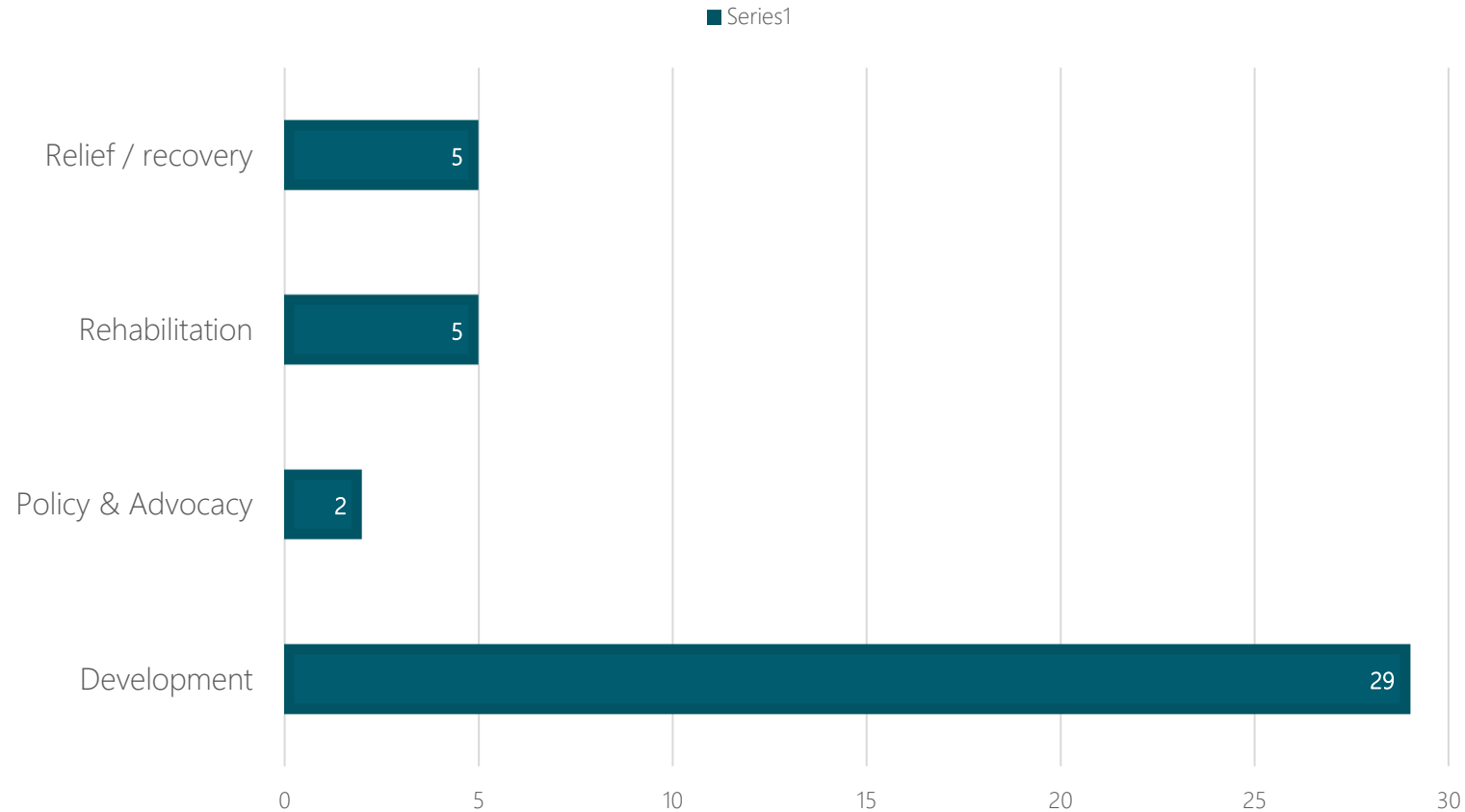
RD1: West Africa & Haiti
RD2: East Africa & MENA
RD3: Asia & South America

Breakdown of the 41 evaluations per WHH country of operation



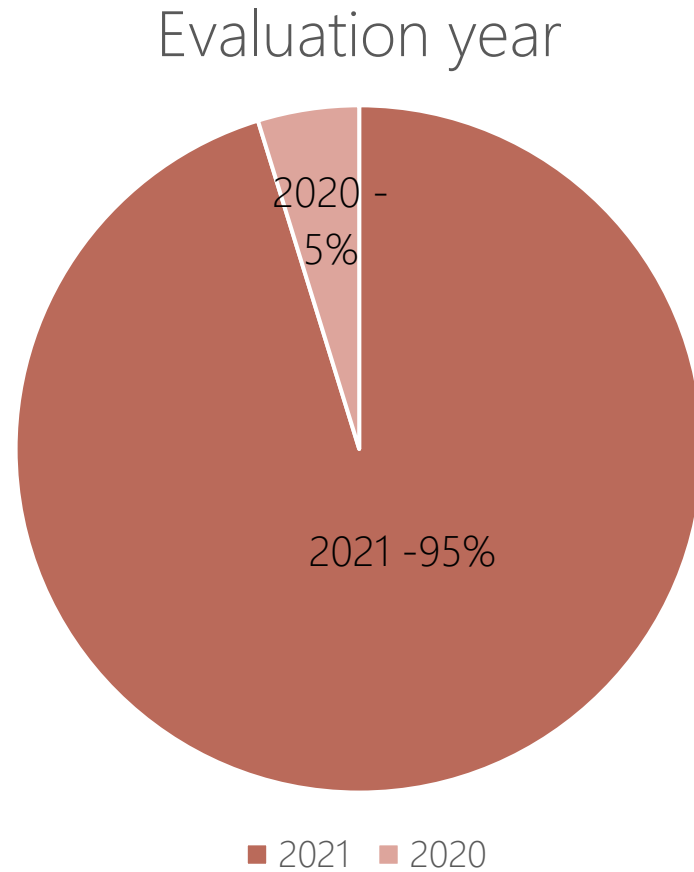
Evaluations conducted on four different project types

BREAK DOWN PER PROJECT TYPE OF THE 41 EVALUATIONS



- 4 different project types: Relief/ Recovery, Rehabilitation, Policy & Advocacy, Development.
- Majority of WHH evaluations conducted on Development projects (29).

Breakdown of evaluations per year in which they were conducted



- 100% of evaluations screened conducted in either 2020 or 2021

Disaggregation for the analysis

The data obtained during the desk review was disaggregated using the following categories to analyse the key findings of the desk review:

- ✓ Document type (ToR, Inception Report, Final report)
- ✓ Regional Directorate
- ✓ Year
- ✓ Project type – humanitarian vs development

Disaggregation not included:

- ✗ Internal vs external evaluations

Too few internal evaluations were included in the desk review documents for it to be a meaningful disaggregation.

Phase 2 SWOT Analysis

- The evaluation team presented the Phase 2 results during a two-hour interim results presentation on the 4th August 2022.
- The objective of the presentation was to present the appraised quality of evaluation outputs and to identify drivers of quality of evaluation within WHH.
- The drivers of quality were identified using a SWOT approach.
- These drivers formed the starting point of the inquiries for Phase 3.

Main SWOT question: What drives WHH evaluation quality?

