

EVALUATION ID

2450-2014/002

UNICEF Global Evaluation Report Oversight System (GEROS) Review Template

Colour Coding	CC	Dark green	Green	Amber	Red	White
	Questions	Outstanding	Yes	Mostly Satisfactory	No	Not Applicable
	Section & Overall Rating	Outstanding, best practice	Highly Satisfactory	Mostly Satisfactory	Unsatisfactory	

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	Evaluation of Perinatal Care Programme				
Report sequence number	2014/002	Date of Review	30-03-2015	Year of the Evaluation Report	2014
Region	Central & Eastern Europe, Commonwealth of Independent States RO		Country	Republic of Kyrgyzstan	
Type of Report	Evaluation		TORs Present	Yes	
Name of reviewer	Universal Management Group				
	Classification of Evaluation Report			Comments	
Geographic Scope (<i>Coverage of the programme being evaluated & generalizability of evaluation findings</i>)	1.1 Sub-national: The programme and evaluation covers selected sub-national units (districts, provinces, states, etc.) within a country, where results cannot be generalized to the whole country				
Management of Evaluation (<i>Managerial control and oversight of evaluation decisions</i>)	2.1 UNICEF managed: Working with national partners of different categories UNICEF is responsible for all aspects of the evaluation.				
Purpose (<i>Speaks to the overarching goal for conducting the evaluation; its raison d'être</i>)	3.6 Project: An evaluation which is step-by-step process of collecting, recording and organisation information about the project results including immediate results, short-term outputs and long-term project outcomes				

Result <i>(Level of changes sought, as defined in RBM: refer to substantial use of highest level reached)</i>	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	
SPOA Correspondence <i>(Alignment with SPOA focus area priorities: (1) Health; (2) HIV-AIDS; (3) WASH; (4) Nutrition; (5) Education; (6) Child Protection; (7) Social Inclusion; (8) Cross-Cutting - Gender Equality; and (9) Cross-cutting - Humanitarian Action)</i>	5.1 Health: Supporting global efforts to reduce under-five mortality through improved and equitable use of high impact maternal, newborn and child health interventions from pregnancy to adolescence and promotion of healthy behaviours. Programme areas: a) Immunization b) Polio eradication c) Maternal and newborn health d) Child health e) Health systems strengthening f) Health in humanitarian situations	Specifically maternal and newborn health
Level of Independence <i>(Implementation and control of the evaluation activities)</i>	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.	
Approach	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	

SECTION A: OBJECT OF THE EVALUATION				
Question	cc	Remarks		
Object and context				
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 was very well described in Chapter 2 (pg. 25-27). The report clearly indicated the various projects and policies that led up to and contributed to the DaO project.	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 <i>Including how to address weaknesses and maintaining good practice</i>
2 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 directly relating to the object of the evaluation, e.g. country context, context of MCH in Kyrgyzstan, and an overview of the health system, was provided (pg. 21-24) in an in-depth but concise manner. Additional details about underlying economic factors were also provided as were the underlying factors of issues related to equity (rural vs urban, top quintile vs lowest). Chapter 2 provided the policy and UNICEF related context (pg. 26).		
3 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	°The context definitely illuminated the findings.		
Theory of Change				The report's general description of the object of evaluation and its context was

The report did a good job of describing the object and its context, plus did an

The report's general description of the object of evaluation and its context was

4 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.

Mostly

There was no formal presentation of the project's theory of change/results chain. Though the project description on pgs. 26-27 does provide somewhat of an idea of how the designers of the DaO project thought that it would address the issues of high infant and maternal mortality in Kyrgyzstan with Figure 1 (pg. 35) appearing to be a partial logic model, the reasoning behind why these activities were thought to be appropriate to address said issues is not sufficiently described. The evaluation concludes (p. 55) that the project did not have a clear theory of change, identifying this as a flaw in its design.

satisfactory

object and its context, plus did an excellent job of identifying the key stakeholders and beneficiaries. But the report less clearly presented the object's theory of change.

object or evaluation and its context was excellently written and is an example of good practice. But future reports should also demonstrate good practice by describing the evaluated object in more depth through a more thorough description of its underlying theory of change. Mentioning the specific contributions of UNICEF earlier in the report would also be recommended.

