

**INDEPENDENT EVALUATION OF  
THE UNITAR AFGHANISTAN  
FELLOWSHIP PROGRAMME**

**JULY 2018**



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United Nations Institute for Training and Research

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## ACRONYMS

<b>AAR</b>	After Action Review
<b>AFP</b>	Afghanistan Fellowship Programme
<b>AKF</b>	Aga Khan Foundation
<b>ANPDF</b>	Afghanistan National Peace and Development Framework
<b>ARP</b>	Afghan Resource Person
<b>AWDP</b>	Afghanistan Workforce Development Program
<b>CBR</b>	Capacity Building for Results
<b>CSI</b>	Civil Service Institute
<b>CSMD</b>	Civil Service Management Department
<b>DaO</b>	Delivering as One
<b>DP</b>	Development Partner
<b>FGD</b>	Focus Group Discussion
<b>FMIC</b>	French Medical Institute for Children
<b>GCPSE</b>	Global Centre for Public Service Excellence
<b>GIRA</b>	Government of the Islamic Republic of Afghanistan
<b>GoJ</b>	Government of Japan
<b>HDR</b>	Human Development Report
<b>HO</b>	Hiroshima Office
<b>IARCSC</b>	Independent Administrative Reform and Civil Service Commission
<b>ILO</b>	International Labour Organization
<b>ITCILO</b>	International Training Centre of the ILO
<b>KII</b>	Key Information Interview
<b>LDC</b>	Least Developed Country
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MoE</b>	Ministry of Economy
<b>MoF</b>	Ministry of Finance
<b>MoPW</b>	Ministry of Public Works
<b>MoU</b>	Memorandum of Understanding
<b>MoWA</b>	Ministry of Women's Affairs
<b>MoF</b>	Ministry of Finance
<b>NGO</b>	Nongovernmental Organization
<b>NPA</b>	National Procurement Authority
<b>NRA</b>	Non-Resident Agency
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>PCR</b>	Programme Completion Report
<b>RCO</b>	Resident Coordinator Office
<b>PPME</b>	Planning, Performance Monitoring and Evaluation Unit
<b>SDG</b>	Sustainable Development Goal
<b>TMAF</b>	Tokyo Mutual Accountability Framework
<b>TOR</b>	Terms of Reference
<b>ToT</b>	Training of Trainers
<b>UCA</b>	University of Central Asia
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNITAR</b>	United Nations Institute for Training and Research

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## PREFACE

The UNITAR Afghanistan Fellowship Programme (AFP) is the Institute's most long-standing capacity development programme supporting a single country. Initiated in 2003 by the UNITAR Hiroshima Office and with funding from the Prefectural Government of Hiroshima, the AFP has produced over its 15-year history more than 450 fellows through a unique Programme combining interactive training workshops, group work, and coaching and mentoring. Over the course of its history, the AFP's training-coaching-mentoring structure has remained for the most part constant, but the Programme has also evolved in terms of targeted beneficiaries, content and funding modalities.

The evaluation assessed the AFP's relevance, effectiveness, efficiency, impact, and sustainability. In doing so, the evaluation not only assessed the AFP's performance over the course of the 2014 to 2017 Fellowship cycles but also sought to identify the 'why' question by identifying factors contributing to or inhibiting the Programme's implementation and achievement of results. The evaluation issued a set of seven recommendations.

Readership of this evaluation should not only include the immediate stakeholders of the AFP, but also a wider audience involved in the design and delivery of similar capacity development programmes which seek to strengthen capacities at both individual and institutional levels.

The evaluation was managed by the UNITAR Planning, Performance Monitoring and Evaluation (PPME) Unit and was undertaken by Dr. Annette Ittig, consultant and independent evaluator. The PPME Unit provided guidance, oversight and quality assurance, as well as logistical support for fieldwork and survey deployment. The Hiroshima Office's response to the evaluation and its conclusions and recommendations are outlined in the Management Response.