1. What are the strengths and weaknesses? (internal drivers)
2. What are the opportunities and the threats? (external drivers)



Phase 3: Deep Dive

Inform objectives 2 and 3 of the meta-evaluation

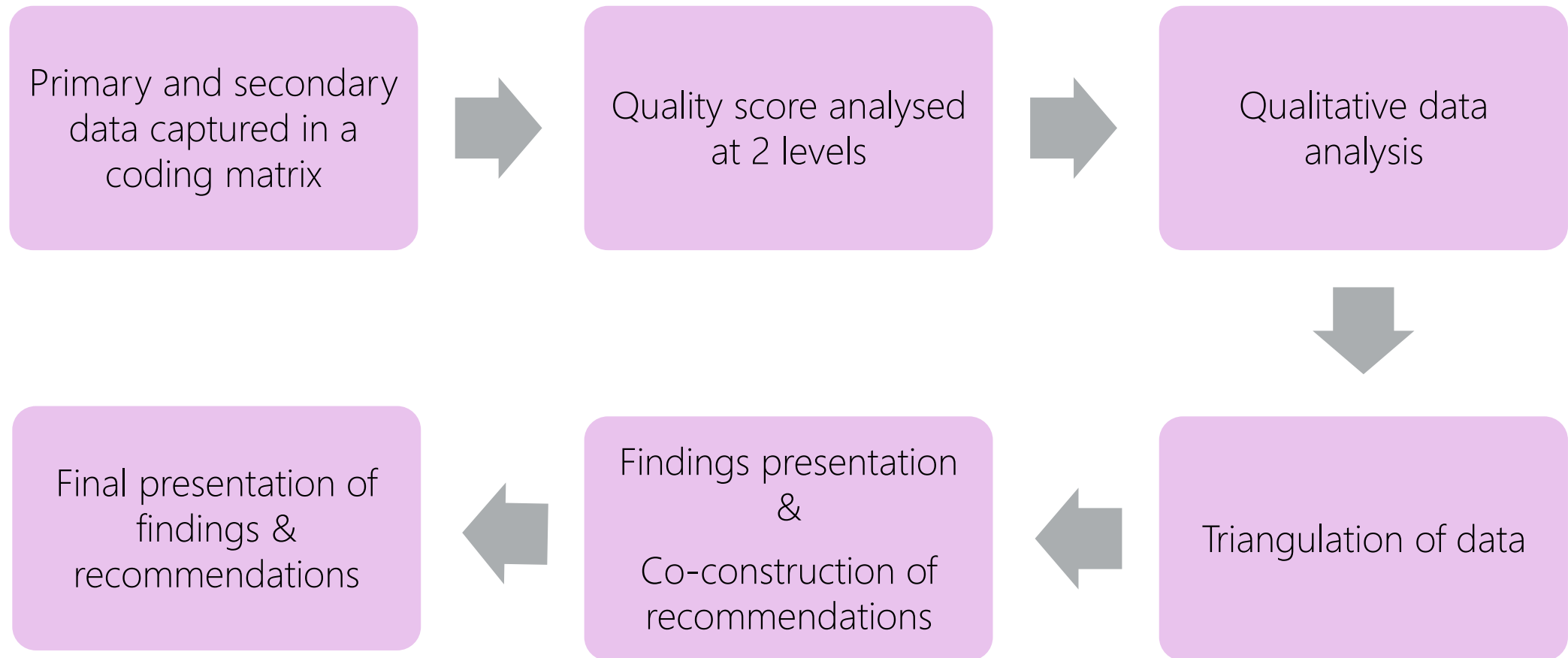
13 KIIs

- MEAL Experts
- Country Directors
- Head of Programmes
- Head of Projects

4 Digital consultation workshops

- Country Directors and Head of Programmes
- Head of Projects
- External Evaluators
- MEAL Experts

Phase 4: Analysis and dissemination



Quality of
evaluation
products and
processes

I. To what extent are WHH-commissioned evaluations of quality?

I.1 How well do WHH evaluation reports perform vis a vis the quality appraisal checklists?

QUALITY: I.1 How well do WHH evaluation reports perform vis a vis the quality appraisal checklists?

Finding 1: The average scores of 64% indicate an overall satisfactory level of evaluative products (ToR, IR and Evaluation reports).

Finding 2: The inception reports have the largest discrepancy between Level 1 and 2 scores – this is where there is the most room for progression to achieve WHH ‘quality ambition scores’

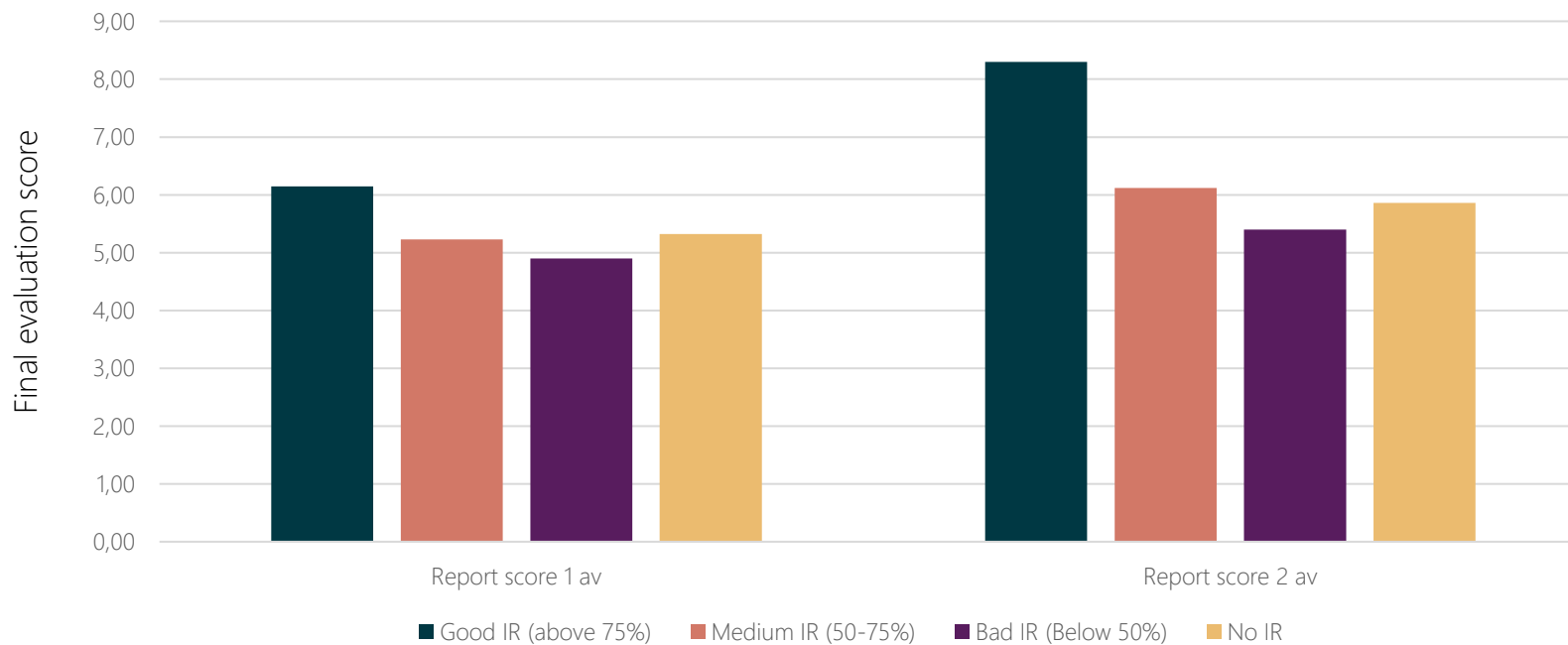
Figure 1: General trends per document type

Document type	Finding	Level 1 score as %	Level 2 score as %
ToR	Average score	65%	62%
Inception Report	Average score	70%	59%
Final Report	Average score	68%	63%

*Green cells are highest average scores
*Red cells are the lowest average scores

Finding 3: There exists a **positive correlation** between the quality of the inception report and the final evaluation report.