Stakeholders and their contributions

5 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

Outstanding

The key stakeholders are precisely described. As are the project's intended beneficiaries. (pg. 27) The way this information was presented makes it easily findable and constitutes best practice.

6 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

Mostly

There are some references to how key stakeholders contributed to the project throughout the text (e.g. pg 42), but detailed financial or other types of

7 Are UNICEF contributions described?
 This can involve financial or other contributions and should be specific

Yes

Detailed financial or other types of support are not specifically highlighted.
 °The total financial contribution of UNICEF was mentioned, but not until pg. 37. Specific budgetary breakdowns of what percentage of UNICEF's portion of the project budget was spent on what was also provided throughout the findings portion of the text (specifically Section 4.2 Efficiency).

Highly

Implementation Status

8 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

°On pg. 40, the report summarized the overall observation of the implementation process. There were also some examples given of how the implementation of the DaO project occurred over time and/or the implications of changes to initial project plans (if any occurred). For example, initial training was done by KAON but primary responsibility changed directly to the hospitals (pg. 38), which resulted in increased ownership and decreased training costs of hospital management.

Highly

Executive Feedback on Section A
 Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating.
Up to two sentences

The report's general description of the object of the evaluation and its context was excellently written and is an example of good practice. But there was a missed opportunity to describe the evaluated object in more depth through a more thorough description of its underlying theory of change.

SECTION B: EVALUATION PURPOSE, OBJECTIVES AND SCOPE			
Question	cc	Remarks	
Purpose, objectives and scope			
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.	Outstanding	°The purpose of the evaluation is well-described (pg. 30), including why the evaluation was conducted at this time, who needed the information, and how the evaluation information will be used.	B/ Are the evaluation's purpose, objectives and scope sufficiently clear to guide 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.
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	°The objectives and scope of the evaluation are clear and realistic, although the geographic scope should have been as well described as the thematic scope (Section 3.2, pg. 30). s	
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	°As described, the objectives and scope of the evaluation were related to its purpose.	
Evaluation framework			
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; timeliness; connectedness; appropriateness.	Yes	°The report provides a list of the evaluation criteria used (pg. 30); relevance, efficiency, effectiveness, and sustainability. These are appropriate for the specified purpose of the evaluation, which was "to support Kyrgyzstan in its efforts to reduce perinatal mortality...". Although their selection is not specifically justified, the evaluation complied with the TOR that only asked for 4 of the 5 standard criteria.	Highly satisfactory The purpose of the evaluation was very clearly defined and included information on why the evaluation was being carried out at that specific time, who would be using the information, and for what. The evaluation objectives, both overall and specific, were provided, in addition to the evaluation criteria. While not provided in the main text, the evaluation matrix was provided in the annexes (pg. 76). The evaluation questions related to each criterion are also not provided in this section of the report; however, they are provided in the findings chapter.
			Constructive feedback for future reports <i>Including how to address weaknesses and maintaining good practice</i>

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 non-OECD-DAC criterion (if applicable) and/or rejecting any standard OECD-DAC criteria (where they would be applicable) should be explained in the report.

N/A

provided in the findings chapter.

Executive Feedback on Section B

Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating.

Up to two sentences

The report's description of the purpose and objectives of the evaluation was an example of best practice. Further clarification of the geographical scope of the evaluation and justification of the evaluation criteria were minor weak points in this section.