The PPME Unit is grateful to the evaluator, the UNITAR Hiroshima Office, the Government of the Islamic Republic of Afghanistan, the Prefectural Government of Hiroshima and the other evaluation stakeholders for providing important input into this evaluation.

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## EXECUTIVE SUMMARY

*Rationale for the Afghanistan Fellowship Programme.* Afghanistan has achieved significant development gains since the establishment of its centralised presidential system in 2002 and the substantial inflows of international assistance which followed. However, despite its progress, Afghanistan remains one of the world's poorest countries, and it is ranked at only 169 out of 188 countries in the 2016 *Human Development Report*. A significant challenge to the country's development is the realisation of inclusive and accountable governance, as corruption in both the public and private sector is widespread; and core government programmes are therefore often implemented by donor-funded project consultants rather than national staff. As a result, a parallel civil service has been created, and there is a shortage of skilled staff to fill the approximately 50,000 vacancies now open in the Afghan public sector. Strengthening the professional competencies and capacities of its civil service is therefore a national priority for the current government.

In recognition of this need, international donors have included Afghanistan's institutional capacity development as a key area for support through their commitments in the 2012 Tokyo Mutual Accountability Framework and in subsequent agreements. As part of its broader policies on human security and peacebuilding in fragile states, human resource development is a particular area of focus for the Government of Japan's (GoJ) assistance to Afghanistan.

*AFP Objectives, Components and Linkages.* With the aim of contributing to Afghanistan's reconstruction by building the capacities of its civil service, the United Nations Institute for Training and Research (UNITAR) initiated the *UNITAR Afghanistan Fellowship Programme* (AFP) with the support of the Prefecture of Hiroshima in 2003. The AFP is implemented directly by UNITAR through its Hiroshima Office; however, its governance structure does not include the Programme Advisory Group which was originally envisaged in the AFP concept note. The AFP's 14<sup>th</sup> training cycle was launched in Kabul in January 2018. The AFP is one of (if not the) most long-standing initiatives of UNITAR in any country and, including the 2017-2018 cohort, 458 Fellows have participated in the Programme since its inception.

The AFP aims to deliver both individual and institutional results by strengthening both individual Fellows' skills and capacities as well as by developing a network of Fellows to act as agents of change in building institutional capacity within their respective organizations. Developed around a learner-centred approach, the Programme's core curriculum is still based on project management, team building, the use of communication and information technologies and resource mobilisation. The AFP's blended approach is delivered primarily through instructor-led workshops and peer to peer coaching and mentoring. Some of the training is delivered through distance learning modalities, including audio and video conferencing, Skype and email. Most of the AFP cycles have included a one-week workshop in Hiroshima, with the aim of sharing the city's experience and lessons learned on reconstruction after the Second World War.

Prospective Fellows are initially nominated by their respective institutions. The selection of Fellows is finalised after review of a written application to UNITAR and an interview with the AFP Programme Lead and staff. The AFP accepts both male and female fellows; and an average of 10 per cent of the Fellows in each cohort have been female. Upon completion of the Fellowship cycle, Fellows are awarded a certificate of completion from UNITAR. After completion of their Fellowships, the AFP also offers selected Fellows additional opportunities for learning over a multi-year period through coaching, mentoring and Afghan resource person roles.

*Emerging Issues.* The evaluation identified several post-design emerging issues which are particularly relevant to the AFP's implementation and intended results, and they will be important to reference in future programming. These include: changes in the Afghanistan

context since the launch of the AFP, such as the 2014 elections and subsequent the formation of the National Unity Government which has new development priorities; the deterioration in local security conditions which has prevented UNITAR mission travel to the country since May 2016; and the diminishing aid environment and its impact on the resources available to government and NGO partners to pay Fellowship fees. Additionally, the more recent AFP cohorts generally have stronger technical skills and higher academic qualifications than previous Fellows, as well as higher expectations of the Programme. Finally, as UNITAR is not a resident agency in Afghanistan, it may not benefit from current information on and possible synergies with other agencies' capacity development activities there.