Figure 2: Correlation between high quality IRs (>75%) and their respective final evaluation score



Analysis

- A high-quality inception report (above 75%) leads to a higher quality final report – especially in Level 2
- The absence of an inception report is not more detrimental than a low-quality inception report (below 50%) but, on average, does not produce high quality reports

Finding 4: Regional Directorates (RD) which conducted the most evaluations achieved the highest scores. This indicates that **quality increases with experience**, possibly due to improved recruitment and/or management.

Figure 3: Proportion of reports scoring 75% or above (high score) disaggregated by RD

RD	EVALUATION REPORT		INCEPTION REPORT		TOR	
	LEVEL 1	LEVEL 2	LEVEL 1	LEVEL 2	LEVEL 1	LEVEL 2
RD1	9.09%	20.00%	10.00%	0.00%	54.55%	33.33%
RD2	63.64%	60.00%	40.00%	100.00%	27.27%	44.44%
RD3	27.27%	20.00%	50.00%	0.00%	18.18%	22.22%

Analysis

- RD2 is the highest performing region in the majority of categories. It also the region where the majority of evaluations were conducted.
- RD1 performs lowest in inception reports (3 of 9 evaluations submitted IRs)
- RD3 performs best in IR level 1 (9 of 10 evaluations submitted IRs)

Finding 5: Evaluation of relief projects seems to have scored the lowest compared to evaluations of development, rehabilitation and policy/advocacy projects.

Figure 4: General trends per project type

Project type	Document Type	Level 1 median	Level 2 median
Development	ToR	65%	66%
	Inception	71%	58%
	Final report	73%	66%
Relief	ToR	60%	58%
	Inception	67%	60%
	Final report	57%	59%
Rehabilitation	ToR	68%	66%
	Inception	66%	53%
	Final report	66%	57%
Policy/ advocacy	ToR	67%	66%
	Inception	85%	69%
	Final report	74%	75%

Analysis

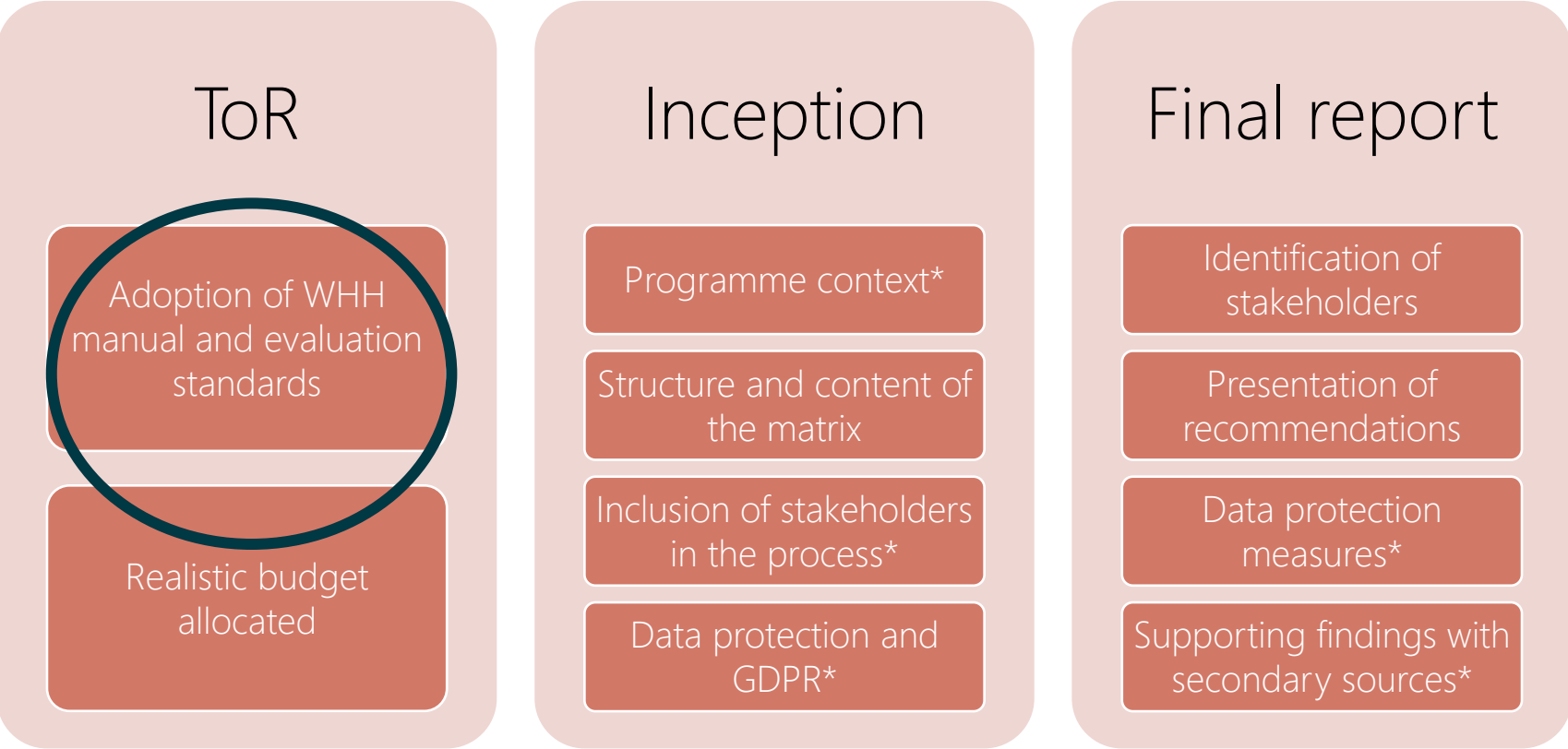
- Policy/ advocacy has the highest median for inception and final reports for both levels (also the smallest sample).
- Rehabilitation has the highest median for ToRs level 1.
- All project types scored the same on ToRs except for relief which had a significantly lower score.

*Green cells are highest median values per document type for Level 1 and Level 2 across the project types

*Red cells are the lowest median scores

Finding 6: The results indicate a limited knowledge of the WHH evaluation manual.

Criteria scoring '0' in more than 80% of documents reviewed



* Level 2 criteria

1.2 To what extent are evaluation reports used to make decisions?

Qualitative accounts on the extent to which evaluation reports are used to make decisions

1

The overall “usefulness” of conducting evaluations to improve programme quality is consistently agreed upon by consulted WHH staff with a strong belief that they are an important step of the project cycle.

