UNICEF Global Evaluation Report Oversight System (GEROS) Review Template

Colour Coding	CC	Dark green	Green	Amber	Red	White	
	Questions	Outstanding	Yes	Almost	No	Not Applicable	
	Section & Overall Rating	Outstanding/ Very Confident to Act	Good/ Confident to Act	Almost satisfactory / Almost Confident to Act	Unsatisfactory/ Not Confident to Act		

The key questions are highlighted as shown here, and are important questions in guiding the analysis of the section

The Cornerstone questions are in column J and are questions that need to be answered for rating and justification of each of the six sections

UNEG Standards for Evaluation in the UN System	UNEG Norms for Evaluation in the UN System	UNICEF Adapted UNEG Evaluation Report Standards

	Response
Title of the Evaluation Report	United Nations Development Assistance Framework 2005-2010 Evaluation Azerbaijan

Report sequence number	2009/001	**Date of Review**	29/11/2010	**Year of the Evaluation Report**	2009
Region	Central & Eastern Europe, Commonwealth of Independent States RO		**Country(ies)**		Azerbaijan
Type of Report	Evaluation		**TORs Present**		Yes
Name of reviewer	IOD PARC				

Classification of Evaluation Report		Comments
Geographical *(Coverage of the programme being evaluated & generalizability of evaluation findings)*	1.2 National: The programme covers the whole country, and the evaluation draws a sample in every district, or uses a sampling frame that is representative of the whole country.	
Management *(Managerial control and oversight of evaluation decisions)*	2.2 Joint managed, with one or more UN agencies: UNICEF is the co-manager with one or more UN agencies	
Purpose *(Speaks to the overarching goal for conducting the evaluation; its raison d'etre)*		The overarching goal concerns the Development assistance framework of the UN in Azerbaijan which is not included as an option.
Result *(Level of changes sought, as defined in RBM: refer to substantial use of highest level reached)*	4.2 Outcome: Effects from one or more programmes being implemented by multiple actors (UNICEF and others), where the cumulative effect of outputs elicits results beyond the control of any one agency or programme	Though the TOR asks for assessment of Impact to be included it is actually excluded in the evaluation with justification provided.
MTSP Correspondence *(Alignment with MTSP focus area priorities: (1) Young child survival and development; (2) Basic education and gender equality; (3) HIV/AIDS and children; (4) Child protection from violence, exploitation and abuse; and (5) Policy advocacy and partnerships for children's rights)*	5.2 Multi-sectoral: Addresses issues in two or more MTSP focus areas	Actually the UNDAF goes beyond the MTSP of UNICEF to include the whole of the UN programming in Azerbaijan in the period 2001-2010
Level of Independence *(Implementation and control of the evaluation activities)*	6.3 Independent external: The evaluation is implemented by external consultants and/or UNICEF Evaluation Office professionals. The overall responsibility for the evaluation lies outside the division whose work is being evaluated.	
Timing / Stage	7.2 Summative: An evaluation that examines the effects or outcomes of the object being evaluated and summarize it by describing what happened subsequent to delivery of the programme	At the end of the UNDAF cycle, which originally covered the period 2005-2009 but was extended with one year

