

Independent Evaluation and Audit Services (IEAS)
UN WOMEN Global Evaluation Quality Assessment and Rating



Rating Scale	Very Good	Good	Fair	Unsatisfactory	Reviewer Guidance :
Rating explanation	The report can be used with high level of confidence and is considered a good example.	The report can be used with certain degree of confidence.	Partially meets requirements with some missing elements. The report can be used with caution.	Misses out the minimum quality standards.	<ul style="list-style-type: none"> - Overall reports are rated against a four-point scale (Very Good, Good, Fair and Unsatisfactory), which is an aggregated rating of eight parameters. - Each overarching parameter is rated against a four-point scale (Fully, Mostly, Partially and Not at all). - Parameters such as evaluation methodology, findings, conclusions and recommendations are given more weight. - Executive feedback - provide summary of the extent to which the report meets or fails to meet the criteria provided under each parameter. Please also include suggestions on how to improve future evaluation practice. The overall review, rating and executive feedback will be provided to the evaluation commissioning office.
Parameter Weight (%)	1: Object and context 2: Purpose, objectives and scope 3: Methodology 4: Findings 9: Disability Inclusion (bonus points)	5 5 15 20 5	5: Conclusions and lessons learned 6: Recommendations 7: Gender Equality and Human Rights (UN-SWAP) 8: Report presentation	20 15 10 10	<p><i>Are weightings equal to 100% (excluding a DI criteria)?</i></p> <p>OK</p>

PART I: REPORT DETAILS

Report title	UN Women Rwanda: Country Portfolio Evaluation 2019-2024			Geographical Coverage	National
Sequence number		Evaluators	[Female] : [Male]	Year	2024
Region	Eastern and Southern	Country(ies)	Rwanda	Type of intervention evaluated	CPE
Portfolio Budget (USD)	USD 13.1 Million	Evaluation Budget (USD)		Reviewer	
Strategic Plan Thematic Area (select all that apply)	Women's leadership Women's access to	Prevent VAW&G and expand		Review Date	27 December 2024

