

Executive Feedback

Title of the evaluation	Formative Evaluation of Be A Change Agent Project
Sequence No	2018/001
Region	WCAR
Office	Liberia
Coverage	Liberia
Evaluation Type	Project
Year of Report	2018

OVERALL RATING

● ● ● ● **Highly Satisfactory**
Exceeds UNICEF/UNEG standards for evaluation reports and decision makers may
Implications: use the evaluation with a high degree of confidence

SECTION A: BACKGROUND (weight 5%)

● ● ● ● **Highly Satisfactory**

The report does a good job at describing the object of the evaluation including the rationale for the implementation of the project as well as for the selection of different types of beneficiaries. The initiative's timeline, location and budget as well as the implementing partners involved in the project and their contributions are also described in detail. The report provides a complete description of the socioeconomic and political context in Liberia and the way it had a bearing on the project design an implementation. Similarly, the project's results framework is clearly presented and the report verbally explains the underlying Theory of Change (ToC) for the initiative, explaining the change pathway and the causal chain but also pointing out the fact that it may be somewhat too ambitious.

SECTION B: EVALUATION PURPOSE, OBJECTIVES AND SCOPE (weight 5%)

● ● ● ● **Highly Satisfactory**

The report clearly explains the primary purpose of the evaluation as generating evidence to inform and improve B-CAP's implementation in its second phase. Also, the report does a good job at specifying the intended primary users of the evaluation, i.e. relevant national ministries such as the Ministry of Gender, Children and Social Protection, Ministry of Youth and Sports, Ministry of Health, Ministry of Education etc.; UNICEF Liberia and UNICEF West Central Africa Office; civil society organisations; etc. Similarly, the report provides a complete description of the scope of the evaluation in thematic, chronological and geographic terms, and the objectives of the evaluation are discussed and clearly stated.

SECTION C: EVALUATION METHODOLOGY (weight 15%)



Satisfactory

The report clearly describes the evaluation criteria, which are in line with the OECD/standards, and a complete discussion is presented around the criteria selected as well as the rationale for the exclusion of the impact criterion. In addition to some key evaluation questions presented in the body of the report, a complete evaluation matrix is presented in Annex B. The report does a good job at describing in detail the methodology used including the use of mixed methods, triangulation and data analysis methods, and the rationale used for the sampling strategies in each case. Furthermore, the report provides a list of methodological limitations and potential bias along with mitigation strategies used to overcome them or minimize their impact on the research. The report does a good job at explaining the ethical considerations applied throughout the evaluation process and describes the ethical obligations of the evaluators according to the UNEG guidelines. However, even if the report explains that it applied UNICEF Procedures for Ethical Standards in Research, Evaluation, Data Collection and Analysis, there is no explicit mentioning of the UNICEF Procedures for Ethical Research Involving Children.

SECTION D: EVALUATION FINDINGS (weight 20%)



Highly Satisfactory

The report presents findings that are robust, and several lines of evidence are provided to support them. Also, the findings are clearly presented in four subsections, which correspond to each of the four evaluation criteria. They respond to key evaluation questions in each case, and both the initiative's successes as well as areas for improvement are presented. Furthermore, the report does a good job at presenting findings that clearly indicate the causal factors that influenced the achievement and non-achievement of results. Although unintended effects of the intervention are discussed, these are scattered throughout the findings section and are not clearly presented within their own subsection along with a proper analysis of their possible consequences.

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



Highly Satisfactory

The report presents conclusions that are appropriately drawn from the findings and they refer to both the strengths and weaknesses of the initiative. The conclusions are presented as boxes at the end of each sub section in the Findings (under relevance, effectiveness, etc.) and a short summary of them are presented in the proper Conclusions section. The conclusions appropriately make reference to future implications that are foreseeable at the moment the evaluation was conducted. Finally, lessons learned are correctly identified and presented so as to signify what wider relevance they might have in different contexts.