SECTION A: OBJECT OF THE EVALUATION

Question	cc	Remarks	A/ Does the report present a clear & full description of the 'object' of the evaluation?	Constructive feedback for future reports
1 Is the object of the evaluation well described? This needs to include a clear description of the interventions (project, programme, policies, otherwise) to be evaluated including how the designer thought that it would address the problem identified, implementing modalities, other parameters including costs, relative importance in the organization and (number of) people reached.	Yes	The object of the evaluation is described which is the UNDAF including all UN development assistance to Uzbekistan. An overview of key projects implemented is provided as well as an overview of agencies and their total budgets and details on funding.	A/ Does the report present a clear & full description of the 'object' of the evaluation? The report should describe the object of the evaluation including the results chain, meaning the 'theory of change' that underlies the programme being evaluated. This theory of change includes what the programme was meant to achieve and the pathway (chain of results) through which it was expected to achieve this. The context of key social, political, economic, demographic, and institutional factors that have a direct bearing on the object should be described. For example, the partner government's strategies and priorities, international, regional or country development goals, strategies and frameworks, the concerned agency's corporate goals & priorities, as appropriate.	**Constructive feedback for future reports** *Including how to address weaknesses and maintaining good practice*
2 Is the results chain or logic well articulated? The report should identify how the designers of the evaluated object thought that it would address the problem that they had identified. This can include a results chain or other logic models such as theory of change. It can include inputs, outputs and outcomes, it may also include impacts. The models need to be clearly described and explained.	Outstanding	The results framework of the UNDAF is included and the details are provided in an annex.		
3 Is the context explained and related to the object that is to be evaluated? The context includes factors that have a direct bearing on the object of the evaluation: social, political, economic, demographic, institutional. These factors may include strategies, policies, goals, frameworks & priorities at the: international level; national Government level; individual agency level	Yes	The context of UNDAF is explained in broad socio-economic and recent historical terms which is useful to understand the UNDAF and its implementation.		
4 Are key stakeholders clearly identified? These include o implementing agency(ies) o development partners o rights holders o primary duty bearers o secondary duty bearers	Almost	The UN agencies party to the UNDAF are identified and their programming described in broad terms as well as their budgets for the period concerned provided. GOA objectives are included. What is missing is details on other development partners and their contributions and the role of the UNDAF vis a vis other development partners concerned in Azerbaijan.	The object of the evaluation is well described in terms of the programming of the UN agencies concerned and their total budgets for the period under review. Details of the UNDAF results framework are included and the context is provided in particular in terms of recent socio-economic developments. UN agencies partner to the UNDAF are identified and their role and contributions provided as are the objectives of the GOA. Missing are details on other development partners and the role that they play vis a vis the role of the UN agencies in UNDAF.	
5 Are key stakeholders' contributions described? This can involve financial or other contributions and should be specific. If joint program also specify UNICEF contribution, but if basket funding question is not applicable	Almost			
6 Are UNICEF contributions described? This can involve financial or other contributions and should be specific	Yes			
7 Is the implementation status described? This includes the phase of implementation and significant changes that have happened to plans, strategies, performance frameworks, etc that have occurred - including the implications of these changes	Yes	Details on the implementation of the UNDAF are provided, including the one year extension.		
8 Does this illuminate findings? The context should ideally be linked to the findings so that it is clear how the wider situation may have influenced the outcomes observed.	Yes	Contextual detail do contribute to a better understanding of the findings.		

Executive Feedback on Section A Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating. *Up to two sentences*	The object of the evaluation is well described in terms of the programming of the UN agencies concerned for the period under review. Details of the UNDAF results framework are included and the context is provided in particular in terms of recent socio-economic developments. UN agencies partner to the UNDAF are identified and their role and contributions provided as are the objectives of the GOA. Missing are details on other development partners and the role that they play vis a vis the role of the UN agencies in UNDAF.

Note: The "Confident to Act" rating label appears alongside questions 4-8.

SECTION B: EVALUATION PURPOSE, OBJECTIVES AND SCOPE

Question	cc	Remarks	B/ Are the evaluation's purpose, objectives and scope sufficiently clear to guide the evaluation?	Constructive feedback for future reports
9 Is the purpose of the evaluation clear? This includes why the evaluation is needed at this time, who needs the information, what information is needed, how the information will be used.	Yes	Aspects of purpose are included in the introduction as well as other parts of the report. Objectives are made clear and relate to the purpose of the evaluation.	The purpose of the evaluation should be clearly defined, including why the evaluation was needed at that point in time, who needed the information, what information is needed, and how the information will be used. The report should provide a clear explanation of the evaluation objectives and scope including main evaluation questions and describes and justifies what the evaluation did and did not cover. The report should describe and provide an explanation of the chosen evaluation criteria, performance standards, or other criteria used by the evaluators.	*Including how to address weaknesses and maintaining good practice*
10 Are the objectives and scope of the evaluation clear and realistic? This includes: Objectives should be clear and explain what the evaluation is seeking to achieve; Scope should clearly describe and justify what the evaluation will and will not cover; Evaluation questions may optionally be included to add additional details	Yes			
11 Do the objective and scope relate to the purpose? The reasons for holding the evaluation at this time in the project cycle (purpose) should link logically with the specific objectives the evaluation seeks to achieve and the boundaries chosen for the evaluation (scope)	Yes			
12 Does the evaluation provide a relevant list of evaluation criteria that are explicitly justified as appropriate for the Purpose? It is imperative to make the basis of the value judgements used in the evaluation transparent if it is to be understood and convincing. UNEG evaluation standards refer to the OECD/DAC criteria, but other criteria can be used such as Human rights and humanitarian criteria and standards (e.g. SPHERE Standards) but this needs justification.. Not all OECD/DAC criteria are relevant to all evaluation objectives and scopes. The TOR may set the criteria to be used, but these should be (re)confirmed by the evaluator. Standard OECD DAC Criteria include: Relevance; Effectiveness; Efficiency; Sustainability; Impact Additional humanitarian criteria include; Coverage; Coordination; Coherence; Protection *(This is an extremely important question to UNICEF)*	Outstanding	The evaluation makes use of the DAC Evaluation criteria	Purpose is provided and the objectives of the evaluation focus around the DAC evaluation criteria, with evaluation questions included. Justification is provided for a focus on outcome level changes rather than impact as asked for in the TOR. The evaluation pays attention to rights and gender issues, which are a cross cutting outcome area in the UNDAF.	
13 Does the evaluation explain why the evaluation criteria were chosen and/or any standard DAC evaluation criteria (above) rejected? The rationale for using each particular criterion and rejecting any standard OECD-DAC criteria (where they would be applicable) should be explained in the report.	Outstanding	There is an explanation provided why the issue of impact is not included with the evaluation focusing up to the level of outcome level changes only.	Confident to Act	
14 Did the evaluation design consider incorporation of the UN and UNICEF's commitment to a human rights-based approach to programming? This could be done in a variety of ways including: use of a rights-based framework, use of CRC, CEDAW and other rights related benchmarks, analysis of right holders and duty bearers and focus on aspects of equity, social exclusion and gender	Yes	The evaluation pays attention to rights and gender issues, which are a cross cutting outcome area in the UNDAF. Moreover, the UNDAF framework makes use of a human rights based approach.		