*The AFP Evaluation Scope, Methodology and Limitations.* The AFP evaluation, which was commissioned by the UNITAR Planning, Performance Monitoring, and Evaluation Unit (PPME) at the request of and in close consultation with UNITAR's Hiroshima Office, focuses upon the 2014-2018 cycles (see **Annexe 1, Terms of Reference**). The evaluation considers the Programme's relevance, efficiency, effectiveness, sustainability and impact; and it presents forward-looking recommendations for future programming. The primary audiences for whom the evaluation is intended are UNITAR and the AFP Fellows, coaches, mentors and resource persons, as well as national partners and donors.

The evaluation has employed a participatory approach, and it follows the United Nations Evaluation Group's *Norms and Standards* as well as OECD/DAC evaluation criteria. It has been informed by a document review (see **Annexe 5, List of Documents Consulted**), key informant interviews, focus group discussions, an online survey (see **Annexe 6, Survey Questionnaire**) and direct observation of training sessions for the 2018 cohort at the AFP Workshop II held in Singapore from 15-20 March 2018 (see **Annexe 2, List of Evaluation Stakeholders Interviewed** and **Annexe 3, Evaluation Timetable and Deliverables**).

Data collection for the evaluation was limited by local security conditions which prevented the consultant's travel to Kabul for face to face interviews with stakeholders. Those interviews, as well as discussions with the Hiroshima and Geneva offices, were conducted by remote through email, Skype and telephone. Conducting interviews by remote, including the associated technological challenges, increased the time required for data collection. Moreover, the relatively short timeframe for the evaluation curtailed some of its planned interviews and FGDs as well as post-survey follow up. Furthermore, the absence of a results framework, of a Theory of Change (ToC) and of baseline data for the AFP also hindered the measurement of its results. Finally, direct attribution of the Programme to the capacity development of any of the Fellows or their institutions is problematic, as both they and their home institutions have had various other professional development trainings before, and perhaps after, the Programme. The assessment of AFP results is therefore based on contribution analysis.

*Key Evaluation Findings- Relevance.* The AFP's overarching aim of strengthening individual and institutional capacities in support of Afghanistan's reconstruction remains both relevant and timely to the current country context. However, its curriculum could be more closely aligned with current national development priorities and programmes. This issue is exacerbated by UNITAR's current inability to undertake missions to Afghanistan given the security situation, as well as by its lack of an Advisory Group with local stakeholders, and its lack of representation in the UN Afghanistan Country Team.

*Effectiveness and Efficiency.* Although the AFP does not have a results framework against which actual versus intended outputs, outcomes and impact can be measured, its promotions and project completion lists are indicators of its effectiveness, as are survey respondents' endorsements of the Programme. According to the Kirkpatrick model for training evaluation, there is evidence of the AFP achieving level 3 (changes in behaviour), based on the

implementation rate of collective projects and indications from survey respondents of applying knowledge and skills from the Programme in other dimensions of their work.

The AFP has been efficient and cost-effective in its delivery; and it has well-leveraged partnerships with the private sector, academe and former Fellows for pro bono inputs of time for teaching and mentoring. Not only has this support been key to the AFP’s ability to operate within budget, but the actual market value of monetised pro bono inputs to the AFP may account for as much as one and one-half times the funding received from donors. However, the Programme has been less effective in maintaining its partnership with the Independent Administrative Reform and Civil Service Commission (IARCSC), the organization which grants it permission to implement activities in-country; and the relationship with this key partner must be revitalised at the earliest opportunity.