PART II: THE EIGHT KEY PARAMETERS

SECTION 1: OBJECT AND CONTEXT OF THE EVALUATION (weight 5%)	RATING	Very Good
Does the report present a clear and full description of the 'object' of the evaluation?	75%	Executive Feedback on Section 1
<p>1.1 The report clearly specifies the object of the evaluation, and provides a clear and complete description of the intervention's original logic (e.g. expected results chain or theory of change), timeframe, intended beneficiaries by type, geographic location(s) as well as the planned budget of the intervention.</p> <p><i>Note: Please address all aspects of this sub-criteria. If the project did not have a ToC, clearly outline the expected results of the intervention and how the activities were expected to lead to the results.</i></p>	Mostly	The report provides a brief overview of the country context, including socio-economic and institutional factors. The context section integrates a gender analysis, which discusses preconceived roles and attitudes that contribute to gender inequalities. In addition, the report provides a good description of the evaluated subject (the Country Programme in Rwanda). In doing so, it outlines the expected outputs and outcomes of the Development Results framework as well as the goals of the Organizational Effectiveness and Efficiency Framework. The theory of change depicting the results chain and underlying assumptions is presented in Annex 3. In addition, Annex 6 outlines all SN interventions per results area. The report also provides a complete picture of financial and human resources as well as the SN timeframe and intended beneficiaries. However, the report does not provide information on the specific geographic locations of intervention within Rwanda. The report also presents a stakeholder mapping (further elaborated in Annex 7) that identifies key stakeholders and describes their roles in the SN. In addition, while the report identifies the implementation status of the intervention, it does not elaborate on whether there have been any changes during implementation.
<p>1.2 The context includes factors that have a direct bearing on the object of the evaluation: social, political, economic, demographic and institutional. This also includes explanation of the contextual gender equality and human rights issues, roles, attitudes and relations.</p> <p><i>Note: This section should be concise but sufficient to cover key contextual issue.</i></p>	Fully	
<p>1.3 The key stakeholders involved in the implementation, including the implementing agency(ies) and partners, other stakeholders and their roles are described.</p> <p><i>Note: Remember to include not only a list of partners but also a description of their main activities and/or the role they had in the implementation of the intervention in the body of report. Detailed description and stakeholder analysis can be provided in annexes.</i></p>	Fully	
<p>1.4 The report identifies any changes in the timeframe and/or implementation plans (e.g. original plans, strategies, logical frameworks), provides an explanation for these and for any implications these may have had regarding the evaluation.</p> <p><i>Note: Remember to identify the implementation status of the object, including its phase of implementation and any significant changes.</i></p>	Partly	
SECTION 2: PURPOSE, OBJECTIVES AND SCOPE (weight 5%)	RATING	Very Good
Are the evaluation's purpose, objectives and scope sufficiently clear to guide the evaluation?	100%	Executive Feedback on Section 2
<p>2.1 Purpose, objectives and use of evaluation: The evaluation report provides a clear explanation of the purpose and the objectives of the evaluation, including the intended use and users of the evaluation and how the information will be used.</p>	Fully	The report identifies the evaluation's double purpose of learning and accountability as well as the evaluation users and expected uses - which include informing the design of the new Strategic Note as well as the development of the new UNSDCF. Likewise, the report clearly outlines the objectives of the evaluation. Finally, the evaluation's scope is also well defined.
<p>2.2 Evaluation Scope: The evaluation report provides a clear description of the scope of the evaluation, including a description of the timeframe and outputs/outcomes covered, and not covered (thematically, geographically etc.) as well as the reasons for this scope (e.g. specifications by the ToR, lack of access to particular geographic areas for political or safety reasons at the time of the evaluation, lack of data/evidence on particular elements of the intervention).</p>	Fully	
SECTION 3 : METHODOLOGY (weight 15%)	RATING	Very Good
Is the methodology used for the evaluation clearly described and appropriate, and the rationale for the methodological choice justified?	100%	Executive Feedback on Section 3
