



## **Lessons from Conducting Evaluations in Afghanistan and Somalia**

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# Evaluation of the **Somali** Joint **Health** and Nutrition Program



Programme budget: USD236 million  
Programme duration: 4,5 yrs (2012-2015)  
Geographic coverage: 9 regions

Children under 5 and women out of total population of 5,9 million  
Ministry of Health on several levels

Evaluated period: *whole duration*

# Evaluation of the Basic **Education** and Gender Equality Programme in **Afghanistan**



Programme budget: 140MSEK  
Programme duration: 6 yrs (2010-2016)  
Geographic coverage: 10 provinces

2,3 million students  
Ministry of Education on several levels

Evaluated period: 3,5 yrs (2013-2016)

# Evaluation conditions

Evidence base  
for decision  
making

## Somalia

Purpose: "to provide concrete and realistic recommendations with regard to future implementation and management of the programme."

Budget: 1,5MSEK

Duration: 6 calendar months

Resources: 125 man-days

## Afghanistan

Purpose: "to provide findings, conclusions and recommendations for Sida to use in the upcoming assessment of continued support"

Budget: 1,5MSEK

Duration: 6 calendar months

Resources: 153 man-days

Tight timelines

Tight human  
resources

Tight budgets

Broad scope



# Approach

- National partner: University & consultancy company
- National data collectors; male and female covering all local languages
- Required extensive collaboration and logistical from implementing agencies (UNICEF and JCU)
- Agreement with Ministries at every step
- Do no harm

# Methods

Selection criteria:  
representativeness  
and accessibility

## Qualitative data collection (primary):

- Site visits and observations
- Interviews with service providers, state officials, donors, religious leaders
- Focus group interviews with service users (patients and students)

## Quantitative data collection (secondary):

- Available monitoring data from programmes (3rd party)

# Internal challenges & limitations

Capacity and  
availability of national  
data collectors

Lack of time and  
budget for preparatory  
visits

Documentation of  
collected data  
(quality)

Logistics dependency

Recruiting evaluators  
and data enumerators  
willing to travel

Managing sensitivities  
and behavior of team  
members (cultural,  
disregard for security)

# External challenges & limitations

Accessibility to sites  
and informants due to  
security concerns

Tight timeframe: lead  
time for planning the  
evaluation field work  
(block out periods)

Blockages of  
Government  
stakeholders

Stakeholder  
expectations

Precise data of  
program activities and  
sites

*Somalia >Afghanistan*

Dependency on the  
evaluated  
stakeholders for site  
selection and itinerary

Everything takes  
much longer

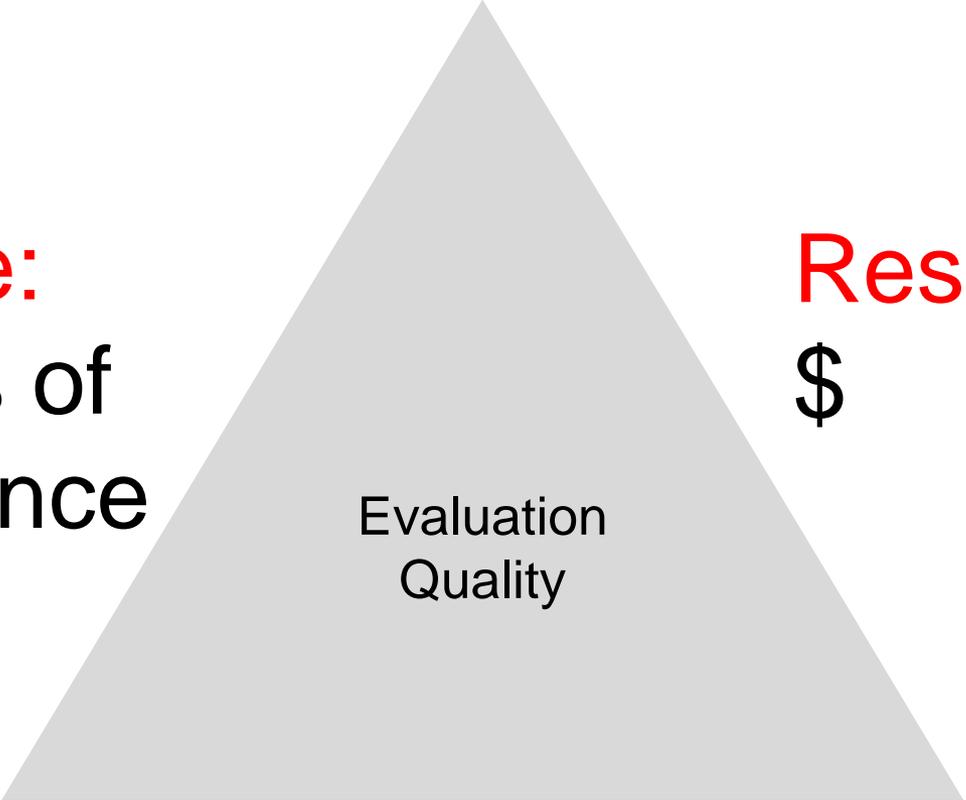
High resource costs  
for field work limited  
time in the field

