Executive Feedback

Sequence No: 2017/007
Region: ESAR
Office: Angola
Coverage: Angola
Evaluation Type: Country Programme
Year of Report: 2017

OVERALL RATING

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Highly Satisfactory

Implications:
Exceeds UNICEF/UNEG standards for evaluation reports and decision makers may use the evaluation with a high degree of confidence.

This evaluation observes good practices and can be used with confidence. One area of improvement is for the management team to ensure that both the scope of the evaluation and the data collection methods reflect an explicit gender-sensitive approach by clearly indicating how GEEW-related data is to be collected and women’s voices are to be captured throughout the evaluation. Also, it would be advisable to shorten the number of pages, (i.e. by annexing most of the information on the methodology such as the evaluation matrix, etc.) in order to maximize the usefulness of the report and make it more user-friendly.

Lessons for future evaluations:

SECTION A: BACKGROUND (weight 5%)

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Highly Satisfactory

The report provides a complete description of the UNICEF Angola Country Programme and its components. The evaluation also presents a thorough background section that covers the socio-economic and political context of Angola and provides a description of the project’s primary beneficiaries. Furthermore, the way in which the context relates to the CP is discussed and an overview of the needs of target groups is presented. The report also provides a clear and complete description of the project’s intended results, including a complete explanation of the theory of change (ToC) along with a graphic illustration of it. The report describes in detail the implementation agency and partners, as well as the specific contributions made by UNICEF and other key stakeholders.

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

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Highly Satisfactory
The report does a good job at clearly identifying the intended use for the evaluation and provides a comprehensive list of the end users. What the evaluation seeks to achieve is discussed in detail and changes made to the ToRs are duly addressed. Also, the evaluation scope in terms of its geographic, chronological, and thematic coverage is discussed in detail.

### SECTION C: EVALUATION METHODOLOGY (weight 15%)

**Highly Satisfactory**

The report provides a complete description of the evaluation methodology, including the evaluation standard criteria and discusses the exclusion of the impact criterion; data collection methods and a rationale for each are discussed; data collection tools, data sources and analysis techniques; and the evaluation criteria as well as the evaluation questions and indicators are duly presented in the evaluation matrix along with the data collection methods used in each case. The evaluation used a mixed methods approach and different levels of evidence were triangulated. The report also discusses the ethical considerations used in the evaluation process, including the evaluator's obligations, respect for the participants' human rights, as per UNEG guidelines. Finally, the methodology section presents a clear list of limitations along with the mitigation strategies used in each case.

### SECTION D: EVALUATION FINDINGS (weight 20%)

**Highly Satisfactory**

The evaluation does a good job at presenting robust evidence to support the assessments made in the findings section. The findings are presented by making reference to the evaluation framework, by evaluation criteria and responding to key evaluation questions. Also, different levels of evidence are presented, and the causality relationship is clearly explained between output and outcome levels, and both positive and negative findings are presented along with the causes that explain them. Furthermore, the findings include a discussion and analysis around both positive and negative unexpected effects, as per the ToRs. Finally, the evaluation presents a complete analysis of the intervention's M&E system and the of the way monitoring data influenced decision-making.

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

**Highly Satisfactory**

The report presents conclusions that not only summarize the information included in the findings but also provide an analysis of the intervention's strengths and areas for improvement. The conclusions are presented under their corresponding evaluation criteria and include the foreseeable implications they may have in the future. The report also presents lessons learned from the process of design, implementation and evaluation of the UNICEF Angola Country Programme, and they correctly identified and generalized to maximize their usefulness in different contexts.

### SECTION F: RECOMMENDATIONS (weight 15%)

**Highly Satisfactory**
The report provides recommendations that are logically derived from the findings and conclusions. The recommendations are useful to intended users since they clearly identify target groups for action in each case and are organised according to their nature, (i.e. strategic, programmatic, regarding child protection, etc). Furthermore, the conclusions indicate the level of priority of each recommendation. Also, the process followed in developing the recommendations, including the level of stakeholder participation and the rationale for this is duly discussed.

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

- Satisfactory

The report includes in its opening pages all necessary elements, such as the name of the object of the evaluation, timeframe, commissioning agency, evaluation team members, index, list of tables, etc. However, while the annexes of the report are very complete include all necessary elements, there is no index or lists of the annexes which makes their consultation laborious. Finally, although the report is very lengthy (135 pages) and could benefit from being further syntheitized, it presents a very clear and logical structure that makes for an easy navigation of the document.

SECTION H: EVALUATION PRINCIPLES (weight 15%)

- Satisfactory

The evaluation uses a rights-based framework and makes consistent reference to human rights, child rights, equity, etc. Furthermore, the evaluation presents an assessment of the inclusion of equity considerations and gender in the design of the intervention along with an analysis of the involvement of duty bearers, rights holders and the most vulnerable children and women in the object of the evaluation. Regarding the UN SWAP indicators: 1) while the scope of analysis of the evaluation is said to use a gender perspective, it is not clear from the report how the evaluation ensured that GEEW-data would be collected; 2) the evaluation includes GE as a cross-cutting issue and evaluation questions and sub-questions enquiry about the extent that gender was incorporated in the design of the intervention; 3) the methodology could more consistently include gender-sensitive methods and tools such as sex-balanced or disaggregated FGDs, sex-disaggregated data, or specifications of how the evaluation ensured women's voices were captured; and 4) the findings, conclusions and recommendations reflect a consistent gender analysis.

SECTION I: EXECUTIVE SUMMARY (weight 5%)

- Satisfactory

The report includes an executive summary that explains most of the main elements of the evaluation in a succinct manner. The executive summary informs on the purpose and objectives of the evaluation, methodology, main findings, and recommendations, end users, etc. However, the executive summary could discuss the object of the evaluation in more detail. On the other hand, all the information included in the executive summary is developed in detail in the core of the report.

Does the evaluation meet UN SWAP evaluation performance indicators?

8 Meets requirements
### Recommendations for improvement

<table>
<thead>
<tr>
<th>Section</th>
<th>Recommendation</th>
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<tbody>
<tr>
<td>A</td>
<td>This section observes good practices. No further improvement is needed.</td>
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<tr>
<td>B</td>
<td>The evaluation observes good practices. No further improvement is required.</td>
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<tr>
<td>C</td>
<td>This section observes good practices. No further improvement is required.</td>
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<td>D</td>
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<td>E</td>
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<tr>
<td>F</td>
<td>This section observes good practices. No further improvement is required.</td>
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<tr>
<td>G</td>
<td>Although the structure and presentation of the report observes good practices for the most part, the excessive lengthiness of the document may compromise its usefulness. It is recommended that it be synthetized by annexing some of the information on the methodology and the findings. It would also be useful to include a list or index of annexes to facilitate their consultation.</td>
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<td>H</td>
<td>While this section observes good practices in general, more explicit gender-sensitive scope and indicators could have been used in order to fully ensure that GEEW-related data would be collected. Also, the data collection methods and tools should ideally incorporate clear mechanisms to ensure women's voices would be taken into account, i.e. sex-balanced FGDs, sex-disaggregated data, specifying the gender of the informants interviewed, etc.</td>
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<tr>
<td>I</td>
<td>The executive summary observes in general good practices. However, it would be useful to include a more detailed description of the object of the evaluation.</td>
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