Executive Feedback on Section B Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating. *Up to two sentences*	**Purpose is provided and the objectives of the evaluation focus around the DAC evaluation criteria, with evaluation questions included. Justification is provided for a focus on outcome level changes at the exclusion of impact. The evaluation pays attention to rights and gender issues, which are a cross cutting outcome area in the UNDAF.**

SECTION C: EVALUATION METHODOLOGY, GENDER, HUMAN RIGHTS AND EQUITY

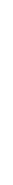| Question	cc	Remarks		
15 Does the report specify data collection methods, analysis methods, sampling methods and benchmarks? This should include the rationale for selecting methods and their limitations based on commonly accepted best practice.	Yes	Methods of data collection are included and well described including desk review, interviews, project visits and validation meeting with stakeholders concerned.	**C/ Is the methodology appropriate and sound?** The report should present a transparent description of the methodology applied to the evaluation that clearly explains how the evaluation was specifically designed to address the evaluation criteria, yield answers to the evaluation questions and achieve the evaluation purposes. The report should also present a sufficiently detailed description of methodology in which methodological choices are made explicit and justified and in which limitations of methodology applied are included. The report should give the elements to assess the appropriateness of the methodology. Methods as such are not 'good' or 'bad', they are only so in relation to what one tries to get to know as part of an evaluation. Thus this standard assesses the suitability of the methods selected for the specifics of the evaluation concerned, assessing if the methodology is suitable to the subject matter and the information collected are sufficient to meet the evaluation objectives.	**Constructive feedback for future reports** *Including how to address weaknesses and maintaining good practice*
16 Does the report specify data sources, the rationale for their selection, and their limitations? This should include a discussion of how the mix of data sources was used to obtain a diversity of perspectives, ensure accuracy & overcome data limits	Yes	Sources of data collection are provided and some limitations of data sources included.		
17 Are ethical issues and considerations described? The design of the evaluation should contemplate: How ethical the initial design of the programme was; The balance of costs and benefits to participants (including possible negative impact) in the programme and in the evaluation; The ethics of who is included and excluded in the evaluation and how this is done	No	There are no ethical considerations included. It is indicated that project personnel and end users were interviewed, though it is not clear whether this concerned also interviews with children.		
18 Does the report refer to ethical safeguards appropriate for the issues described? When the topic of an evaluation is contentious, there is a heightened need to protect those participating. These should be guided by the UNICEF Evaluation Office Technical Note and include: protection of confidentiality; protection of rights; protection of dignity and welfare of people (especially children); Informed consent; Feedback to participants; Mechanisms for shaping the behaviour of evaluators and data collectors	No			
19 Is the capability and robustness of the evaluated object's monitoring system adequately assessed? The evaluation should consider the details and overall functioning of the management system in relation to results: from the M&E system design, through individual tools, to the use of data in management decision making.	No	Use is made of data gathered on outcome level changes of the various UN organisations, which data are used to provide a table on all UNDAF outcomes and the level to which these have been realised. There is no description and analysis though of the monitoring system of the UNDAF, nor of that of individual UN Agencies and GOA.	**Confident to Act** — Methods of data collection are included and sources of data identified. Use of a variety of methods allows for triangulation of findings. Methods are appropriate for analysis of human rights and gender issues. Main shortcomings of the methodology include the lack of attention to ethical considerations and safeguards. In addition there is a lack of assessment and analysis of monitoring and related capacities of UN Agencies as well as GOA. The latter is all the more serious as monitoring proves important throughout the report and is included in some of the recommendations concerned. Notwithstanding these limitations, methodology can be expected to be able to answer the evaluation questions.	Assessment of the monitoring system and related capacities is important as part of an UNDAF evaluation with Results Based Management being one of the five inter-related principles that need to be applied at the country level (*UN CCA and UNDAF Guidelines for UN Country Teams, Feb 2007*).
20 Does the evaluation make appropriate use of the M&E framework of the evaluated object? In addition to articulating the logic model (results chain) used by the programme, the evaluation should make use of the object's log frame or other results framework to guide the assessment. The results framework indicates how the programme design team expected to assess effectiveness, and it forms the guiding structure for the management of implementation.	Yes			
21 Does the evaluation assess the extent to which the implementation of the evaluated object was monitored through human rights (inc. gender & child rights) frameworks? UNICEF commits to go beyond monitoring the achievement of desirable outcomes, and to ensure that these are achieved through morally acceptable processes. The evaluation should consider whether the programme was managed and adjusted according to human rights and gender monitoring of processes.	No	Methods are appropriate for analysis of human rights and gender issues and can be expected to be able to answer the evaluation questions. Most of the attention focuses on outcomes realised, there is much less attention to process issues and human rights aspects concerned.		