SECTION F: RECOMMENDATIONS (weight 15%)



Highly Satisfactory

The report presents recommendations that are correctly drawn from the findings, conclusions and lessons learned and are conveniently listed in a table format. Recommendations are divided into strategic and operational ones, clearly indicating the addressee group(s) in each case. Also, the process followed in developing and validating the recommendations is explained including the level of stakeholder participation within this process. Finally, recommendations are numbered and they indicate the priority level in terms of their implementation.

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



Highly Satisfactory

The opening pages of the report contain all of the necessary elements to readily provide the most essential information concerning the object of evaluation and the evaluation itself. For instance, the opening pages clearly indicate the name of the initiative, period of time to be evaluated, location and submission date of the report, name of the commissioning organization, evaluators, as well as the table of contents, lists of figures, tables, and acronyms, etc. Similarly, the report includes annexes that greatly increase the overall credibility of the report with elements such as the ToRs, the initiative's results framework, the matrix of the evaluation, list of interviewees, among many others. Finally, the report has a clear structure and the standard order of sections is observed, which makes its navigation easy and straightforward.

SECTION H: EVALUATION PRINCIPLES (weight 15%)



Satisfactory

The report states that all research conducted was guided by the UN Convention on the Rights of the Child, in particular Article 3.1 with the ultimate consideration being the wellbeing of the child. Similarly, the report uses a rights-based approach and human rights considerations are evident in each stage of the evaluation with references to this consistently presented throughout the report. The level of stakeholder participation in the consultation and validation process is also duly discussed in the report and the existence of an evaluation reference group is explicitly mentioned. With the B-CAP initiative being a project conceived to empower girls, the scope of the evaluation integrates GEEW and an analysis of the gender transformative aspects of the project is mainstreamed throughout the report. Similarly, the report explains that the methodology of the evaluation mainstreamed gender, equity and human rights, although the report does not explain in detail the specific ways in which gender was mainstreamed in this sense.

SECTION I: EXECUTIVE SUMMARY (weight 5%)



Satisfactory

The report includes an executive summary that is concise and provides a good understanding of the evaluation including its purpose, methodology, key findings, lessons learned and recommendations. However, the executive summary provides an extremely short overview of the object of the evaluation and its locations and timeline are not mentioned.

Does the evaluation meet UN SWAP evaluation performance indicators?

8

Meets requirements

Recommendations for improvement

<p>Lessons for managing future evaluations:</p>	<p>This is a high quality evaluation report that can be used by decision makers with confidence. The findings and recommendations are robust and present different levels of evidence to support the assertions made. The report is also strong at covering the ethical safeguards used in the conduct of the evaluation. However, in the future, it is recommended that explicit mention be made of UNICEF Procedures for Ethical Research Involving Children. It is also recommended that the evaluation manager provide guidance to the evaluation team around the need to articulate how a methodology is gender sensitive.</p>
<p>Section A</p>	<p>This section observes good practices. For clarity purposes, however, it is recommended to present a graphic representation of the ToC along with the verbal description.</p>
<p>Section B</p>	<p>This section observes good practices. No further improvement is required.</p>
<p>Section C</p>	<p>The methodology observes good practices. However, as the evaluation conducted interviews with adolescents, it is important that explicit mention be made of the use of the UNICEF procedures for Ethical Research Involving Children, which is a central element in UNICEF's evaluation standards.</p>
<p>Section D</p>	<p>This section observes good practices. No further improvement is required.</p>
<p>Section E</p>	<p>This section observes good practices. No further improvement is required.</p>
<p>Section F</p>	<p>This section observes good practices. No further improvement is required.</p>
<p>Section G</p>	<p>This section observes good practices. No further improvement is required.</p>
<p>Section H</p>	<p>It is important that the report explain in as much detail as possible the ways in which the evaluation used a gender-sensitive methodology with data collection methods, tools and data analyses that both ensured the participation of girls and boys and that also paid attention to cater to the specific needs of both groups.</p>
<p>Section I</p>	<p>It is recommended that the object of the evaluation be described in as much detail as possible and important elements such as the location(s) of the initiative, its timeline and major stakeholders involved should be mentioned.</p>