2

The scope of the evaluations (e.g. assessing a given project) does not always correspond to the needs of the country (e.g. assessing the effects of a specific approach). WHH staff feel that evaluations are **too project driven as opposed to be more cross cutting/thematic.***

Qualitative accounts on the extent to which evaluation reports are used to make decisions

3

The quality of recommendations themselves are an impediment to their implementation

Phase 2 results

- The Recommendations section had the **lowest proportion of high-quality scores** (20% level 1, 17% level 2) compared to other sections
- 61% of reports score **above 50%** in the recommendations section – Level 1
- 68% of reports score **above 50%** in the recommendations section – Level 2

The key weaknesses identified in the recommendations section in Phase 2 were the following:

- ✗ Recommendations are not presented in priority order
- ✗ No timeframe for implementation
- ✗ No attribution of responsibility for the implementation of recommendations
- ✗ No description of how the recommendations can be made operational in the context of implementation

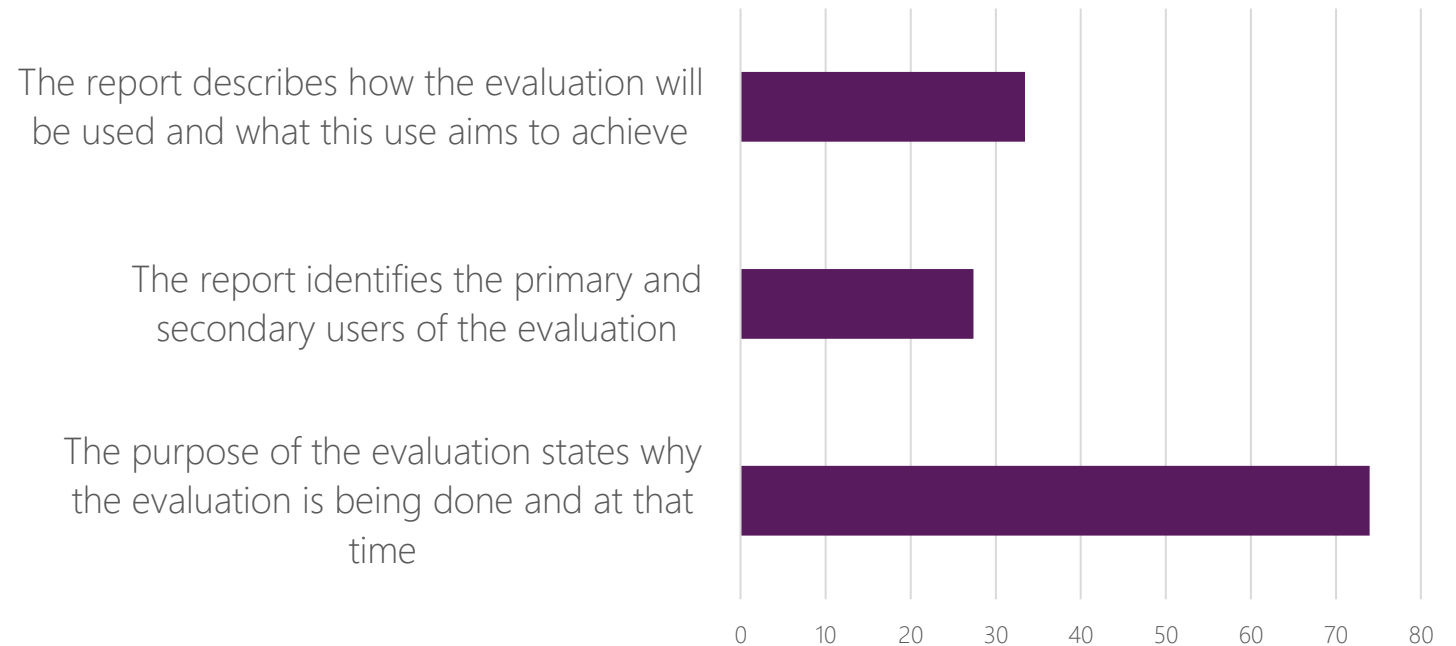
Qualitative accounts on the extent to which evaluation reports are used to make decisions

4

It is unclear what decisions WHH teams want to be able to take as a result of the evaluations, the purpose, target audience and intended use is not always clear to the evaluation team.

Results from phase 2 show that the intended use is not systematically well defined in evaluation reports.

Figure 5: % of evaluation reports scoring a 'yes' in metrics related to purpose and use of the evaluation.



Qualitative accounts on the extent to which evaluation reports are used to make decisions

5

There is room for progression with regards to how WHH uses evaluation reports for decision making

1. Assessing the extent to which evaluation reports are used to make decisions is a difficult metric to quantify, so it is mainly based on anecdotal evidence and individual perceptions.
2. The tools and processes that exist to encourage the use of recommendations are not systematically implemented such as the management response sheet.

Proportion of evaluation reports which are disseminated

1

Strong efforts are being made by COs and HO to make evaluation results accessible, 100% of evaluation reports are being disseminated overall.

2

To whom and how reports are disseminated depends on the purpose of the evaluation.

Evaluations conducted for donor accountability purposes are not disseminated as much (except to donors) and therefore used.

3

Evaluations are shared both centrally to HQ and locally to partners, government agencies, donors etc. Head Office has a single repository with all the evaluations which are accessible to all and which are shared with the global management team on a quarterly basis.

Proportion of evaluation reports which are disseminated

4

The reports are not disseminated more widely externally, beyond project stakeholders. For example, they are not shared on external libraries specialised in evaluations (e.g. ALNAP HELP Library).

5

Dissemination tactics do not encourage reports to be systematically consulted in the longer term such as during the design phase or feasibility studies of new projects.

6

Information sharing mainly occurs within individual country offices or from country office to HQ. There is limited dissemination across country offices.

Proportion of evaluation reports which are disseminated

7

Dissemination is not often discussed in the inception report and external evaluators are not systematically asked to contribute to dissemination. Some are asked to conduct learning workshops whilst others are not consulted.

8

As per commitments towards accountability to affected populations (AAP), results of an evaluation should be systematically fed back to communities. There is a clear consensus that this step should be implemented further yet this may prove challenging and resource intensive.

Proportion of evaluation reports which are disseminated

9

Several effective strategies have been implemented in COs to promote the sharing of evaluation reports and results, showcasing a strong internal dedication to dissemination among WHH staff.*



Translation of the **executive summary** into local languages to facilitate dissemination amongst partners and local government



Illustrating the **executive summary** and recommendations to convey sensitive material and complex project information.



Dissemination **workshops** were recorded as a preferred method to share learnings (the effectiveness is unknown)

Quality Drivers

II. What are the main internal and external drivers of quality of the WHH commissioned evaluation reports and evaluation process?

II.1 To what extent have the 2017 meta-evaluation recommendations been actioned?

Proportion of the recommendations that have been implemented

2017 Evaluation Recommendation	Status	Comment
1: MEAL advisors to implement capacity building of the MEAL focal points on evaluation management.	Partially done	There is a MEAL induction and limited systematic, pro-active capacity building. ECB* takes place mostly on a needs-based basis.
2: MEAL advisors to play a greater role in the quality assurance (QA) of evaluation management processes.	Done	MEAL advisors support evaluation quality through ECB and advisory services. There exists a monitoring system documenting adherence to evaluation standards.
3: The MEAL evaluation advisors should assume the responsibility for the coordination of the establishment of processes and mechanisms to generate strategic findings and recommendations from DE and strategic evaluations and to communicate findings of strategic interest within HO.	ongoing	The Global Learning Report 2020 and 2021 were put in place. The institutionalisation of impact evaluations is ongoing to ensure the provision of evidence on impactful and scalable interventions.