<p>3.1 Methodology: The report provides a complete description of the methods used for data collection and analysis, the chosen evaluation criteria and evaluation questions, and demonstrate that the methods chosen are appropriate to inform the responses to the criteria and questions.</p> <p><i>Note: An evaluation matrix containing the evaluation questions in each evaluation criteria, the indicators, the data sources and methods for data collection is useful to show these, but it is still important to include some explanations in the body of the document to clearly demonstrate that the methods are appropriate for triangulation. Remember to keep this section succinct and use annexes to provide detailed information.</i></p>	Fully	Section 4.2 specifies the evaluation criteria (i.e., relevance, coherence, effectiveness, efficiency, sustainability, human rights and gender equality) and main evaluation questions. Evaluation questions are further broken down into sub-questions in an evaluation matrix (see Annex 9), which also includes indicators, data collection tools and data sources. The evaluation design and approaches - which draw on a theory-based approach, contribution analysis, and mixed-methods combining qualitative and quantitative data collection and analysis - are

<p>3.2 Data collection, analysis and sampling: The report clearly describes the tools used for data collection and the rationale for their selection as well as the sampling strategy and methods used for data analysis. The report includes discussion of how the mix of data sources was used to obtain a diversity of perspectives, to guide the assessments of GE/HR specific results and to ensure data accuracy and completeness.</p> <p><i>Note: Please describe not only the types of data collection tools used (e.g. surveys, KIIs, desk review) but also how the data was collected (where, when, who, how) and what steps were taken to analyze it. Remember to include a description of original sampling strategy and the extent to which it covers the range of stakeholders involved in the intervention, with a clear justification of the selection of the targeted sample. Use annexes to provide detailed description.</i></p>	Fully	<p>explained. In addition, the methodology outlines the data collection tools (i.e. document review, semi-structured interviews, focus group discussions, and a survey) as well as data sources. Overall, 195 individuals were consulted across multiple stakeholder groups, including government, CSOs, academic institutions, donors, private sector, UNCT, UN Women, and programme participants (see Annex 2). The sampling frame - which considered vulnerable groups - and stakeholder consultation process are explain against a stakeholder mapping (see Annex 5 and Annex 7). Data analysis methods, limitations and mitigation strategies, as well as the evaluation's ethical approach, are also explained.</p>
<p>3.3 Stakeholders Consultation: The evaluation report gives a complete description of the stakeholder consultation process in the evaluation, including the rationale for selecting the particular level and activities for consultation.</p> <p><i>Note: Include a stakeholder mapping, showing that the consultation process was comprehensive to assure the reader that the selection of KIIs and/or survey participants was appropriate and representative of the universe of project stakeholder (in line with descriptions under item 1.3 above). Use annexes to provide detailed description.</i></p>	Fully	
<p>3.4 Limitations: The report presents a clear and complete description of limitations and constraints faced by the evaluation and if/how these were mitigated (e.g. gaps in the evidence, biases due to limits in stakeholder consultations, etc.).</p>	Fully	
<p>3.5 Ethics: The evaluation report makes explicit references to the ethical obligations of the evaluators and shows evidence that data collection and tools adhered to these ethical principles, (e.g. mechanisms and measures were implemented to ensure that the evaluation process conformed to relevant ethical standards, including but not limited to, informed consent of participants, confidentiality and avoidance of harm considerations).</p> <p><i>Note: Mentioning/referencing UNEG standards in the report does not amount to sufficient evidence that the data was actually collected with sensitivity to ethics and discrimination. It is a good practice to provide a clear explanation as to how the evaluation adopted these, showing examples of tools and processes used were sensitive to ethical considerations (e.g. consent, confidentiality) and were not discriminatory against particular group's participation (i.e. were interviews or focus groups held in a location, at a time, in a setting, using language/translation, that is appropriate and respectful; and facilitates the participation of a full range of stakeholders). Use annexes to provide detailed description.</i></p>	Fully	