22 Do the analytical framework, findings, conclusions, recommendations & lessons provide adequate information on human rights (inc. women & child rights) aspects?
The inclusion of human rights and gender equality frameworks in the evaluation methodology should continue to cascade down the evaluation report and be obvious in the data analysis, findings, conclusions, any recommendations and any lessons learned.

Yes

23 Is the methodology appropriate for analysing gender and human rights issues identified in the scope? If identified in the scope the methodology should be capable of assessing the level of: Identification of the human rights claims of rights-holders and the corresponding human rights obligations of duty-bearers, as well as the immediate underlying & structural causes of the non realisation of rights.; Capacity development of rights-holders to claim rights, and duty-bearers to fulfil obligations & aspects of social exclusion, disparities & equity.	Yes	
24 Are the levels and activities of stakeholder consultation described? This goes beyond just using stakeholders as sources of information and includes the degree of participation in the evaluation itself. The report should include the rationale for selecting this level of participation. Roles for participation might include: o Liaison o Technical advisory o Observer o Active decision making The reviewer should look for the soundness of the description and rationale for the degree of participation rather than the level of participation itself.	Yes	There is mention of a validation meeting with stakeholders concerned. The level of participation can be expected to be appropriate for the task at hand.
25 Are the levels of participation appropriate for the task in hand? The breadth & degree of stakeholder participation feasible in evaluation activities will depend partly on the kind of participation achieved in the evaluated object. The reviewer should note here whether a higher degree of participation may have been feasible & preferable.	Yes	
26 Is there an attempt to construct a counterfactual? The counterfactual can be constructed in several ways which can be more or less rigorous. It can be done by contacting eligible beneficiaries that were not reached by the programme, or a theoretical counterfactual based on historical trends, or it can also be a comparison group.	Yes	There is a limited attempt to establish a counterfactual.
27 Can the methodology answer the evaluation questions in the context of the evaluation? The methodology should link back to the Purpose and be capable of providing answers to the evaluation questions.	Yes	Methodology can be expected to be able to answer the evaluation questions.
28 Are methodological limitations acceptable for the task in hand? Limitations must be specifically recognised and appropriate efforts taken to control bias. This includes the use of triangulation, and the use of robust data collection tools (interview protocols, observation tools etc). Bias limitations can be addressed in three main areas: Bias inherent in the sources of data; Bias introduced through the methods of data collection; Bias that colours the interpretation of findings	Yes	Some constraints of the evaluation are included in the report. Limitations concerned are acceptable for the task at hand.
Executive Feedback on Section C Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating. *Up to two sentences*	Methods of data collection are included and sources of data identified. Use of a variety of methods allows for triangulation of findings. Methods are appropriate for analysis of human rights and gender issues. Main shortcomings of the methodology include the lack of attention to ethical considerations and safeguards. In addition there is a lack of assessment and analysis of monitoring and related capacities of UN Agencies as well as GOA. Notwithstanding these limitations, methodology can be expected to be able to answer the evaluation questions.	