Proportion of the recommendations that have been implemented

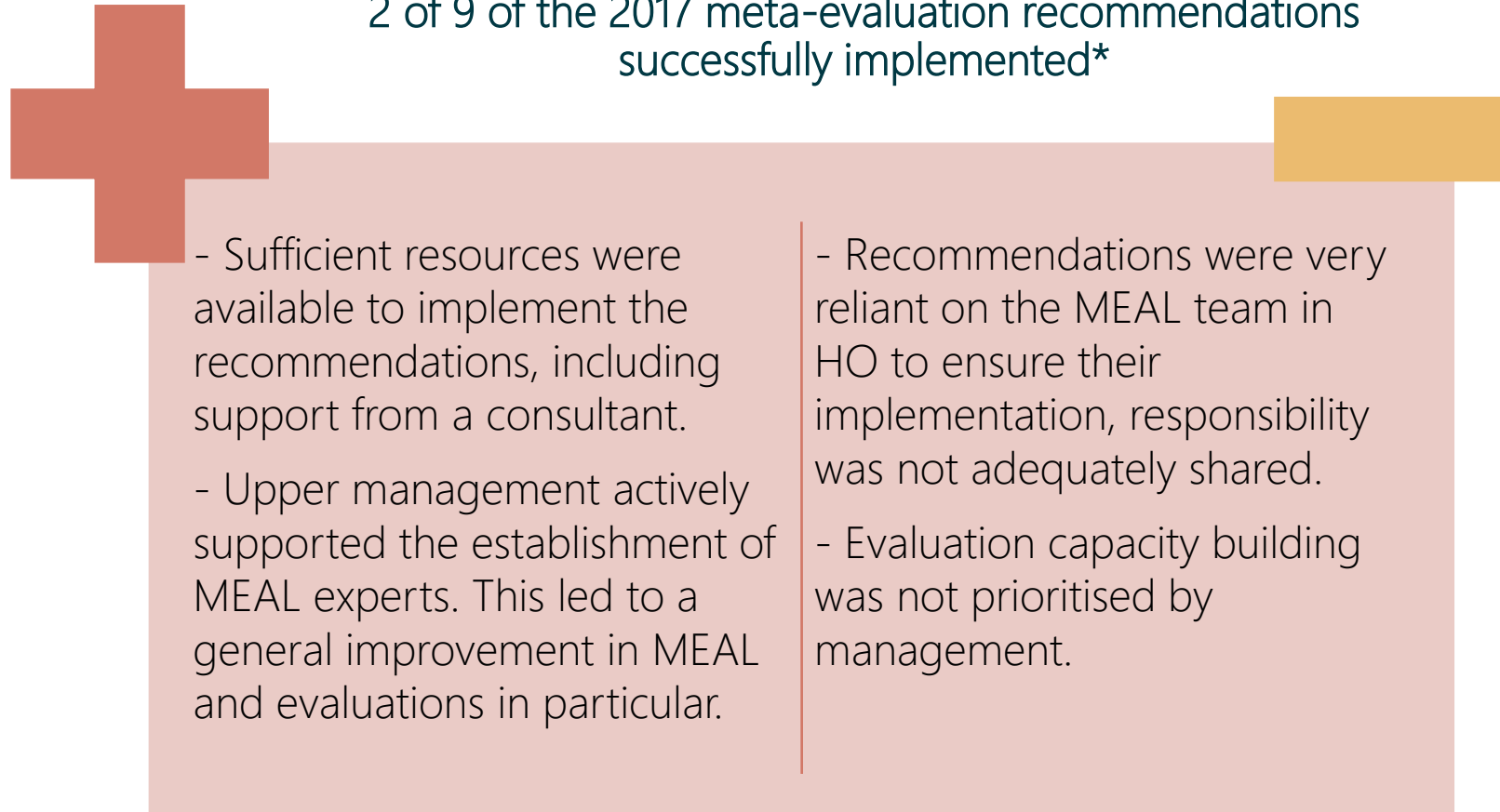
2017 Evaluation Recommendation	Status	Comment
4: MEAL advisors reduce the number of evaluations to free resources until recommendations 1-3 have been consolidated.	ongoing	With a future full-time equivalent looking into project evaluations more resources are available to consolidate quality project evaluation (management).
5: Introduce a MEAL focal point in all countries.	Done	MEAL focal points are referred to as MEAL experts. The position exists in all COs.
6: CD / CO to strengthen the use of evaluations at country level and improve the evaluation management processes.	Unknown	The status is unknown but by examining the adherence to using the management response it can be deduced that there exists room for improvement.

Proportion of the recommendations that have been implemented

2017 Recommendation	Status	Comment
7: Sector advisors to play a more proactive role in the evaluation process (ToR, design and results dissemination).	Not done	Ongoing questioning of the role of technical team advisors in project evaluations. This recommendation is no longer as realistic or pertinent within WHH's current context. Some selected evaluations might be of interest for advisors, but this should not be generalized.
8: Programme Directors should communicate mandatory requirements and standards on evaluations to RD and CD and demand for feedback on compliance.	Partially done	Manual developed and communicated as standard by head of SEC, but compliance/ further roll out (for ex. to partner organisations) needs to be revisited. RD/CD not always involved in feedback/ compliance on evaluation standards.
9: MEAL framework to be approved by the board with resources allocated for its implementation, to decentralise MEAL responsibilities.	Not done	MEAL framework has not been approved and is no longer relevant.

Proportion of the recommendations that have been implemented

2 of 9 of the 2017 meta-evaluation recommendations successfully implemented*



Qualitative account of the effect of these recommendations on the quality of the evaluations

As per a key informant interview, the effects of these recommendations had a mixed impact on the quality of evaluations as substantial parts such as systematic ECB* were not implemented.

The meta-evaluation occurred when the decentralisation of COs from HQ was ongoing. As evaluation responsibilities were shifting to the region, the recommendations were focused on aligning standards and expectations.

Recommendation 3: The MELA evaluation advisors should take the lead in the coordination of the establishment of processes and mechanisms to generate strategic findings and recommendations from DE and strategic evaluations and to communicate findings of strategic interest within HO (to MELA evaluation advisors, priority level 2).

This would include the following key activities:

- Facilitate a discussion on feasible mechanisms/processes to generate strategic findings and recommendations from DE and to communicate findings of strategic interest within HO (until March 2018)
- Test agreed mechanisms/processes and revise based on results (April to December 2018)
- Establish and consolidate processes for generating strategic findings and recommendations from DE and for communications the findings within HO

During the meta-evaluation interviews, stakeholders already provided a number of ideas. For example, it became quite clear that specific strategic questions are needed, so the management level needs to clarify their 'Erkenntnisinteresse' (strategic information needs). MELA evaluation advisors could facilitate this process, or strategic questions could be derived from WHH strategic objectives. Similar to the 'annual evaluation theme' that was used for CE in the past and that provided specific evaluation questions on a topic of strategic interest to WHH which had to be covered by each CE conducted in a certain year, strategic questions could be formulated and introduced as mandatory evaluation questions for all project evaluations for a certain year.

Similarly, sector advisors could formulate a few strategic questions for their sector and – after receiving the annual evaluation plans from the CO – MELA evaluation advisors could link sector advisors with sector projects to encourage the inclusion of the sector advisors with their specific questions into the evaluation process.