SECTION 4: FINDINGS (weight 20%)	Rating	Very Good
Are the findings well substantiated, clearly presented, relevant and based on evidence?	90%	Executive Feedback on Section 4
4.1 Findings are presented with clarity, logic and coherence (e.g. avoid ambiguities). <i>Note: It is a good practice to clearly outline the findings in the report, preferably using a "set" of findings statements, with clear articulation and conciseness, followed by substantiation and full demonstration of the evidence used to formulate the findings' statements.</i>	Mostly	Findings are presented with logic and coherence. The use of bolded, numbered finding statements also helps the reader to quickly grasp the main messages. However, there are several instances where the findings make concluding remarks and even suggestions for recommendations, which would have been better placed in the conclusions and recommendations chapters. All findings are well substantiated with evidence triangulated by multiple data collection methods and sources. In this regard, the findings are particularly effective at presenting the nuanced perspectives of different stakeholder groups. All findings reflect an appropriate level of analysis, are free from subjective judgement, and provide a balanced picture of the CP's strengths and areas for improvement. The effectiveness analysis reports on both the achievement of outputs and contribution to outcomes and the contribution analysis (further discussed in Annex 15) discusses the cause-and-effect links. Finally, Finding 11 provides an assessment of unintended results.
4.2 The evaluation findings are well substantiated, and provide sufficient levels of high quality evidence to systematically address the evaluation questions and criteria. <i>Note: Ensure the findings narrative are consistent with the findings statements and fully back the statement, showing the evidence and triangulation clearly.</i>	Fully	
4.3 Findings reflect systematic and appropriate analysis and interpretation of the data; they are free from subjective judgments. <i>Note: in addition to describing the implementation of activities and completion of outputs, include an analysis of their contributions towards the intervention outcomes.</i>	Fully	
4.4 Are cause and effect links between an intervention and its end results explained and any unintended results highlighted? <i>Note: Remember to include information on both the cause/effect links and unintended results</i>	Fully	
SECTION 5: CONCLUSIONS AND LESSONS LEARNED (weight 20%)	Rating	Very Good
Are the conclusions clearly presented based on findings and substantiated by evidence?	87%	Executive Feedback on Section 5
5.1 Conclusions are well substantiated by the evidence presented and are logically connected to evaluation findings. <i>Note: Conclusions are not summaries of findings but they are formulated from the analysis and interpretation of the findings, giving meaning to them.</i>	Fully	The conclusions are clearly presented, are explicitly linked to the findings and supported by the evidence, and present both the strengths and weaknesses of the UN Women Country Programme in Rwanda. Most of the conclusions are analytical and provide insights into the next Strategic Note; however, a few conclusions (i.e. 3 and 4) are mostly a summary of findings with limited forward-looking insights. Finally, the report includes a section on lessons learned, which are linked to the findings and can be applied to improve the performance of country programmes beyond the Rwanda context (further details on lessons learned is are presented in Annex 19).
5.2 The conclusions reflect reasonable evaluative judgments that add insight and analysis beyond the findings. <i>Note: Conclusions should provide explanations for the findings and form the basis for recommending actions or decisions that are consistent with the conclusions.</i>	Mostly	
5.3 Conclusions present the strengths and weaknesses of the object (policy, programmes, projects or other intervention) being evaluated, based on the evidence presented and taking due account of the views of a diverse cross-section of stakeholders.	Fully	
5.4 Lessons Learned: When presented, the lessons learned section stems logically from the findings, presents an analysis of how they can be applied to different contexts and/or different sectors, and takes into account evidential limitations such as generalizing from single point observations. <i>Note: The lessons learned from an evaluation comprise the new knowledge gained from the particular circumstance (initiative, context outcomes and even evaluation methods) that is applicable to and useful in other similar contexts. They should demonstrate the intervention experience and be generalized to enable applicability by other interventions.</i>	Fully	
SECTION 6: RECOMMENDATIONS (weight 15%)	Rating	Very Good
Are the recommendations relevant, useful, actionable and clearly presented in a priority order?	100%	Executive Feedback on Section 6
6.1 Recommendations are well grounded on the evaluation, logically derived from the findings and/or conclusions . <i>Note: The recommendations should be complete in number and depth, reflecting the analysis in the findings and conclusions and address the issues identified earlier.</i>	Fully	The recommendations are grounded in the evaluation and explicitly linked with their corresponding finding(s). Recommendations are clear, realistic, and supported by a rationale. They are also actionable with a set of proposed actions to guide their implementation. For each recommendation, a specific user responsible for its implementation is identified. The level of priority and timeline for action is