Quantity of visited sites  
and interviewed  
informants less than  
planned

# Evaluation parameters

**Scope:**  
Terms of  
reference

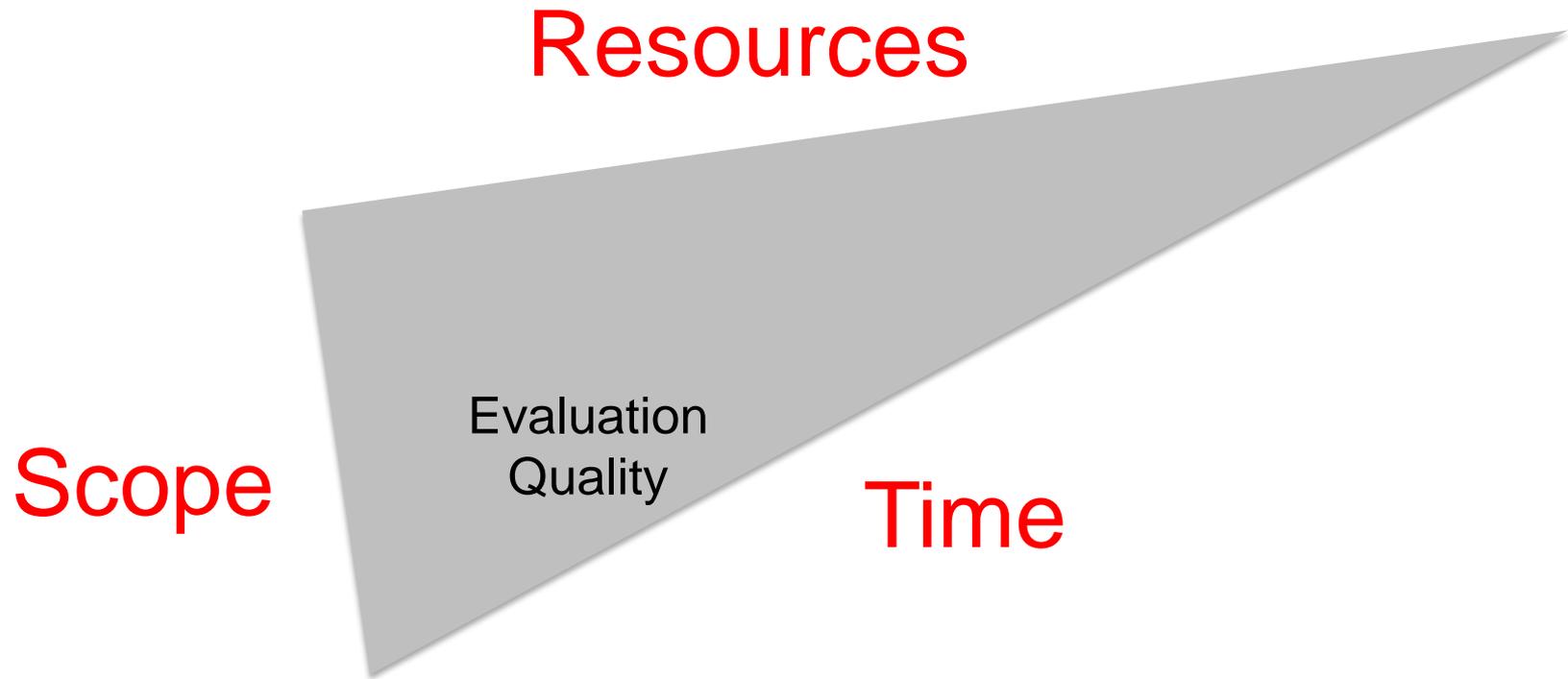
**Resources:**  
\$



Evaluation  
Quality

**Time:**  
Set dates

# Evaluation parameters in fragile contexts



# Evaluation quality principles in a fragile context

Independence

Credibility

Utility

# Main Lessons

1. Sufficient lead time and calendar time is vital
2. Bring all stakeholders on board for realistic planning
3. Continuous transparency regarding selection bias and limitations
4. Manage expectations throughout the process