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

Question	cc	Remarks		
Data collection				
<p>14 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.</p>	Mostly	<p>°The six main data sources were described in the Executive Summary (pg. 12) and in Chapter 3 (pg. 31). The basic outline of the evaluation methodology was given (observations, criterion-based audits, and quantitative analysis, pg. 31) but detailed information was not provided, such as specifics on what kinds of quantitative analysis were performed. Additionally, it was mentioned that the ET visited tertiary, secondary and primary care facilities in Osh and Batken, but did not mention how/why those specific facilities were the ones visited.</p>		
<p>15 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</p>	Mostly	<p>°Data sources were clearly specified and a mixture of data sources was used in order to strengthen the evaluation's findings and to overcome one of the limitations described (pg. 31), "the non-standardized financial, HR, and quality of care data...". Limitations are briefly described, but, related to the lack of specific detail on data analysis methodology mentioned above, further information should have been provided about limitations related to specific quantitative and qualitative data analysis methods used. Also limitations for each data source were not specifically discussed.</p>	<p>C/ Is the methodology appropriate and sound?</p> <p>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.</p> <p>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</p>	<p style="text-align: center;">Constructive feedback for future reports <i>Including how to address weaknesses and maintaining good practice</i></p>

Ethics			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.
<p>16 Are ethical issues and considerations described?</p> <p>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</p>	Mostly	<p>°The ethics of who was included/excluded in the evaluation was not very clear, as the selection of sampling was not clearly described.</p> <p>°The ethical considerations taken into account during the evaluation were plainly detailed on pgs. 31-32. They included all of the expected safeguards, e.g. informed consent, assurance of anonymity of information, impartial analysis of information. The only unclear ethical consideration was whether the use of women's and babies' pictures within the report was done with permission and, additionally, no specific safeguards were mentioned with regard to women giving birth under ET observation in the delivery room. The lack of willingness of some service providers and some women delivering during site visits was in fact acknowledged as a limitation just a few paragraphs above (perhaps because they did not feel their dignity was adequately protected) (p. 31).</p>	
<p>17 Does the report refer to ethical safeguards appropriate for the issues described?</p> <p>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</p>	Yes		
Results Based Management			Overall, the methodology is appropriate and sound. The report clearly described the basic methodology and data sources that were utilized to carry out the evaluation. The evaluation team dedicated a section to a human rights and equity based approach, although it did not seem that a focus on human rights and equity cascaded through the rest of the report. It also had a good assessment of the
<p>18 Is the capability and robustness of the evaluated object's monitoring system adequately assessed?</p> <p>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.</p>	Yes	<p>°The report provided a good assessment of how well the object's monitoring system worked and what parts could have been improved (pg. 39). More in-depth analysis was also provided in the effectiveness findings (pg. 52).</p>	
			The methodology section of reports in the future can be additionally strengthened by ensuring to provide the sampling mechanism for observational data, especially when it is such a small sample as it was in the case of this evaluation. Furthermore, the application of a human rights- and equity-based approach to evaluation should cascade down through the entire report.

19 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 logframe 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

It is clear from the findings sections that discuss relevance, efficiency, and effectiveness (Sections 4.1, 4.2, 4.3) that the evaluation appropriately used the project's M&E framework to guide the assessment and evaluate the object based on its own planned/expected outcomes and indicators.

also had a good assessment of the robustness of the object's monitoring system. While there was some room for improvement, the methodology was sufficiently conceptualized to be able to answer the evaluation questions.

the final report.

Human Rights, Gender and Equity

20 Did the evaluation design and style consider incorporation of the UN and UNICEF's commitment to a human rights-based approach to programming, to gender equality, and to equity?

This could be done in a variety of ways including: use of a rights-based framework, use of CRC, CCC, CEDAW and other rights related benchmarks, analysis of right holders and duty bearers and focus on aspects of equity, social exclusion and gender. Style 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. Promote gender-sensitive interventions as a core programmatic priority. To the extent possible, all relevant policies, programmes and activities will mainstream gender equality.

Outstanding

°The evaluation specifically dedicated a section of the report to discuss their evaluation of how well a human rights-based approach, gender equality and equity were incorporated into the evaluated object (Section 4.5, pg. 53). This included providing information on the human rights-related documents that Kyrgyzstan is a signee of (CRC, the Children's Code, MDGs) and also analyzing who were the right holders and duty bearers.

21 Does the evaluation assess the extent to which the implementation of the evaluated object was monitored through human rights (inc. gender, equity & 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.