For communicating DE results of strategic interest within HO, different formats could be tested, from providing lists of planned/conducted evaluations with minimum information on the sectors covered to providing three-page summaries on DE.

Recommendation 4: To free resources for the key activities under recommendations 1–3, the MELA evaluation advisors should seek to reduce the number of strategic evaluations and CE to a minimum until the above-mentioned processes have been consolidated (to MELA evaluation advisors, priority level 3, January 2018 – December 2019).

Example of recommendations provided in the 2017 meta-evaluation

Qualitative account of the effect of these recommendations on the quality of the evaluations



Feedback on the role of MEAL advisors

1. KIs agree that having a MEAL officer in country has been beneficial to align M&E related tasks and processes.
2. Division of labour between MEAL and programmes is generally well defined. In some cases clarification on roles is needed (who is commissioner, manager etc).
3. In some countries M&E is under-budgeted (particularly in East Africa). The salaries are not competitive enough making it challenging to fill the position and retain staff, despite it being an essential position.

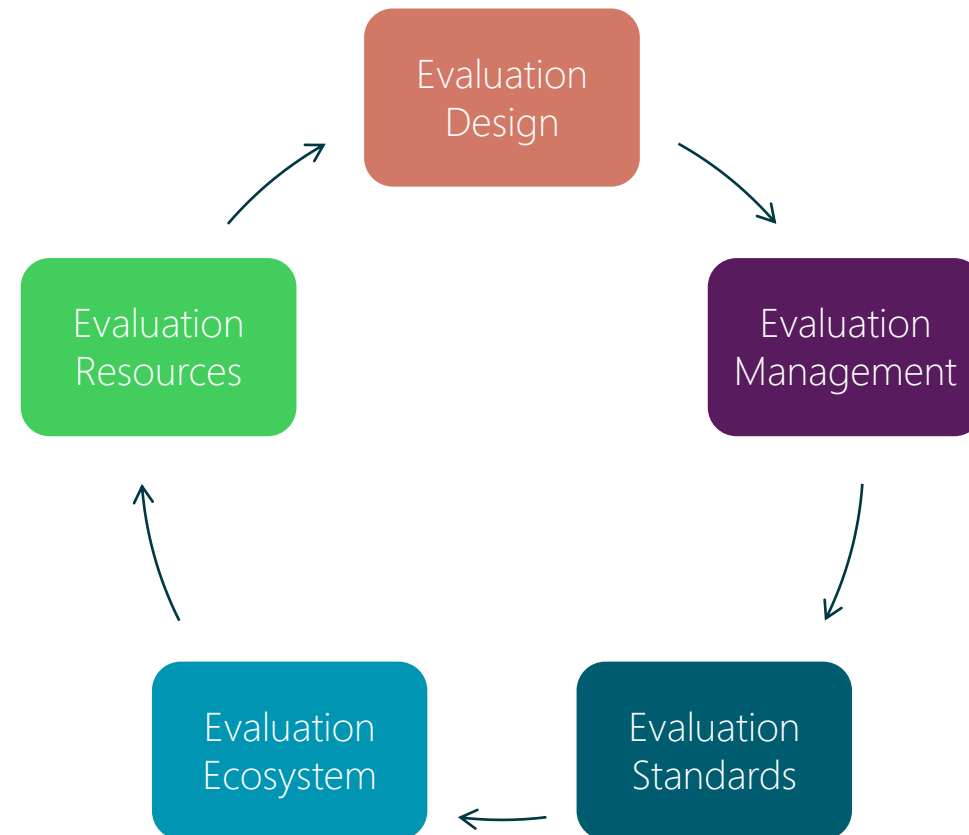
"Improved communication between programmes and MEAL makes it easier to know what to communicate to consultants"

KII, Kenya

II.2 internal and external drivers to the quality of WHH evaluation reports and processes

Qualitative account of the internal and external quality drivers of evaluation reports and processes

The following slides highlight the key internal and external drivers or blockers of quality identified during the SWOT analysis workshop, digital consultation workshops and Key Informant Interviews. The key findings have been divided across five evaluation phases:



EVALUATION DESIGN

Key Finding: Participatory design and more focus on the evaluation matrix are needed to maximise the utility of the evaluation.



1. **Evaluation matrix are of limited quality*** and not used to their full potential to frame evaluation questions and identify how judgement will be made



2. **Timing** of the evaluation is not always aligned to the intended use (too late or too early to base decisions on)



3. **Project teams are not sufficiently involved in the ToR** design and in the identification of what decisions need to be made based on the evaluation results

EVALUATION MANAGEMENT

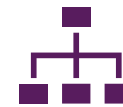
Key Finding: There is a general consensus on recruiting nationally when possible, but challenges exist in finding the right consultants with both sectoral and contextual knowledge, balancing domestic and international exposure.



1. The recruitment process is not user-friendly and hampers breadth of consultant selection. Open-workshops on E-tendering have been helpful.



2. Consultants do not always have the correct competencies, leading to a significant amount of time spent on reviewing reports with poor quality.



3. Consultant management by the MEAL team is considered effective to maintain objectivity and centralise inputs from the project team.

EVALUATION STANDARDS

Key Finding: Concerns have been raised about data protection and validity. MEAL experts regularly consult the evaluation manual, but it is not sufficiently disseminated to all staff, project teams and external consultants.



1. The evaluation manual is considered **comprehensive and useful by its users**. The file is too large to share easily and different roles are not clearly defined (e.g. commissioner vs manager).



2. The **reliability of secondary data** provided by the team is not systematically challenged and evaluation findings tend to state what is known rather than producing new information.



3. Staff acknowledge the complexity of **GDPR guidelines**, clear guidance for staff and third parties is key to ensure adherence

EVALUATION ECOSYSTEM

Key Finding: HQ disseminates a positive evaluation culture, with an 'open door' approach which is key to subsequently engaging country teams in the process.



1. HQ support is available on a needs basis and staff feel that it is helpful, particularly on multi-country evaluations.



2. There exists good coordination between MEAL and project teams but there is a lack of clarity on some key roles such as reviewing the first draft or consultant management.



3. Project teams can misinterpret the purpose of an evaluation as being to judge their work thus limiting their engagement in the evaluation process.

EVALUATION RESOURCES

Key Finding: Availability of adequate resource needs vary depending on the purpose and type of evaluation being conducted, the country and the quality that is expected (donor dependent).



1. The time allocated is generally **viewed as sufficient** (in terms of number of days), but delays are frequent, particularly due to slow recruitment processes.



