Executive Feedback

<table>
<thead>
<tr>
<th>Title of the evaluation</th>
<th>Communication for development: an evaluation of UNICEF’s capacity and action</th>
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<tbody>
<tr>
<td>Sequence No</td>
<td>2016/041</td>
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<tr>
<td>Region</td>
<td>WCAR</td>
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<td>Office</td>
<td>Nigeria</td>
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<td>Coverage</td>
<td>Nigeria</td>
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<td>Evaluation Type</td>
<td>Strategy</td>
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<td>Year of Report</td>
<td>2016</td>
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OVERALL RATING

- Satisfactory
  - Meets UNICEF/UNEG standards for evaluation reports and decision makers may use the evaluation with confidence

LESSONS FOR FUTURE EVALUATIONS:

SECTION A: BACKGROUND (weight 5%)

- Satisfactory
  - An effort should be made to provide more background information about the context and the intended beneficiaries. Other than that, the introductory sections does a good job of describing the intervention and the country office.

SECTION B: EVALUATION PURPOSE, OBJECTIVES AND SCOPE (weight 5%)

- Highly Satisfactory
  - This section does a good job of succinctly describing the purpose, objectives and scope of the evaluation. The evaluations are clear and realistic.

SECTION C: EVALUATION METHODOLOGY (weight 15%)

- Fair
  - Overall, this section only partly meets the criteria. While the evaluation framework is sound and clearly described, there needs to be a greater focus on illustrating and explaining the research methodology and design. The evaluators should also make explicit reference to the ethical obligations (conflict of interest, accountability etc.)

SECTION D: EVALUATION FINDINGS (weight 20%)

- Satisfactory
  - Overall, the findings section satisfactorily meets the criteria, with the only exception being the unexpected effects, which have not been considered.

SECTION E: EVALUATION CONCLUSIONS & LESSONS LEARNED (weight 15%)

- Fair
  - Given the formative nature of the present evaluation and the multi-regional coverage of the C4D strategy, the lessons learnt are expected to play a major role in providing the stakeholders’ with information that can be applied to different contexts and/or different sectors. While the findings and conclusions occasionally provide lessons for improvements, evaluators should recap them in a more comprehensive and dedicated section.
SECTION F: RECOMMENDATIONS (weight 15%)

Satisfactory
This section is good overall: the recommendations are logically derived from the findings and conclusions. However, the process for developing them has not been illustrated and does not include any reference to the participation of stakeholders.

SECTION G: EVALUATION STRUCTURE/PRESENTATION (weight 5%)

Highly Satisfactory
The evaluation is well presented and easy to navigate. It also includes all the information relevant to decision makers and stakeholders.

SECTION H: EVALUATION PRINCIPLES (weight 15%)

Fair
Considering that “C4D resonates with UNICEF’s current focus on equity, social norms and Monitoring Results for Equity Systems (MoRES)” (see ToR), it is surprising to see that equity and gender considerations have received very little attention in the methodology, findings, conclusions and recommendation sections. In the future, efforts should be made to fully integrate these aspects in the evaluation. The involvement of rights holders and beneficiaries should also be analysed and described more clearly.

SECTION I: EXECUTIVE SUMMARY (weight 5%)

Satisfactory
Overall, the executive summary is concise and provides an informative outline of almost all the necessary elements of the evaluation.

Does the evaluation meet UN SWAP evaluation performance indicators?

6 Approaches requirements

Recommendations for improvement

Section A
The evaluators should include more background information with a description of the beneficiaries, the context and how this relates to the intervention.

Section B
n/a

Section C
We would advise that in future the methods for data collection, the sampling and the design are illustrated and described more thoroughly. References to the obligations of evaluators should also be explicitly included in this section.

Section D
An analysis of the unexpected/unintended effects (or the lack thereof) should be included.

Section E
We would recommend that this section be improved by articulating with greater strength how the lessons learned can (or cannot) be applied to similar programmes.

Section F
Consider including a description of the process for developing recommendations and the level of participation of stakeholders.

Section G
n/a

Section H
Stakeholder participation, gender and equity considerations should be included and discussed more broadly throughout the evaluation. Overall, compliance with human rights frameworks should stand out more clearly in throughout the evaluation.

Section I
n/a