SECTION D: FINDINGS AND CONCLUSIONS

Question	cc	Remarks		Constructive feedback for future reports
29 Are findings clearly presented and based on the objective use of the reported evidence? Findings regarding the inputs for the completion of activities or process achievements should be distinguished clearly from results. Findings on results should clearly distinguish outputs, outcomes and impacts (where appropriate). Findings must demonstrate full marshalling and objective use of the evidence generated by the evaluation data collection. Findings should also tell the 'whole story' of the evidence and avoid bias.	Yes	Mostly the findings are clearly presented and appear to be based on evidence. Useful references to documentation are made throughout the evaluation report. In particular the issues of relevance and efficiency are well set out. Issues of effectiveness and sustainability could have been further elaborated. The data on effectiveness in the matrix presented are not followed up in terms of qualitative analysis in the text of the report. The ratings on sustainability do not tally with the discussion in which it is stated that assessment could only be done in final evaluations of projects concerned. Amount of evidence proves to vary as can be observed from the data available for outcome level indicators of the UNDAF framework in terms of baseline and subsequent years, as presented in the annex.	**D/ Are the findings and conclusions, clearly presented, relevant and based on evidence & sound analysis?** Findings should respond directly to the evaluation criteria and questions detailed in the scope and objectives section of the report. They should be based on evidence derived from data collection and analysis methods described in the methodology section of the report. Conclusions should present reasonable judgments based on findings and substantiated by evidence, providing insights pertinent to the object and purpose of the evaluation.	**Constructive feedback for future reports** *Including how to address weaknesses and maintaining good practice*
30 Do the findings address all of the evaluation's stated criteria and questions? The findings should seek to systematically address all of the evaluation questions according to the evaluation framework articulated in the report.	Yes	Findings do address all the evaluation criteria concerned. This is less the case concerning the evaluation questions specified. There is limited attention to gaps in data concerned, in terms of the outcome level quantitative data as well as in terms of some of stakeholders that could not be interviewed.		
31 Do findings demonstrate the progression to results based on the evidence reported? There should be a logical chain developed by the findings, which shows the progression (or lack of) from implementation to results.	Yes		Mostly the findings are clearly presented and appear to be based on evidence. Useful references to documentation are made throughout the evaluation report. In particular the issues of relevance and efficiency are well set out. Issues of effectiveness and sustainability could have been further elaborated. Findings do address all the applicable evaluation criteria. Some gaps in methodology and data sources are included. The issue of efficiency is discussed and an overview of financial contributions of UN agencies presented. There is attention to perceptions of the implementing partners to the UNDAF document and to the UN	In an evaluation at this level it remains important to ensure that the evaluation is evidence based and that the reader gets access to some of the evidence concerned. In particular the data on indicators on outcome level changes presented in the annex are useful in this respect and add to credibility of the findings.
32 Are gaps and limitations discussed? The data may be inadequate to answer all the evaluation questions as satisfactorily as intended, in this case the limitations should be clearly presented and discussed. Caveats should be included to guide the reader on how to interpret the findings. Any gaps in the programme or unintended effects should also be addressed.	Yes		Confident to Act	
33 Are unexpected findings discussed? If the data reveals (or suggests) unusual or unexpected issues, these should be highlighted and discussed in terms of their implications.	Almost	There is limited attention to unexpected findings. Overview of total budget of each of the UN organisations is presented and issue		