Yes

°In its discussion of the human rights- and equity-based approach, the evaluation determined that, while there were no clear examples that the object was monitored through a human rights framework (pg. 54), in keeping with the nature of its design, the project benefited a fair portion of the most vulnerable women and children in Kyrgyzstan.

22 Do the methodology, analytical framework, findings, conclusions, recommendations & lessons provide appropriate information on HUMAN RIGHTS (inc. women & child rights)?

The inclusion of human rights 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. 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. Support for humanitarian action – achieving faster scaling up of response, early identification of priorities and strategies, rapid deployment of qualified staff and clear accountabilities and responses consistent with humanitarian principles in situations of

Mostly

°There was not a specific human rights- and equity-based approach in the evaluation's methodology (pg. 30) or the evaluation framework (pg. 76-82). There was discussion of issues related to human rights and equity in the findings, but this discussion did not

23 Do the methodology, analytical framework, findings, conclusions, recommendations & lessons provide appropriate information on GENDER EQUALITY AND WOMEN'S EMPOWERMENT?

The inclusion of 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. If identified in the scope the methodology should be capable of assessing the immediate underlying & structural causes of social exclusion; and capacity development of women to claim rights, and duty-bearers to fulfil their equality obligations.

Mostly

extend into the conclusions, recommendations or lessons learned.

°The evaluation was successful in providing information on gender equality (e.g. the finding that the project was providing better health care for women while also helping their partners have a better birth experience as well (redundant) pg. 54) and women's empowerment in the findings, but again did not carry all the way through to the conclusions, recommendations, and lessons learned.

°Information relating to equity was also able to be collected (e.g. the finding that "...further actions are needed in order to guarantee greater utilization (and coverage) of MCH services to the population segments living in isolated and underserved areas;" pg. 54) and was present in the findings, but not in the conclusions, recommendations, or lessons learned.

Mostly

24 Do the methodology, analytical framework, findings, conclusions, recommendations & lessons provide appropriate information on EQUITY?

The inclusion of equity considerations 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. If identified in the scope the methodology should be capable of assessing the capacity

Highly satisfactory

Stakeholder participation

25 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.

Outstanding

oThe participatory approach taken with the evaluation was well described (pg. 31) and it is clear how stakeholders participated in the evaluation. In addition to being sources of information, they were also involved in field observations and the finalization of findings and recommendations in order to increase ownership and build capacity.

26 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.

Outstanding

oBased on the description of stakeholders' participation in the evaluation, the level was appropriate. Any higher level of participation probably would have begun to detract from the independent nature of the evaluation.

Methodological robustness

27 Is there an attempt to construct a counterfactual or address issues of contribution/attribution?
 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

oThere was no attempt to construct a counterfactual or to detail why it was not appropriate/possible to do so. From the brief description of the methodology, it is not clear how the evaluation used other methods to try and determine contribution or attribution of the project. But from the depth of analysis provided in later on in the report, the evaluation team was able to provide sound evidence that could address issues of contribution/attribution (examples pgs. 40, 47, 49).

oThere was enough information

28 Does the methodology facilitate answers to 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

There was enough information provided on the methodology to be confident that the methodology selected was capable of addressing the evaluation questions in the evaluation's context.

29 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

Mostly

The use of 6 different data sources and triangulation helped to overcome discussed issues related to the weaknesses of some of those data sources. But because there was insufficient information given on how facilities were selected for observations, it is unclear how bias related to sample selection was dealt

Executive Feedback on Section C

Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating.

Up to two sentences

The evaluation's methodology in general was well articulated, sound and appropriate to the task of answering the defined evaluation questions. A clear human rights- and equity-based approach was incorporated, but did not seem to cascade down the rest of the report. Slightly more information should have been provided regarding the sampling selection of sites visited for the observational data.

