

ANNEX B: EVALUATION MATRIX

Evaluation questions	Judgment criteria/ indicators	Data sources and data collection methods
1. Relevance		
1.1 To what extent was the Country Programme (2016-2020) aligned with national priorities as reflected in the National Development Strategy of the Eswatini Government?	CPD references NDS priorities Government partners	Interviews with government partners Desk review of CPD and NDS and relevant sector strategies
1.2 To what extent was the Country Programme aligned with the UNICEF requirements (Strategic Plan and Gender Action Plan), UNDAF 2016-2020, and human rights programming?	Reference to UNICEF Strategic Plan in CPD and strategy documents CPD and strategies reflect gender and human rights programming principles UNICEF contribution reflected in UNDAF	Desk review of CPD, UNICEF planning requirements, UNDAF
1.3 Was the lifecycle approach to the design of the Country Programme appropriate for the country context?	Life cycle approach responds to priorities reflected in Situation of Children	Interviews with UNICEF staff Desk review of programme documents, finances and staffing
1.4 How did the country office utilise a theory of change approach in the design of the Country Programme and strategies? How focused was the CPD in its design and implementation?	Change pathways evident in strategy documents Assumptions made explicit Spread of outputs and activities	Interviews with UNICEF staff Desk review of strategy documents for CPD components and theory of change documents
1.5 How responsive was the Country Programme to the changing economic context and to emerging issues such as protracted drought?	Programme adjustments in view of decline in economic growth, reduced government revenues and increased unemployment among youth Extent of programme adjustment to respond to drought.	Interviews with government partners, implementing partners, stakeholders Desk review of MEPD economic documents and Emergency Response Plan
2. Effectiveness		
2.1 To what extent has the Country Programme achieved its objectives and results or is likely to achieve them? How effectively has UNICEF responded to emergencies over the past three years?	Outputs actual achievement against targets Unexpected results (positive and negative) Plausible contribution of outputs to outcomes	Interviews with government partners, implementing partners, stakeholders and UNICEF staff Desk review of country office rolling work plans, annual reports, internal reviews,

		evaluations, implementing partners' progress reports
2.2 What programme strategies were deployed and how effective were they in achieving results? How effective has the country office been in building partnerships?	How strategies take into account assumptions identified in the theories of change. Partners' assessment of the partnership with UNICEF	Interviews with government partners, implementing partners, stakeholders and UNICEF staff Desk review of partnership agreements
2.3 How well did UNICEF use innovation to improve the effectiveness and efficiency of programmes?	Use of information technology and communication for development to reach rights holders	Interviews with government partners, implementing partners, stakeholders and UNICEF staff
2.4 To what extent did the Country Programme contribute towards the achievement of gender equality results? Did the programme achieve its gender-related objectives? What kind of progress was made, what were the obstacles?	Sex disaggregated reporting Differentiation in strategies and approaches for girls and boys	Interviews with government partners, implementing partners, stakeholders and UNICEF staff Desk review
3. Efficiency		
3.1 How have the programme structure and office structure facilitated or hindered resource mobilization and the use of funds?	Distribution of mobilized resources and expenditure across programme components and activities	Interviews with government partners, implementing partners, stakeholders and UNICEF staff Desk review of financial reports and resource mobilization strategy
3.2 How did the country office approach implementation of programme areas that were not well resourced?	Distribution of mobilized resources and expenditure across programme components and activities	Interviews with government partners, implementing partners, stakeholders and UNICEF staff
4. Sustainability		
4.1 To what extent did the strategies adopted by UNICEF contribute to sustainability of results at the national level?	Extent to which government has acted on policy/legislative proposals and programme improvements flowing from UNICEF support and advocacy	Interviews with government partners, implementing partners, stakeholders and UNICEF staff
4.2 How sustainable were the emergency interventions after transition to development?	Extent to which government and other partners have continued with development activities in areas supported by UNICEF	Interviews with government partners, implementing partners, stakeholders involved in emergency response, and UNICEF staff Desk review of reports on emergency response, minutes of meetings, reports on post emergency situation

		in affected communities supported by UNICEF
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