		organisations is presented and issue of efficiency is discussed, making use of percentage of administrative costs as a proxy indicator.	the UNDAF document and to the UN development efforts. Conclusions are pitched at the relevant level for the end users concerned.	
34 Is a cost analysis presented that is well grounded in the findings reported? Cost analysis is not always feasible or appropriate. If this is the case then the reasons should be explained. Otherwise the evaluation should use an appropriate scope and methodology of cost analysis to answer the following questions: o How programme costs compare to other similar programmes or standards o Most efficient way to get expected results o Cost implications of scaling up or down o Cost implications for replicating in a different context o Is the programme worth doing from a cost perspective o Costs and the sustainability of the programme.	Yes			
35 Does the evaluation make a fair and reasonable attempt to assign contribution for results to identified stakeholders? For results attributed to the programme, the result should be mapped as accurately as possible to the inputs of different stakeholders.	Almost	The evaluation assesses on the one hand outcome level changes and on the other hand makes explicit the contributions of the various UN agencies. Limitation is the lack of attention to GOA programmes and programmes of other Development Partners. There is attention to perceptions of the implementing partners to the UNDAF document and the UN development efforts.		
36 Do conclusions take due account of the views of a diverse cross-section of stakeholders? As well as being logically derived from findings, conclusions should seek to represent the range of views encountered in the evaluation, and not simply reflect the bias of the individual evaluator. Carrying these diverse views through to the presentation of conclusions (considered here) is only possible if the methodology has gathered and analysed information from a broad range of stakeholders.	Yes			
37 Are causal reasons for accomplishments and failures identified as much as possible? These should be concise and usable. They should be based on the evidence and be theoretically robust. *(This is an extremely important question to UNICEF)*	Yes	There is use of causal reasoning in terms of the various aspects of the evaluation.		
38 Are the future implications of continuing constraints discussed? The implications can be, for example, in terms of the cost of the programme, ability to deliver results, reputational risk, and breach of human rights obligations.	Yes	There is attention to continuing constraints, in particular in terms of the next UNDAF period.		
39 Do the conclusions present both the strengths and weaknesses of the evaluated object? Conclusions should give a balanced view of both the stronger aspects and weaker aspects of the evaluated object with reference to the evaluation criteria and human rights based approach.	Yes	There is sufficient attention to both the strengths as well as the weaknesses of the UNDAF in Azerbaijan. Conclusions are useful and add value. What seems missing though is attention to inter-agency collaboration and cooperation which is mentioned as important but not really assessed and analyzed.		
40 Do the conclusions represent actual insights into important issues that add value to the findings? Conclusions should go beyond findings and identify important underlying problems and/or priority issues. Simple conclusions that are already well known do not add value and should be avoided.	Yes			
41 Are the conclusions pitched at a level that is relevant to the end users of the evaluation? Conclusions should speak to the evaluation participants, stakeholders and users. These may cover a wide range of groups and conclusions should thus be stated clearly and accessibly: adding value and understanding to the report (for example, some stakeholders may not understand the methodology or findings, but the conclusions should clarify what these findings mean to them in the context of the programme).	Yes	Conclusions are pitched at a relevant level for the end users concerned.		

Executive Feedback on Section D Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating. *Up to two sentences*	Mostly the findings are clearly presented and appear to be based on evidence. In particular the issues of relevance and efficiency are well set out. Issues of effectiveness and sustainability could have been further elaborated. Findings do address all the applicable evaluation criteria. The issue of efficiency is discussed and an overview of financial contribution of UN agencies presented. Conclusions are pitched at the relevant level for the end users concerned.

SECTION E: RECOMMENDATIONS AND LESSONS LEARNED

Question	cc	Remarks	E/ Are the recommendations and lessons learned relevant and actionable?	Constructive feedback for future reports
42 Are the recommendations well-grounded in the evidence and conclusions reported? Recommendations should be logically based in findings and conclusions of the report.	Yes	Most of the recommendations are well grounded in the findings and conclusions provided while others are based on common sense and logic.	Recommendations should be relevant and actionable to the object and purpose of the evaluation, be supported by evidence and conclusions, and be developed with involvement of relevant stakeholders. Recommendations should clearly identify the target group for each recommendation, be clearly stated with priorities for action, be actionable and reflect an understanding of the commissioning organization and potential constraints to follow up.	*Constructive feedback for future reports* *Including how to address weaknesses and maintaining good practice*
43 Are recommendations relevant to the object and the purpose of the evaluation? Recommendations should be relevant to the evaluated object	Yes	The recommendations are relevant to the object and purpose of the evaluation. The grouping in precepts, general issues and specific issues provides a kind of prioritization to the recommendations made. In some instances details on implementation are included.		
44 Are recommendations clearly stated and prioritised? If the recommendations are few in number (up to 5) then this can also be considered to be prioritised. Recommendations that are over-specific or represent a long list of items are not of as much value to managers. Where there is a long list of recommendations, the most important should be ordered in priority.	Yes			
45 Does each recommendation clearly identify the target group for action? Recommendations should provide clear and relevant suggestions for action linked to the stakeholders who might put that recommendation into action. This ensures that the evaluators have a good understanding of the programme dynamics and that recommendations are realistic.	Almost	The extent to which target groups and responsibilities are included varies across the recommendations. Most appear realistic in the context concerned.	Most of the recommendations are grounded in the findings and conclusions. They appear relevant to the object of the evaluation and are to a certain extent prioritized. A validation meeting was conducted to discuss recommendations and the findings and conclusions on which they are grounded. Target groups are at times indicated, but could be further specified for various of the recommendations. Lessons learned are not clearly based on the findings of the evaluation but concern more generic statements.	Recommendations can become more meaningful and practical when responsibilities for implementation are specified and details on the process of implementation provided.
46 Are the recommendations realistic in the context of the evaluation? This includes: o an understanding of the commissioning organisation o awareness of the implementation constraints o an understanding of the follow-up processes	Yes			
47 Does the report describe the process followed in developing the recommendations? The preparation of recommendations needs to suit the evaluation process. Participation by stakeholders in the development of recommendations is strongly encouraged to increase ownership and utility.	Yes	A validation meeting was conducted in order to discuss the results of the evaluation with key stakeholders.		
48 Where presented, are lessons learned correctly identified? Lessons learned are contributions to general knowledge. They may refine or add to commonly accepted understanding, but should not be merely a repetition of common knowledge. Findings and conclusions specific to the evaluated object are not lessons learned.	Almost	Five lessons are included. These are though mostly not based on the findings of the evaluation. The last lesson is also included as one of the recommendations.		
49 Where presented, are lessons learned generalised to indicate what wider relevance they may have? Correctly identified lessons learned should include an analysis of how they can be applied to contexts and situations outside of the evaluated object.	No	This issues of how these lessons can be applied beyond the UNDAF in Azerbaijan is not included.		
Executive Feedback on Section E Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating. *Up to two sentences*		Most of the recommendations are grounded in the findings and conclusions. They appear relevant to the object of the evaluation and are to a certain extent prioritized. Target groups are at times indicated, but could be further specified for various of the recommendations. Lessons learned are not clearly based on the findings of the evaluation but concern more generic statements.		

