
Kenya, Uganda, Tanzania, Cameroon, Ghana, Malawi, Nigeria, Rwanda, and Zimbabwe

Overall Rating

Very Good

Overall Feedback: Overall, the report rated as: Very Good. The reviewers made the following specific comments: “This is a detailed evaluation report that is strong in many regards. In addition to the essential background analysis and contextual mapping, the evaluation presents a strong mix of evidence to justify clearly reasoned and insightful findings. The conclusions and recommendations flow logically from these. The main areas for strengthening are the elaboration of the evaluation design to deal more clearly with issues of contribution/attribution, and the revision of the executive summary to include details on the methods. However, these can be achieved through an editing process, and should not detract from a report that is excellent in many regards.”

The reviewers also noted some positive evaluation practices in the report. These included “Mapping funded projects to different strategic and normative frameworks.”

PARAMETER 1: OBJECT AND CONTEXT OF THE EVALUATION

Very Good

The description of the evaluation object and the context are excellent, and the report introduces both the logical framework and the underlying theories of change. It would have been interesting to have included an additional discussion on how appropriate/robust the theory of change was. However, this should not detract from the overall high quality, with the stakeholder mapping particularly standing out as good practice.

PARAMETER 2: PURPOSE, OBJECTIVES AND SCOPE

Good

The purpose, objectives and scope are all covered according to UNEG standards. Given the scale of the programme and the complex systems that it interacted with across the continent, it would be interesting to extend the discussion of the scope to include issues that were included of excluded from the evaluation in each different context (e.g. political system, fragility, etc.).

PARAMETER 3: METHODOLOGY

Very Good

The report includes a clear and appropriate description of the methods used that meets or exceeds all UNEG standards. The work on data collection, sampling and quality assurance is particularly high quality. The main area for strengthening the report is with regard to elaborating the design itself: how issues of contribution and attribution were overcome, and the ways in which the different case studies were integrated.

PARAMETER 4: FINDINGS

Very Good

The findings is a particularly strong section, with good integration of multiple forms of data (qualitative and quantitative), rigorous referencing to the evidence that has been used, and insightful analysis that is linked to the evaluation framework.

PARAMETER 5: CONCLUSIONS AND LESSONS LEARNED

Good

Conclusions are methodical, and linked to both the findings and the evaluation framework. In some cases, a description of the implications of the conclusion for future programming may have been elaborated further.
The lessons learned are useful, although tending to focus more on this programme, rather than being more generalised insights. Nevertheless, UNEG standards are clearly met.

PARAMETER 6: RECOMMENDATIONS

Recommendations are very usefully subtitled with the main subject and numbered. They are clearly grounded in the conclusions, findings and evidence. In some cases, there is potential for more detailed being added to very broad recommendations. This would be assisted with the addition of a description of the process by which the recommendations were developed – and who was involved.

PARAMETER 7: GENDER AND HUMAN RIGHTS

The evaluation includes gender and human rights issues throughout, with a particular focus on the relationship between the programme and normative frameworks.

PARAMETER 8: THE REPORT STRUCTURE

The report is logically structured according to UNEG standards, with excellent annexes. The main area for strengthening relates to the executive summary, which requires a discussion of the evaluation design, methods and limitations in order to be able to fully standalone.

In order to help strengthen future evaluation reports, the reviewers offered the following constructive suggestions:

- Given the quality of the material produced for this report, it would be interesting to try some different ways of visualising the key information to increase usability for the primary intended users.
- In the future, a large multi-country programme such as this might want to consider introducing Developmental Evaluation from the outset in order to support learning and innovation. See: http://betterevaluation.org/plan/approach/developmental_evaluation
- Whilst it is written with a focus on impact evaluation rather than programme outcomes, the DFID paper on broadening approaches to impact evaluation contains an extremely useful discussion on the use of cases and case studies as part of a coherent overall design. This could help inform a future evaluation in terms of defining the boundaries of the case, and specifying the process of comparison. See: http://bit.ly/GERAAS5
- Again, the findings section presents a good opportunity for the evaluation to present some visual aids to enhance utilisation.
- The definition of Lessons Learned used by UNEG emphasises that these insights should be generalised to contexts outside of the object being evaluated. In this case, the material clearly exists to do so, and so the report could simply be reedited to emphasise this aspect.
- This evaluation has the potential to include specific participatory processes to developing shared recommendations that are already 'owned' by the primary intended users. If such an approach were taken, it would be important to include a clear description of the process in the report.
- There is scope for this evaluation to use systems-based approaches to map the power dynamics between stakeholding groups. In this case, a useful approach might have been Critical Systems Heuristics. See: http://betterevaluation.org/plan/approach/critical_system_heuristics
- UNEG recommends that an executive summary should include:
  - A. Overview of the evaluation object
  - B. Evaluation objectives and intended audience
  - C. Evaluation methodology
  - D. Most important findings and conclusions
  - E. Main recommendations