2. **Inaccurate budgets** (e.g. not considering inflation), affect the ability to recruit strong consultants and collect quality data



3. The team, including enumerators, feel that they lack some skill sets to effectively contribute to an evaluation.

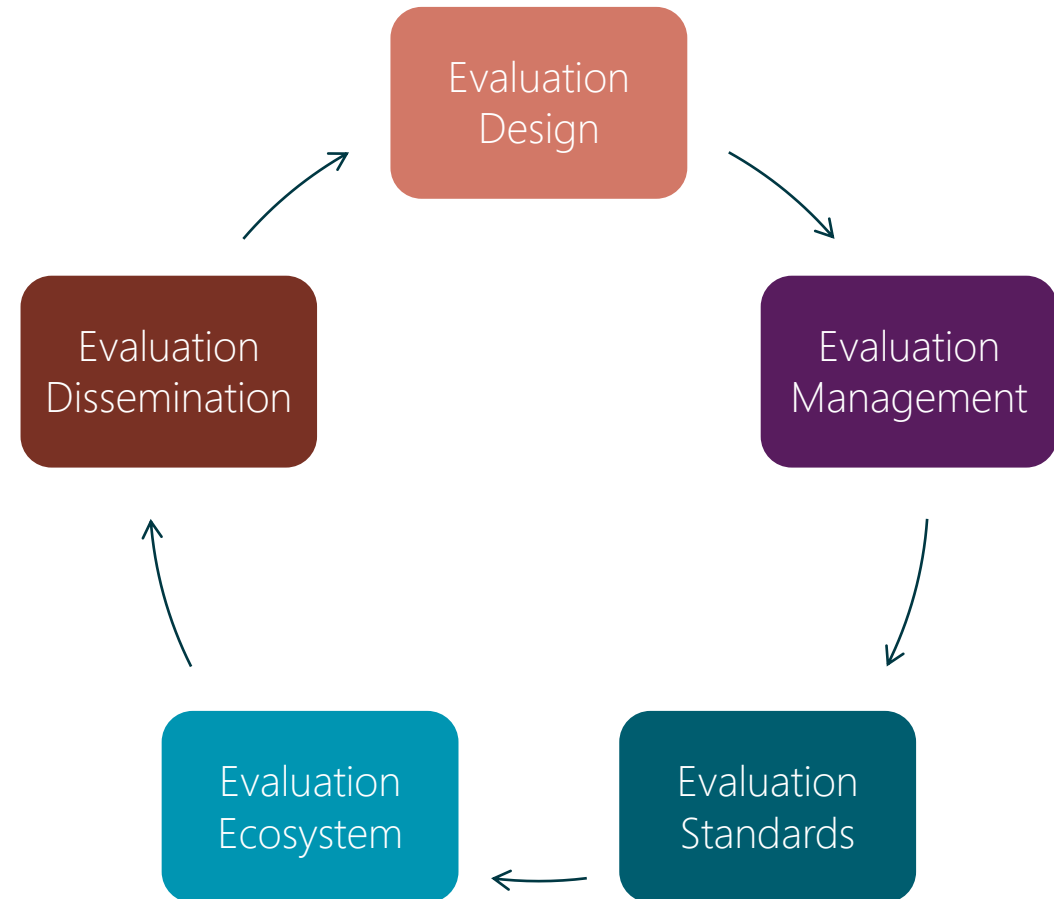
Good Practices

III. What are the Good Practices that have been tested within WHH and should be encouraged further?

Qualitative account of good evaluation management practices implemented by WHH staff or by external evaluators when undertaking WHH evaluations that should be encouraged further

The following slides highlight Good Practices identified during the SWOT analysis workshop, digital consultation workshops and KIIs. The Good Practices have been divided across five evaluation phases.

Complete Good Practice templates submitted by COs can be found in [Annexe 6](#).



EVALUATION DESIGN

Title	Country	Description	Type
* Specification of tools/ methods for data collection	Haiti	During the briefing session, the data collection tools/methods outlined in the evaluators' technical proposal are clarified. Particular emphasis is placed on qualitative data collection through FGDs.	Internal
Improving the evaluation design	Global	Evaluators with a strong sectoral / technical expertise draw upon their own knowledge and experience to improve the methodology rather than relying strictly on the guidelines outlined in the ToR. Including external evaluators in the design process and drawing upon their knowledge, builds the capacity of the staff and improves future ToRs.	External
Alternative evaluation approach: Peer Review	India	A peer review was conducted four years ago in India, which was cost-effective and focused on the the learning aspect of an evaluation rather than the assessment aspect. The individuals conducting the peer review are the most critical, as they also understand the realities of the project.	Internal

EVALUATION MANAGEMENT

Title	Country	Description	Type
* Briefing session with evaluators to prepare for the inception report	Haiti	A meeting is organised between the evaluation manager and the evaluators prior to starting the evaluation. This is an opportunity to clarify the ToRs, expectations, logistics etc. Following this meeting, the evaluators are able to prepare an inception report.	External
Tender analysis form	Kenya	A tender analysis form was devised which provides guidance on how consultant proposals will be assessed. The form, which gives 40% weighting to the financial proposal and 60% to the technical proposal, is attached to the ToRs. This has improved the quality of proposals received by consultants by providing clear criteria of what is expected in the proposal and experience/ skills required.	Internal
* Electronic signature	Sierra Leone	Training was conducted by the country logistic manager on how to create an account on DocuSign. This training was conducted on line in mid-October 2022 for all local staff in Sierra Leone. Partners were gradually introduced to documents which could be reviewed and signed off electronically, reducing carbon emissions.	Internal

EVALUATION STANDARDS

Title	Country	Description	Type
* Institutionalisation of standard evaluation processes for the country programme.	Zimbabwe	<p>Processes and guidelines for achieving standards were defined and institutionalized to improve overall performance of evaluations. These include:</p> <ul style="list-style-type: none"> • Clarifying the evaluation process and roles for COs and project teams. • Defining tasks, deliverables, timelines, and budget in the ToR • Approval of Inception Reports. • Conducting reviews of evaluation report stages. • Finalizing and sharing documents including inception and evaluation reports, data syntax, evaluation matrix, and management response matrix. • Obtaining signatures and sharing reports with the CO MEAL Expert and Head of Programmes. • Uploading final documents on ProMIS. 	Internal

III.1. Good Practices that have been tested within WHH and should be encouraged further

EVALUATION ECOSYSTEM

Title	Country	Description	Type
* Communication within the team	Haiti	Months before the evaluation is scheduled to occur, the evaluation commissioner and evaluation manager discuss the feasibility context, budget and purpose of the evaluation as well as team requirements. The MEAL expert collaborates with the MEAL officer of the corresponding project officer, to obtain inputs on the ToR. The MEAL expert shares the ToR with all identified evaluation users for feedback and suggestions.	Internal
Recruitment of enumerators	Kenya	WHH is responsible for providing local enumerators, rather than relying on consultants who recruit them from the capital. This practice has been beneficial in enhancing the relationship with the local administration.	Internal
Consultants build the capacity of WHH teams	Sudan	External consultants involve and instruct the project and MEAL teams on improved evaluation management practices (this applies more often to consultants with significant experience).	External

EVALUATION DISSEMINATION

Title	Country	Description	Type
Coordinating the implementation of recommendations with a management response sheet.	Haiti	Upon receipt of the final evaluation report, the project team involved in the evaluation composes a management response sheet. The MEAL officer subsequently monitors the implementation of each recommendation within the specified timeframe and with the PoC. This practice enables the MEAL team to confirm that recommendations are acknowledged by the addressees of the evaluation and implemented in ongoing or future projects.	Internal
*Dissemination techniques	Cambodia	The executive summary was translated into national languages and a designer illustrated the executive summary and the recommendations. These graphic summaries are referred to frequently because of sensitivities/confidentiality around the content of the final report and they effectively convey complex project information. This practice has increased the uptake and use of evaluations for decision making.	Internal

Conclusions

I. Quality

1. There is a strong culture of conducting evaluations amongst WHH which is valued at both HO and CO level and evaluation reports are of satisfactory level overall.
2. No significant discrepancy between Level 1 and Level 2 scores suggesting that the **quality is close to reaching WHH expected standards.**
3. There exists a **correlation between the quality of the inception report and the final evaluation report.** The largest discrepancy between Level 1 and 2 scores is found in inception reports, indicating a need to strengthen this aspect of the evaluation process.
4. The **uptake of the 2017 recommendations was low** and their effect had a mixed impact on the quality of evaluations.
5. The **usefulness of evaluations is consistently agreed upon**, but there is room for improvement in the extent to which evaluation reports are used to make decisions.
6. **Evaluation reports are shared centrally and locally**, but not on external libraries specialised in evaluations, and there is a lack of involvement of external evaluators in thinking on dissemination.