Column 4 header rating: **Confident to Act**

SECTION F: REPORT IS WELL STRUCTURED, LOGIC AND CLEAR

Question	cc	Remarks	F/ Overall, do all these elements come together in a well structured, logical, clear and complete report? The report should be logically structured with clarity and coherence (e.g. background and objectives are presented before findings, and findings are presented before conclusions and recommendations). It should read well and be focused.	Constructive feedback for future reports *Including how to address weaknesses and maintaining good practice*
50. Do the opening pages contain all the basic elements? Basic elements include all of: Name of the evaluated object; Timeframe of the evaluation and date of the report; Locations of the evaluated object; Names and/or organisations of evaluators; Name of the organisation commissioning the evaluation; Table of contents including tables, graphs, figures and annex; List of acronyms	Yes	Most of the elements of the opening pages are included. Only element missing concerns a list of acronyms.		
51. Is an executive summary included as part of the report? If the answer is No, question 52 to 54 should be N/A	Yes	Yes	The report is overall logically structured and most of the elements of the opening pages are included. Annexes provided do contain appropriate elements including TOR, list of persons interviewed, UNDAF results framework as well as the baseline and yearly status of the indictors of the framework, which adds to the credibility of the report. The summary is included but does not contain all the necessary elements and can thus not stand on itself. This means that its capacity to inform decision making can be considered limited.	In the review of any draft evaluation report the quality of the summary needs to be included as part of the quality assessment and it needs to be ascertained that all elements needed for an executive summary are included so that the summary can stand alone and better inform decision-making.
52 Does the executive summary contain all the necessary elements? Necessary elements include all of: Overview of the evaluated object; Evaluation objectives and intended audience; Evaluation methodology; Most important findings and conclusions; Main recommendations	No	The executive summary focuses on conclusions and recommendations and leaves out aspects of the object, purpose, objectives and methodology of the evaluation as well as any details on the context concerned. Thus the summary cannot stand on itself and its capacity to inform decision-making is limited.		
53 Can the executive summary stand alone? It should not require reference to the rest of the report documents and should not introduce new information or arguments	No			
54 Can the executive summary inform decision making? It should be short (ideally 2-3 pages), and increase the utility for decision makers by highlight key priorities.	Almost			
55 Is the report logically structured? Context, purpose, methodology and findings logically structured. Findings would normally come before conclusions, recommendations & lessons learnt	Yes	The report is overall logically structured.		
56 Do the annexes contain appropriate elements? Appropriate elements may include: ToRs; List of interviewees and site visits; List of documentary evidence; Details on methodology; Data collection instruments; Information about the evaluators; Copy of the evaluation matrix; Copy of the Results chain. Where they add value to the report	Outstanding	The annexes contain the TOR, list of persons interviewed, the UNDAF results framework and details on the baseline and yearly status of the indicators of the results framework. This makes the annexes very useful and add to the credibility of the report. Moreover, other relevant details are included.		
57 Do the annexes increase the usefulness and credibility of the report?	Outstanding			
58 Is the style of the report human rights compliant? This includes: using human-rights language; gender-sensitive and child-sensitive writing; disaggregating data by gender, age and disability groups; disaggregating data by socially excluded groups	Yes	Style can be considered human rights compliant.		

The cc column for questions 51-58 is marked "Confident to Act".

