Executive Feedback

Title of the evaluation
REDUCING STUNTING IN CHILDREN UNDER FIVE YEARS OF AGE: A COMPREHENSIVE EVALUATION OF UNICEF’S STRATEGIES AND PROGRAMME PERFORMANCE RWANDA COUNTRY CASE STUDY

Sequence No
2017/002

Region
ESAR

Office
Rwanda

Coverage
Rwanda

Evaluation Type
Strategy

Year of Report
2017

OVERALL RATING
- Satisfactory
- Meets UNICEF/UNEG standards for evaluation reports and decision makers may use the evaluation with confidence
- While this report is a case study as part of a global evaluation, it has also been published as a standalone document. For this reason, it would have been appropriate to have included more of the details from the global evaluation (such as the evaluation matrix and objectives) in this document so as to more adequately address UNICEF evaluation report standards.

SECTION A: BACKGROUND (weight 5%)
- Satisfactory
- The report provides a multi-level overview of the nutrition strategy in Rwanda and its links to both national and global frameworks. The overview of stunting in Rwanda is gender disaggregated, although it would interesting for the report to have identified whether specific groups are more or less affected. Some of the contextual information, such as financing, is located in the findings rather than the background sections.

SECTION B: EVALUATION PURPOSE, OBJECTIVES AND SCOPE (weight 5%)
- Satisfactory
- This report has to be read in conjunction with the global evaluation report to be considered satisfactory. As a standalone document it does not meet UNICEF standards for describing the objectives of the evaluation. However, the purpose of the case study is clear, and is elaborated in two places. The scope would benefit from additional information on the boundaries of issues to be considered as part of the case study (e.g. is the case study to examine corporate reasons for the level of performance in Rwanda, or only local reasons).
### SECTION C: EVALUATION METHODOLOGY (weight 15%)

- **Fair**

  The methods section includes sufficient and clear explanation of the data collection and analysis methods, including how these are derived from and contribute to the global evaluation. The methods are credible, and the report notes that they were quality assured by a group of stakeholders. There is reference to the global evaluation framework, which is considered as adequate for a case study, although future such reports might consider including this as an annex. The report falls short in addressing the UNICEF requirements to explain how ethics guidance has been implemented. It would also benefit from explaining the choice of evaluation criteria.

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

- **Satisfactory**

  The findings are concise but comprehensive, and cover all of the evaluation criteria. Each finding marshals multiple lines of evidence, although for some criteria (such as effectiveness) the sources of data are more transparent than for other criteria (such as relevance). The report does not explore unexpected findings, and only considers results based management in terms of the use of national monitoring systems (which it does not examine in detail).

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

- **Fair**

  The conclusions are presented immediately after the findings from which they are derived, making it easy to see how they are logically linked to the evidence. Lessons learned are not included in the case studies, although the requirement for lessons is present in both UNICEF standards and the ToR.

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

- **Satisfactory**

  The recommendations are relevant to the level expected of an evaluation case study: clearly derived from the conclusions and self-evidently targeted at the UNICEF Country Office. The presentation of 4 recommendations is a useful approach to prioritisation, and there is demonstration of UNICEF’s commitment to HRBAP in Recommendation 4.

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

- **Satisfactory**

  The opening pages include all necessary elements and they are clearly presented. Annexes contain important information and greatly increase the overall credibility of the evaluation. However, the annexes do not include an evaluation matrix, which is not presented in the body of the report either. The report is accessible and easy to read.

### SECTION H: EVALUATION PRINCIPLES (weight 15%)
The case study does provide some disaggregated data and has a section on the approach to equity, gender and human rights. However, analysis of these dimensions is largely missing from the rest of the report. For example, the question of relevance does not take the opportunity to explore the different groups to whom UNICEF’s approach might be more or less relevant, or effectiveness does not examine the outcomes for different social or gender groups. The application of UNICEF’s commitments to human rights based approaches could, therefore, have been much more deeply mainstreamed.

**SECTION I: EXECUTIVE SUMMARY (weight 5%)**

The report includes an executive summary that provides a good idea of the evaluation and all of the information presented is further discussed in the body of the report. The executive summary includes some of the necessary elements, but could better elaborate the findings.

**Does the evaluation meet UN SWAP evaluation performance indicators?**

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<th>Approaches requirements</th>
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**Recommendations for improvement**

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<tr>
<th>Section</th>
<th>Recommendation</th>
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<tr>
<td>A</td>
<td>The report would have benefited from including some of the factual details about the UNICEF interventions in Rwanda – such as the level of investment – in the background section, since these are not findings (i.e. the product of an analytical process).</td>
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<td>B</td>
<td>The case study also requires the evaluation objectives to be clearly stated and would benefit from a more detailed elaboration of the scope of the case study.</td>
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<td>C</td>
<td>While the methods section is largely adequate for a case study as part of a wider evaluation, there is a clear and specific requirement in UNICEF standards to address the question of ethics - which is entirely missing from this report. Ethics are expected to cover issues of independence, impartiality, credibility, conflicts of interest, honesty and integrity, accountability, respect for dignity and diversity, rights, confidentiality, avoidance of harm, accuracy, completeness and reliability, and transparency.</td>
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<td>D</td>
<td>The case study would have benefitted from explicitly describing unintended effects of interventions - both positive and negative - as required by UNICEF standards.</td>
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<td>E</td>
<td>The case study was expected to have developed lessons for the global evaluation.</td>
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<td>F</td>
<td>The report would be strengthened by identify the process by which recommendations were elaborated and validated.</td>
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<td>G</td>
<td>The annexes would benefit from including a copy of the evaluation matrix since it is a central instrument to understand what questions the evaluation seeks to answer.</td>
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<td>Section H</td>
<td>It is important that the report describe in detail the equity considerations as well as the role that gender concerns played in the design of the evaluation, i.e. how equity and gender were incorporated in the data collection methods as well throughout the entire evaluation process. GEEW should make part of the entire evaluation and a gender-sensitive approach should be mainstreamed through all activities related to the evaluation. Similarly, the methodology should ensure that gender-related data will be collected (i.e. specific gender-related questions should be included as part of the evaluation questions) and findings, conclusions and recommendations should demonstrate a consistent gender analysis.</td>
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<td>Section I</td>
<td>The executive summary should also include an overview of the methodology used, key findings and lessons learned.</td>
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