SECTION D: FINDINGS AND CONCLUSIONS

Question	cc	Remarks		
Completeness and logic of findings			<p>D/ Are the findings and conclusions, clearly presented, relevant and based on evidence & sound analysis?</p> <p>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.</p>	<p>Constructive feedback for future reports</p> <p><i>Including how to address weaknesses and maintaining good practice</i></p>
<p>30 Are findings clearly presented and based on the objective use of the reported evidence?</p> <p>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.</p>	Yes	<p>°The findings are clearly presented and very well organized, including the evaluation questions discussed in each subsection. Although there was no clear distinction made between outputs and outcomes; when the report refers to the project's expected results, they appear to be outcome-level results. The subsequent list of activities would presumably generate short-term outputs but these are not listed as such. It is was clear that the findings were developed objectively using the reported evidence and the quotes included further illuminated them.</p>		
<p>31 Do the findings address all of the evaluation's stated criteria and questions?</p> <p>The findings should seek to systematically address all of the evaluation questions according to the evaluation framework articulated in the report.</p>	Yes	<p>°Yes the findings addressed all four of the evaluation's stated criteria with the addition of some cost analysis in the efficiency and effectiveness sections (Sections 4.2 and 4.3).</p>		
<p>32 Do findings demonstrate the progression to results based on the evidence reported?</p> <p>There should be a logical chain developed by the findings, which shows the progression (or lack of) from implementation to results.</p>	Yes	<p>°Although not laid out in a chronological order, reading all the findings detailed in the report provides a clear picture of the progression of results based on the evidence detailed.</p> <p>°The gaps and limitations of the data are not well articulated in the text. There are a few times the report mentioned not being able to observe</p>	<p>The findings and conclusions were clearly presented. The findings were especially well-organized and had a well-thought out layout. Both the findings and conclusions were relevant and responded directly to the evaluation criteria. They were clearly based on evidence that did not appear to be biased, although there was a missed opportunity to explicitly discuss data gaps and limitations. The conclusions were short, but in their succinct summary, brought to light further insights that were</p>	<p>The way the findings were presented is an example of good practice. Future reports will benefit from the inclusion of a more detailed discussion of any data gaps or limitations. This will help the reader better understand how to accurately interpret the findings presented.</p>

<p>33 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.</p>	Yes	<p>mentioned not being able to observe certain things, such as a discussion of a maternal mortality case (pg. 43), but there did not seem to be clear caveats included to help the reader interpret the findings.</p>	<p>pertinent to the object and purpose of the evaluation.</p>
<p>34 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.</p>	No	<p>°It was not stated whether any unexpected findings had been discovered, nor where any discussed.</p>	
Cost Analysis			
<p>35 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.</p>	No	<p>°The report included a cost analysis in the discussion of findings related to efficiency (Section 4.2, pg. 37). There were also comments on budget execution (pg. 40). There was no value for money or analysis of the financial implications of scaling up, but those were specifically not requested in the ToRs.</p>	

Contribution and causality		
<p>36 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.</p>	Yes	°Throughout the findings and conclusions section (examples pgs. 39, 41, 43, 44, 47) there was a fair and reasonable attempt to assign contribution for results to various stakeholders where possible, UNICEF included.
<p>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. <i>(This is an extremely important question to UNICEF)</i></p>	Yes	°The causal reasons for accomplishments and failures (examples pgs. 40, 49) were also well identified when and where possible.
Strengths, weaknesses and implications		
<p>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.</p>	Yes	°The future implications of continuing constraints were discussed both in the findings section (Section 4.4, pg. 44) and in the conclusions section. They were well summarized in Table 6 (pg. 55).
<p>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.</p>	Yes	°Both the strengths and weaknesses of the evaluated object were discussed in the conclusions section.
Completeness and insight of conclusions		
<p>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.</p>	Yes	°While the conclusions section was much shorter than the findings section, it was able to provide further insight into the important issues by summarizing the key issues revealed in the findings, and making connections

Highly satisfactory

41 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.

Mostly

between findings.
 °While the methodology and findings sections described that there was a definite effort to collect the views of a diverse cross-section of stakeholders, and that key stakeholders were apparently involved in the finalization process, the manner in which the conclusions section (pg. 54-56) was written does not convey a sense that all these views are represented.