II. Quality Drivers



7. Key drivers of evaluation quality include the MEAL Expert's or Officer's engagement in external consultant management, the availability of a comprehensive and well-developed evaluation manual, the ability to effectively collaborate with both national and international consultants, and the provision of support by HO.



8. Key blockers of evaluation quality include lack of resources, concerns related to data protection and quality assurance, evaluation designs that are not adequately aligned with the project, evaluation questions that are not relevant to the project team, complex and prolonged consultant recruitment processes, and unmet expectations related to consultant management.

III. Good Practices

9. Reported Good Practices are process rather than context specific, making the majority **applicable to share across COs**.
10. The existing implementation of Good Practices showcase **a strong internal dedication to dissemination** among WHH staff.
11. A number of staff reported Good Practices which they would like to see included in the WHH evaluation practice. Although they are not actively in place, it shows that **conversations are happening in the right direction**.

Recommendations

I. EVALUATION DESIGN

Finding	Recommendations	Priority	PoC
Weak inception reports relative to the quality of evaluation reports and ToRs	<ol style="list-style-type: none"> 1. Strengthen the inception report process by improving the evaluation matrix, workplan, and quality assurance sections. 2. Tailor evaluation questions to be highly relevant to the team and the specific project being evaluated. 3. Systematically incorporate resources to develop IRs to improve the quality of final reports, given the correlation between the two. 		MEAL Experts, Head of Projects
Evaluations of relief projects score the lowest	<ol style="list-style-type: none"> 4. Invest more time and resources in the quality of relief work evaluations, ensuring that they are well incorporated into the project planning. 5. Adapt evaluation questions and methods for relief programmes to align with tighter project timeframes. 		COs (management)
Approach: Increase the value for money & learning across COs	<ol style="list-style-type: none"> 6. Encourage coordinated baseline/endline studies to save costs and promote horizontal learning. 7. Include common variables (i.e. evaluation questions) in evaluations across multiple countries in a programme. 8. Evaluate approaches rather than individual projects when feasible, and if possible across countries. 		RDs, COs

II. EVALUATION MANAGEMENT

Finding	Recommendations	Priority	PoC
Few responses to proposal requests due to a complicated E-tender process	<ol style="list-style-type: none"> 1. Publish advertisements widely on platforms such as Reliefweb, ALNAP Job section, Pelican, etc. 2. Invite consultants to apply directly (i.e via email). 3. Hold open workshops for consultants on the application process. 		MEAL Experts, Internal services (e.g. logistics & HR)
The same consultants are repeatedly hired despite producing poor quality work	<ol style="list-style-type: none"> 4. Involve more people in the recruitment to avoid bias (e.g. have a panel). 5. Consider implementing internal evaluations more frequently and engaging HQ experts as evaluators when applicable, when resources allow. 6. Maintain a regional roster of evaluators (consultant pool) with details of proficient consultants and their experience and update it regularly. 		MEAL Experts, Meal team HO, Internal services (e.g. logistics & HR)
Consultants do not have the required competencies	<ol style="list-style-type: none"> 7. Set clear parameters for competencies and experience expected of the evaluators and a system to grade consultants to boost accountability. 8. Ensure consultants have a combination of evaluation knowledge and subject matter expertise. 		MEAL Experts, Head of Programmes, Head of Projects

III. EVALUATION ECOSYSTEM

Finding	Recommendations	Priority	PoC
<p>Coordination between MEAL and Project teams can be improved and increase the engagement of project teams in the evaluation process</p>	<ol style="list-style-type: none"> 1. Systematically introduce evaluation teams to the project team. 2. Conduct systematic debriefs at the end of each evaluation. 3. Recruit consultants who involve the team and are culturally aware. 4. Brief the project team on the wider purpose of the evaluation and how the results will be applicable to them in a non-judgmental way. 5. Involve all team members in the development of data collection tools. 	<p style="background-color: red; color: white; text-align: center;">High</p>	<p>MEAL Experts, Head of Projects</p>

IV. EVALUATION STANDARDS

Finding	Recommendations	Priority	PoC
The Evaluation Manual is not systematically referred to across WHH and amongst external evaluators	<ol style="list-style-type: none"> 1. Ensure the evaluation manual is made available to all participants, including external consultants. 2. Develop a summarised version of the manual which can be shared externally with greater ease. 3. Utilise the evaluation manual to clarify roles and promote coordination. 		MEAL HO
Lack of Data Protection knowledge amongst the team	<ol style="list-style-type: none"> 4. Provide data protection refresher trainings to staff, enumerators and consultants specific to the context of the evaluation. 5. Develop a short referral guide on Data Protection. 		Country Directors, Head of Programmes
Incorporate Data Quality Assurance mechanisms into the evaluation process	<ol style="list-style-type: none"> 6. Designate a Quality Assurance focal point.* 		MEAL Experts

V. EVALUATION RESOURCING

Finding	Recommendations	Priority	PoC
Inaccurate budget allocations depending on the scope and target beneficiaries of evaluations	<ol style="list-style-type: none"> 1. Include contingency budget lines to account for inflation. In a contract between WHH and a donor have a line specifying for 5% inflation and that WHH has the right to re-negotiate the budget. 2. Allocate a fixed minimum percentage of the project budget to MEAL. 3. Involve MEAL experts in budgeting allocation. 		Head of Programmes, MEAL Country Advisors
Timely initiation of evaluations	<ol style="list-style-type: none"> 4. Schedule evaluations in collaboration with all departments involved to ensure timelines are met. 5. Improve the quality of workplans. 		Head of Projects, MEAL Experts
Team capacity	<ol style="list-style-type: none"> 6. Provide regular refresher trainings for staff involved in evaluations, including enumerators (based on a short needs assessment and points highlighted as weakest on the quality review). 		MEAL Experts

VI. EVALUATION DISSEMINATION & USE

Finding	Recommendations	Priority	PoC
Increase the use of evaluations for decision making through improved dissemination	<ol style="list-style-type: none"> 1. Circulate reports to partners before proposal design meetings to ensure findings are incorporated in proposal development and increase the engagement of partners in the evaluation design. 2. Consider utilizing video-recorded presentations to allow individuals more time to absorb the findings and participate in follow-up workshops. 3. Translate the executive summary in the national language to increase understanding by implementing partners. 4. Enhance external dissemination of evaluations through specialised platforms. 5. Involve external consultants in the dissemination process. 		MEAL Experts, MEAL Officers, Head of Programmes
Recommendations are not sufficiently implemented	<ol style="list-style-type: none"> 6. Improve the formulation of recommendations in evaluation reports by including timelines, recommendation level (e.g. project specific, global level, strategic level), responsibilities, and other details to encourage adherence and uptake. 7. Implement a strong, collective follow-up system for recommendations that is not heavily reliant on MEAL. 		MEAL Experts (CO), Country Director, Head of Programmes, Head of Projects