*Sustainability.* UNITAR has no sustainability or exit strategy for the AFP. The most visible evidence for the sustainability of its results has been the institutionalisation of at least some of its group and individual Fellow’s projects. Additional evidence of sustainability is the transfer of skills from Fellows to others in their respective workplaces reported in interviews and survey responses. Although the community of Fellows envisaged as one the AFP’s goals does not exist as anticipated, there are networks of alumni and Fellows within the organizations that have contributed staff to several Fellowship cohorts.

*Impact.* As noted above, it is difficult to precisely attribute the Programme’s impact, given the absence of baseline data as well as of a tracer study, and by the fact that both the Fellows and their home institutions will have had various other professional development trainings before, and perhaps after, the UNITAR programme. Nonetheless, evidence from the AFP project completion lists and from the evaluation KIIs, FGDs and survey responses indicates that the Programme has catalysed and contributed to individual transformation both in and outside of the workplace.

*Conclusion and Recommendations.* The AFP’s overarching theme of strengthening individual and institutional capacities remains relevant to both government and donors. There is strong evidence that the Programme has contributed to individuals’ transformational change; and it has well-leveraged multi-stakeholder partnerships towards this goal. However, evidence for the development of a community of Fellows by the Programme is less visible. Key recommendations for UNITAR on ways to further build on the AFP’s significant body of alumni and on its partnerships for future programming include:

Area	Recommendation
<b>Programme governance</b>	1. The Hiroshima Office should establish a light AFP Advisory Group as originally envisaged in the Programme concept note, with the participation of all relevant stakeholders, including the national government, the donor(s), UNCT, a representative(s) from the AFP alumni, etc., to provide guidance on key project decisions, such as Programme competencies, and content, certification, exit/transfer strategy, etc.
<b>Competencies and content</b>	1. The Hiroshima Office, in consultation with the AFP’s major stakeholders, should review the Programme’s competencies and content considering the contemporary national context and development priorities. 2. The Hiroshima Office, in consultation with the AFP’s major stakeholders, should review the methods by which the competencies will be assessed and certified, with a view to elevating the recognition

	of the certification for career advancement and the perceived value of the programme for the fellows.
<b>Selection criteria</b>	<ol style="list-style-type: none"> <li>1. The Hiroshima Office, in consultation with the recommended AFP Advisory Group, should review current eligibility requirements of the AFP and ensure that selection process is standardised and transparent.</li> <li>2. The Hiroshima Office, in consultation with the recommended project Advisory Group, should review the current criteria for promotions from fellows to coaches, mentors and ARPs and ensure that they are standardised and transparent.</li> </ol>
<b>Women empowerment</b>	<ol style="list-style-type: none"> <li>1. The Hiroshima Office, in consultation with the recommended project Advisory Group and building on recommended actions identified in the 2016 cycle completion report, should articulate a women's empowerment strategy in the framework of the Programme to support the empowerment of women and help the Afghan government achieve SDG 5.5.</li> </ol>
<b>Theory of change</b>	<ol style="list-style-type: none"> <li>1. The Hiroshima Office should articulate a clear theory of change and results framework with relevant metrics to assess the AFP's medium to long-term results, e.g. from individual learning outcomes to their contribution to institutional capacity-building (impact).</li> <li>2. The Hiroshima Office should conduct a tracer study to identify which AFP group projects, as well as individual projects which have been developed out of group projects, have been institutionalised, to better determine and document Programme sustainability and impact.</li> </ol>
<b>AFP alumni network</b>	<ol style="list-style-type: none"> <li>1. The Hiroshima Office, together with the recommended project advisory group, should develop a platform to promote a more purposeful community of AFP alumni, particularly those who do not become coaches, mentors or ARPs, with a view to maximising their potential as catalysts of change.</li> </ol>
<b>Partnerships - UNCT</b>	<ol style="list-style-type: none"> <li>1. UNITAR should request membership as a Non-Resident Agency in the Afghanistan UNCT through: <ul style="list-style-type: none"> <li>• An initial informal exchange with the RC/RCO;</li> <li>• A formal written request to the RC;</li> <li>• In conjunction with its written request, a presentation to the UNCT to brief members on its initiatives, unique training approach and partners in Afghanistan.</li> </ul> </li> </ol>