42 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

°The conclusions were clearly written and could be accessible to a wide range of possible end users.

Executive Feedback on Section D
 Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating.
Up to two sentences

The findings and conclusions were well laid out and clearly connected with the purpose and objectives of the evaluated object. The findings demonstrated the results of sound analysis and were based in the evidence provided. The lack of detailed discussion of data gaps and/limitations was one of the few weak points in this section.

SECTION E: RECOMMENDATIONS AND LESSONS LEARNED

Question	cc	Remarks				
Relevance and clarity of recommendations					<p>E/ Are the recommendations and lessons learned relevant and actionable? 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.</p>	<p>Constructive feedback for future reports <i>Including how to address weaknesses and maintaining good practice</i></p>
<p>43 Are the recommendations well-grounded in the evidence and conclusions reported? Recommendations should be logically based in findings and conclusions of the report.</p>	Yes	<p>°The listed recommendations are definitely well-grounded in the evidence and conclusions presented in the report.</p> <p>°The recommendations are relevant to the object and purpose of the evaluated object.</p>				
<p>44 Are recommendations relevant to the object and the purpose of the evaluation? Recommendations should be relevant to the evaluated object</p>	Yes	<p>°The four general recommendations are clearly stated and come with inherent prioritization, but there are 40+ specific recommendations that are also prioritized, but too numerous and/or specific in nature to be helpful to managers.</p>				
<p>45 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.</p>	Mostly					
Usefulness of recommendations			<p>The recommendations, broadly speaking, are well done. They are relevant to the object/purpose of the evaluation, identify target groups for action and are supported by the evidence and conclusions. The lessons learned are also not quite lessons learned and are not written in a way that make it easy to understand what knowledge can be taken from this context</p>	<p>It was excellent evaluation practice to clearly list recommendations with priority, target groups for action, and a time frame in an organized table. But there was a missed opportunity to further increase the utility of the recommendations offered through not narrowing down the list to create more broad and actionable recommendations. In the future, lessons</p>		
<p>46 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.</p>	Yes	<p>°The report clearly specifies the target group for action both within its general and specific recommendations (Sections 6.1 & 6.2, pg. 62). It also clearly displays in the tables provided how some recommendations have shared responsibilities (between GOK</p>				

<p>47 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</p>	Yes	<p>and UNICEF) and which target group is responsible for what.</p> <p>oAll of the recommendations appear to be realistic in the context of the evaluation.</p> <p>oThe report discussed that the key stakeholders were involved in the validation process of both the preliminary findings and recommendations and their initial comments were taken into account during subsequent revisions of the report (pg. 31).</p>	<p>KNOWLEDGE CAN BE TAKEN FROM THIS CONTEXT and applied to other contexts.</p> <p>Highly satisfactory</p>	<p>RECOMMENDATIONS. IN THE FUTURE, LESSONS learned should be written in a way that enables the reader to understand how knowledge that was gained during this evaluation can be applied to a wider context.</p>
<p>48 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.</p>	Outstanding			
<p>Appropriate lessons learned</p>				
<p>49 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.</p>	Mostly	<p>oThe six lessons learned presented on pgs. 58-59 were mostly correctly identified. Lesson learned 1 ("UNICEF as a coordinator of MCH sector") was too specific to the Kyrgyzstan context and would have been better put into the conclusions sections. The other five lessons learned have potential to add to general knowledge but were written in a way that makes it hard to generalise the information to a wider context.</p>		
<p>50 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.</p>	Mostly			
<p>Executive Feedback on Section E Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating. <i>Up to two sentences</i></p>	<p>The recommendations were well done: relevant, based in findings and conclusions, and presented with target groups for action. But there were too many recommendations given (40+) and this diminished the likelihood that they will be acted upon, even if presented with prioritization. Lessons learned also had potential but were written in a way that makes it hard to generalise the information to a wider context.</p>			