<p>6.2 The report describes the process followed in developing the recommendations including consultation with stakeholders.</p> <p><i>Note: Include a relevant explanation on the extent to which the evaluation participants were specifically consulted for the formulation of the recommendations and/or the level of participation of stakeholders in this evaluation stage.</i></p>	Fully	<p>for its implementation is identified. The level of priority and timeline for action is also specified. The report confirms that recommendations were developed in collaboration with the UN Women Country Office in Rwanda.</p>
<p>6.3 Recommendations are clear, realistic (e.g. reflect an understanding of the subject's potential constraints to follow-up) and actionable.</p>	Fully	
<p>6.4 Clear prioritization and/or classification of recommendations to support use.</p>	Fully	

SECTION 7: GENDER AND HUMAN RIGHTS (weight 15%)	Score	Meets Requirements
Does the evaluation meet UN SWAP evaluation performance indicators? <i>Note: this section will be rated according to UN SWAP standards.</i>	100%	Executive Feedback on Section 7
7.1 GEWE is integrated in the evaluation scope of analysis and evaluation criteria and questions are designed in a way that ensures GEWE related data will be collected. <i>Note: Refer to the UNEG UN-SWAP Evaluation Performance Indicator Technical Note for guidance on this section.</i>	Fully integrated (3)	GEWE is integrated into the evaluation scope: The evaluation includes an objective on GEWE and an evaluation criterion on gender equality and human rights, while several evaluation questions address GEWE. The methodology is gender-responsive and uses the Gender Results Effectiveness Scale to assess the extent to which the CP integrated GEWE. Similarly, a gender analysis is presented in the findings, conclusions and recommendations. Finally, the background section provides an intersectional analysis discussing vulnerabilities for women with disabilities, single women, refugees, and women living in rural areas.
7.2 A gender-responsive methodology , methods and tools, and data analysis techniques are selected. <i>Note: it is not enough to simply describe the methodology as “gender-responsive”, it is important to demonstrate that the data collection and analysis integrated gender considerations; that data was collected disaggregated by sex; that methods/tools were designed to enable GEWE assessments; and/or that processes employed (i.e. sampling, triangulation, validation) ensured inclusion and enabled data for GEWE analysis</i>	Fully integrated (3)	
7.3 The evaluation findings, conclusions and recommendation reflect a gender analysis. <i>Note: Please address all aspects of this sub-criterion.</i>	Fully integrated (3)	
SECTION 8: THE REPORT PRESENTATION (weight 10%)	Rating	Very Good
Is the report well structured, written in accessible language and well presented?	97%	Executive Feedback on Section 8
8.1 Report is logically structured, concise and of reasonable length, well written and presented with clarity and coherence (e.g. the structure and presentation is easy to identify and navigate (numbered sections, clear titles and subtitles, context, purpose and methodology would normally precede findings, which would normally be followed by conclusions, lessons learned and recommendations) and is written in accessible language with minimal grammatical, spelling or punctuation errors. <i>Note: Reasonable length for project/programme and CPE evaluations is about 40 pages (excluding Annexes 60 pages); and 50 pages for institutional and thematic evaluations (excluding Annexes 60 pages).</i>	Fully	The report is well written, logically structured, free of errors, and respects the page limit. It is easy to navigate, with numbered sections, titles, and sub-titles. The opening pages present all the required information, (e.g. name of the evaluators and of the commissioning organization, date of the report and timeframe of the evaluation, basic information regarding the evaluation subject, a table of contents and an acronyms list). The report also includes all the mandatory annexes, including: the evaluation ToRs; an evaluation matrix; a list of consulted documents and stakeholders; data collection tools; additional details on the methodology (sampling frame, evaluability assessment, etc.); stakeholder mapping, additional information on the Strategic Note, a theory of change, and a data management plan, among others. However, at 76 pages, the annexes surpass length requirements. Finally, the executive summary is clearly written, summarizes key information from all sections, and is of reasonable length.
8.2 The title page and opening pages provide key basic information on the name of evaluators and, timeframe of the evaluation, date of report, location of evaluated object, names and/or organization(s) of the evaluator(s), name of organization commissioning the evaluation, table of contents including, as relevant: tables, graphs, figures, annexes-; list of acronyms/abbreviations, page numbers.	Fully	
8.3 The Executive Summary is a stand-alone section that includes an overview of the intervention, evaluation purpose, objectives and intended audience, evaluation methodology, key findings, conclusions and recommendations. The Executive summary should be reasonably concise. <i>Note: Executive Summaries should be maximum 5-6 pages long.</i>	Fully	
8.4 Annexes should be of reasonable length and include, when not present in the body of the report: ToR, evaluation matrix, list of interviewees, list of site visits, data collection instruments (such as survey or interview questionnaires), list of documentary evidence. Other appropriate annexes could include: additional details on methodology, copy of the results chain, information about the evaluator(s). <i>Note: Annexes should be maximum 60 pages long.</i>	Mostly	
Additional Information		
Identify aspects of <i>good practice</i> of the evaluation <i>Note: This section is to be populated by the QA Reviewer only, based on the overall Evaluation Report. No need to identify specific elements related to this section.</i>	The stakeholder consultation process is presented very clearly as it is done against the stakeholder mapping (see Annex 7). It therefore helps the reader to understand the extent to which all relevant stakeholders were including in the consultation process.	

SECTION 9: DISABILITY INCLUSION (weight: 5%) <i>*The score for Section 9 will be 'bonus points' (5%), on top of the existing 100% weight.</i> <i>** Assessment is based on the UN Disability Inclusion (For further details, please refer to Technical Notes on Entity Accountability Framework).</i>	SCALE (Yes, Partially, No)	OVERALL ASSESSMENT for DISABILITY INCLUSION (Missing, Partial, Sufficient)
Does the evaluation include consideration of disability inclusion?		Sufficient
9.1 The evaluation questions include references to disability inclusion.	Yes	Evaluation question E1 specifically addresses disability inclusion. The methodology states that disability inclusion was considered in the sampling frame for selecting participant organizations and a project addressing disability inclusion was also sampled. Finally, the findings, conclusions and recommendations address disability inclusion.
9.2 The evaluation methodology includes references to disability inclusion.	Yes	
9.3 The Evaluation findings, conclusions and/or recommendations contain references to disability inclusion.	Yes	

PART III: THE OVERALL RATING

Key Guiding Question	Total weighted score %	Overall Rating	Other reviewer's comments
Is this a credible report that addresses the evaluation purpose and objectives based on evidence, and that can therefore be used with confidence?	98.74	Very Good	Overall, this is a high-quality evaluation report. Its methodology is robust, specifying evaluation criteria and questions, supported by a detailed evaluation matrix and a clear explanation of data