Executive Feedback on Section F Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating. *Up to two sentences*	The report is overall logically structured and most of the elements of the opening pages are included. Annexes provided do contain appropriate elements. In particular the baseline and yearly status of the indictors of the UNDAF results framework adds to the credibility of the report. The summary is included but cannot stand on itself. This means that its capacity to inform decision making is limited.

Additional Information

Question	Remarks
i/ Does the evaluation successfully address the Terms of Reference? If the report does not include a TOR then a recommendation should be given to ensure that all evaluations include the TOR in the future. Some evaluations may be flawed because the TORs are inappropriate, too little time etc. Or, they may succeed despite inadequate TORs. This should be noted under vii in the next section	The evaluation report covers the TOR reasonably well. Issues of impact have not been included, but this has been justified in the report. Other issues not (substantially) covered include the comparative advantage of the UN system in Azerbaijan (asked for in particular on p2 of the TOR) and *the way in which* UNDAF helped UN agencies to contribute more effectively and efficiently to national development efforts and capacity building (Purpose 2 in the TOR).
ii/ Identify aspects of good practice of the evaluation In terms of evaluation	Inclusion in the annexes of the UNDAF results framework with the status of the baseline and yearly data on indicators of outcomes concerned provides additional credibility to the report and can be considered as good practice.
iii/ Identify aspects of good practice of the evaluation In terms of programmatic, sector specific, thematic expertise	

OVERALL RATING

Question	cc	Remarks	OVERALL RATING Informed by the answers above, apply the reasonable person test to answer the following question: Ω/ Is this a credible report that addresses the evaluation purpose and objectives based on evidence, and that can therefore be used with confidence? This question should be considered from the perspective of UNICEF strategic management.
i/ To what extent does each of the six sections of the evaluation provide sufficient credibility to give the reasonable person confidence to act? Taken on their own, could a reasonable person have confidence in each of the five core evaluation elements separately? It is particularly important to consider: o Is the report methodologically appropriate? o Is the evidence sufficient, robust and authoritative? o Do the analysis, findings, conclusions and recommendations hold together?	Yes	Each of the sections proves confident to act	**Confident to Act** The object of the evaluation is well described in terms of the programming of the UN agencies concerned and their total budgets for the period under review. Details on the results framework are included and the context is provided. UN agencies partner to the UNDAF are identified and their role and contributions are provided as are the objectives of the GOA. Purpose is included and the objectives of the evaluation focus around the DAC evaluation criteria, with evaluation questions specified. Justification is provided for a focus on outcomes, leaving out impact level changes. Methods of data collection are included and sources of data identified. Use of a variety of methods allows for triangulation of findings. Main shortcoming of the methodology include the lack of attention to ethical considerations and safeguards. In addition there is a lack of assessment and analysis of monitoring and related capacities of UN Agencies as well as GOA. Mostly the findings are clearly presented and appear to be based on evidence. Useful references to documentation are made throughout the evaluation report. In particular the issues of relevance and efficiency are well set out. Findings do address all the applicable evaluation criteria. Conclusions are pitched at the relevant level for the end users concerned. Most of the recommendations are grounded in the findings and conclusions. They appear relevant to the object of the evaluation and are to a certain extent prioritized. Lessons learned are not clearly based on the findings of the evaluation but concern more generic statements.
ii/ To what extent do the six sections hold together in a logically consistent way that provides common threads throughout the report? The report should hold together not just as individually appropriately elements, but as a consistent and logical 'whole'.	Yes	With each of the sections confident to act the report as a whole can be considered confident to act.	
iii/ Are there any reasons of note that might explain the overall performance or particular aspects of this evaluation report? This is a chance to note mitigating factors and/or crucial issues apparent in the review of the report.		The evaluation report is beyond the level of UNICEF and concerns the UNDAF framework, including the development activities of all UN agencies in Azerbaijan	
Executive Feedback on Overall Rating Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating. *Up to two sentences*	This report can be used with confidence. The object of the evaluation is well described in terms of the programming of the UN agencies concerned and budgets for the period under review. Details on the results framework are included and context is provided. Purpose of the evaluation is included and the objectives focus around the DAC evaluation criteria, with evaluation questions included. Justification is provided for a focus on outcomes, leaving out impact level changes. Methods of data collection are presented and sources of data identified. Use of a variety of methods allows for triangulation of findings. Mostly the findings are clearly presented and appear to be based on evidence. Conclusions are pitched at the relevant level for the end users concerned. Most of the recommendations are grounded in the findings and conclusions. Lessons learned, however, are not clearly based on findings of the evaluation but mostly concern more generic statements.		