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?	Constructive feedback for future reports <i>Including how to address weaknesses and maintaining good practice</i>
Style and presentation				
51. 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	°Almost all of the appropriate information is included in the opening pages of the report, and nearly all of it within the first two pages. Although there was no list of tables, figures, and boxes.	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.	In order to make executive summaries more useful for decision makers, it is good practice to try and contain/summarize the more pertinent and demonstrative information within 3-5 pages.
52 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 logically put together, with the context, purpose, methodology, findings coming before the conclusions and recommendations.		
53 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	Yes	°The annexes include many appropriate elements, including: the ToRs, reference list, data collection instruments, further information about the evaluators, a copy of the evaluation matrix. The only thing missing that would have further increased the credibility of the report would have been a copy of the evaluated object's results chain.		
54 Do the annexes increase the usefulness and credibility of the report?	Yes			
Executive Summary			Highly satisfactory	

55. Is an executive summary included as part of the report? If the answer is No, question 56 to 58 should be N/A	Yes	^o The executive summary (pg. 10-20) included with the report was well written and could stand alone as a tool for decision makers. The project is adequately described, with all appropriate details provided, although the dual nature of the evaluation (DaO project evaluation vs. perinatal programme evaluation) lacked clarity, e.g. pg. 11.		
56 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	Yes	Its length (10 pages) is the only thing that detracts from its utility. The findings could have been more condensed through briefer descriptions, and with only the most key findings provided.		
57 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	Yes			
58 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.	Yes			

Executive Feedback on Section F Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating. <i>Up to two sentences</i>	The report was well-written, clear, and accomplished including nearly all aspects of an evaluation report per UNICEF's expectations. The executive summary, while it could be used to inform decision making, would have benefited from further summarization to decrease its size.
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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	Yes, the evaluation successfully addressed what was outlined in the Terms of Reference provided.
ii/ Identify aspects of good practice in the evaluation In terms of evaluation	The evaluation team utilized six different data sources in order to strengthen their findings, conclusions, and recommendations. They also took a participatory approach by including stakeholders in the evaluation process.
iii/ Identify aspects of good practice of the evaluation In terms of programmatic, sector specific, thematic expertise	

OVERALL RATING

Question	cc	Remarks	<p>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?</p> <p>This question should be considered from the perspective of UNICEF strategic management.</p>
<p>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?</p>	Yes	<p>Each section of this report gives a reasonable person confidence to act taken on their own. The methodology has only a few minor flaws and is appropriate for the evaluation's purpose. The evidence is more than sufficient, robust and written authoritatively, which allows for the analysis and findings, etc., to hold together.</p>	<p>This report is an example of a report with many elements of best practice exhibited, but a few minor, easily fixed issues are why it was rated overall as "highly satisfactory". The methodology was sound and appropriate. The analysis was very thorough and provided sound evidence on which to build findings, conclusions, and recommendations. Recommendations, although too many to be 100% useful, were well thought out. The expertise in the MCH sector of the evaluation team is apparent in the quality of this report. For certain, a reasonable person could use the results of this evaluation to make decisions with confidence.</p>
<p>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'.</p>	Yes	<p>The report came together in a very logically consistent manner, with common threads of expertise and solid analysis running throughout.</p>	
<p>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.</p>	ToRs	<p>The ToRs specifically asked for the evaluation to be carried out with an equity-based, human rights-based, and Results Based Management approach. This was probably a factor in the ability of the evaluation to satisfy all of those criteria.</p>	
	Other	<p>The independent consultants (both MDs) have many years of combined experience in the area of maternal and child health. It was evident that their knowledge helped this to be a very well done report.</p>	<p>Highly satisfactory</p>

Executive Feedback on Overall Rating

Issues for this section relevant for feedback to senior management (positives & negatives), & justify rating.

Up to two sentences

The report overall was well-written and the expertise of the evaluation team in the sector of MCH was evident throughout. There were elements of best practice in the report, but a few easily addressed issues warrant a highly satisfactory rating. The results of this evaluation can confidently be used by decision makers in UNICEF strategic management.