



UN Women GERAAS Executive Review Template

Title of the Evaluation Report		MID-TERM EVALUATION OF THE WOMEN ENTREPRENEURS PROJECT IN SOUTH AFRICA	
Region	East and Southern Africa	Country(ies)	South Africa MCO
Overall Rating			Satisfactory
<p>Overall Feedback: Overall, the report rated as: Satisfactory. The reviewers made the following specific comments: <i>“This report contains many good elements. However, it is apparent that the evaluation was undertaken under a very compressed timeframe and this has had implications on the methods and analysis used. Whilst the report does reflect good intentions, the lack of monitoring data combined with slightly unclear qualitative analysis processes has resulted in a set of findings that are more about the institutions than the promised gender analysis of the programme process and results. With some re-editing of the report (including the executive summary) and the addition of references to the evidence being marshalled, the report still has the potential to be rated Good.”</i></p> <p>The reviewers also noted some positive evaluation practices in the report. These included <i>“The evaluation used a scoring matrix and rubric to assess each criterion. It also tailored the language of the evaluation to the capacity of the available interlocutor.”</i></p>			
Terms of Reference included?	Yes	Executive Summary	Unsatisfactory
PARAMETER 1: OBJECT AND CONTEXT OF THE EVALUATION			Good
<p><i>The report provides and detailed, concise and useful introduction to the project, including its main aims, intended results, implementation status and contextual factors. The description of the economic context of women in South Africa is also pertinent and useful. Whilst major stakeholding groups are identified in the text, the report would be strengthened with the addition of a specific stakeholder analysis that identifies roles (both within the project, and the society in which the project is operating).</i></p>			
PARAMETER 2: PURPOSE, OBJECTIVES AND SCOPE			Satisfactory
<p><i>The evaluation purpose is clear and the report applies this consistently through its design and implementation. However, no specific objectives are mentioned in the report (although these can be implied from the purpose and the selected criteria). Whilst the criteria are specified, it would have been useful to describe how these were being interpreted. The main shortfall is the lack of any description of the scope of the evaluation, including what issues and sources of evidence were explicitly excluded from the evaluation (such as the relevance of the partnership between UN Women and The Coca Cola Company in a general sense). The report does make specific note of the attempt to mainstream gender and human rights in the evaluation framework, which is good.</i></p>			
PARAMETER 3: METHODOLOGY			Satisfactory
<p><i>The method has some promising elements for such a short evaluation. However, overall, the methods selected for this evaluation are limited to a qualitative design – largely using basic participatory data collection tools. Beyond the reference to triangulation, no specific methods for data analysis and interpretation are presented. The level of participation is also limited to consultation rather than shaping the conclusions and recommendations of the evaluation. Sampling is discussed in terms of implementation areas – and this is informative. The report would have been strengthened with an accompanying description of the numbers people included under each area, the coverage of the evaluation sample, and the</i></p>			

<i>implications for reliability. Whilst gender and human rights are mentioned, it is not clear - specifically - how a gender responsive approach was implemented beyond the use of focus groups and semi structured interviews.</i>	
PARAMETER 4: FINDINGS	Satisfactory
<i>The findings discussion is extremely informative in terms of the project and its implementation. It is also systematic in addressing all of the evaluation criteria. However, it is structurally weak with regard to marshalling and referencing evidence. It is not clear, for each finding, the level of evidence available to support that assertion – or where that evidence has come from. It is likely that this information exists: it just needs to be included in the text.</i>	
PARAMETER 5: CONCLUSIONS AND LESSONS LEARNED	Good
<i>Conclusions are structured according to the main issues that were identified rather than the evaluation criteria, but all criteria are still covered. The conclusions seem to be carefully considered in terms of the purpose of the evaluation and are, therefore, likely to be useful. Lessons are included with the conclusions, but this means that they are project-specific rather than generalised insights.</i>	
PARAMETER 6: RECOMMENDATIONS	Good
<i>Recommendations are structured and prioritised in a useful way. They appear to be actionable and relevant based on the findings of the evaluation. However, the need for the findings to more transparently marshal the available evidence has implications for the evidence supporting each recommendation.</i>	
PARAMETER 7: GENDER AND HUMAN RIGHTS	Approaching Requirements SWAP Score: 6/12
<i>The evaluation team is clearly gender and human rights aware - and the statement that the evaluation is gender responsive is made several times. However, there is limited evidence in the report of detailed gender analysis, or assessment of specific roles and power relationships. To some extent, the evaluation was limited by the lack of monitoring data available to it (and is careful to indicate where the project can improve in this regard). Nevertheless, there was still the possibility of identifying differences between the views of various gender groups included within the qualitative data collection.</i>	
PARAMETER 8: THE REPORT STRUCTURE	Satisfactory
<i>The report is largely well written and broadly structured according to UN Women standards. The Executive Summary is, however, insufficient – consisting our only three paragraphs that contain insufficient information about the methods, object, limitations, and recommendations to standalone.</i>	

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

- Betterevaluation.org has a link to a resource manual from the Caribbean that identifies 6 specific options for mapping stakeholders and their roles. Including one of these in future reports would provide additional quality in terms of ensuring the evaluation is inclusive, representative and reliable. See: http://betterevaluation.org/resources/guides/mapping_stakeholders/guidelines
- All evaluation reports are required to include a specific discussion on the scope of the evaluation – identifying the boundaries for which issues, considerations, and sources of evidence have been included and excluded (as well as time and geographical boundaries).
- The report makes some useful references to participatory methods. Given the formative nature of this evaluation, these could be built upon through the use of deeper participation that includes stakeholders in the process of analysing and interpreting the evidence. Examples of this might include Most Significant Change, collaborative outcomes reporting, democratic evaluation, or participatory video.
- For this design of evaluation, it can be useful for the draft version of the report be proofread by somebody not involved in the evaluation – to help identify where statements have been made without fully stating the evidence that is being referenced.

- It is very useful to include lessons where relevant to the purpose of the evaluation. However, according to UNEG standards these need to be 'contributions to general knowledge' – and therefore it is likely to be useful to separate them from the project-specific conclusions.
- It is appropriate to include a specific description of the process and the stakeholders involved in developing the recommendations.
- A number of the courses in the MyM&E learning programme cover practical ways to strengthen gender analysis in evaluations – particularly on focusing on the relationships between different gender groups, how they are entrenched and challenged, and to what extent the project (and evaluation itself) can transform these power relationships. See: <http://mymande.org/elearning/course-details/1>
- According to UNEG standards, the executive summary should be capable of standing alone as a means of informing decision makers sufficiently about the evaluation.