# 1 INTRODUCTION

## 1.1 The Afghanistan Context and the Rationale for the UNITAR Afghanistan Fellowship Programme

1. Since the establishment of its centralised presidential system in 2002 and the substantial inflows of international assistance which followed, Afghanistan has achieved significant development gains. For example, the multi-dimensional poverty indicators for Afghanistan for health and education show notable improvement, with a decline in infant mortality rates from 147.02/1,000 live births in 2001 to 53/1000 live births in 2016,<sup>1</sup> and gross enrolment in primary school increased from 22.02 per cent in 2003 to 112 per cent in 2016.<sup>2</sup> Moreover, women now constitute some 30 per cent of the approximately 400,000 national government employees.<sup>3</sup> Furthermore, there has been an increase in Gross Domestic Product (GDP) per capita from \$186 in 2002 to \$1,820 in 2016,<sup>4</sup> and Afghanistan is expected to graduate from a Least Developed Country (LDC) to Developing Country status by 2024.<sup>5</sup>
2. However, Afghanistan's gains could be dramatically reversed not only by the natural and climate change-induced shocks to which it is vulnerable, but also by any further intensification of the country's decades-long conflict. Moreover, despite its progress, Afghanistan remains one of the world's poorest countries,<sup>6</sup> and it is ranked at only 169 out of 188 countries in the 2016 *Human Development Report*. Furthermore, over two-thirds of the country's budget is financed through international grants and aid, and aid flows have decreased from approximately 75 per cent of GDP in 2012 to 45 per cent in 2017.<sup>7</sup> This has negatively impacted upon, among others, government service provision and other programmes. The identification of new sources of revenue is therefore one of the key priorities presented in the *Afghanistan National Peace and Development Framework 2017-2021* (ANPDF), the government's current medium-term plan for achieving self-reliance.
3. The realisation of inclusive and accountable governance is also a particular challenge, and corruption in both the public and private sector is widespread.<sup>8</sup> International assistance often bypasses government systems due to capacity and corruption concerns, and core government programmes are often implemented by donor-funded project consultants. As a result, a parallel civil service has been created, and this has hindered the development of government capacities. At present, there is a shortage of skilled staff to fill the approximately 50,000 vacancies now open in the Afghan public sector:

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<sup>1</sup> World Bank, Mortality rate, infant (per 1,000 live births):

<https://data.worldbank.org/indicator/SP.DYN.IMRT.IN>

<sup>2</sup> Human Development Report (HDR) 2016, p. 232. Primary school enrollment can exceed 100% due to the inclusion of students who are either under-aged or over-aged because of early or late school entrance and/or grade repetition.

<sup>3</sup> Reference to be added.

<sup>4</sup> HDR 2016, p. 236.

<sup>5</sup> UNCTAD, *The Least Developed Countries Report 2016*, Geneva, 2016, p. 54. However, "UNCTAD projections indicate the full statistical eligibility of this country for graduation according to prevailing criteria. However, it is possible that the decision on its actual graduation will eventually be delayed, in view of its lingering security concerns which can potentially have adverse effects on the three graduation criteria," *ibid*.

<sup>6</sup> United Nations Development Programme (UNDP), *2016 Human Development Index*, New York, 2017

<sup>7</sup> World Bank, *Fiscal Performance Improvement Support Project (Afghanistan)*, 3 August 2017, p. 3. See also OECD, *Development Aid at A Glance. Statistics by Region. 4. Asia 2017 Edition*, Table 4.2.7. "Top 10 ODA recipients in Asia", p. 7. The decrease in aid flows to Afghanistan is due in part to the emergence of large scale humanitarian emergencies in Syria, Iraq and elsewhere; and over the same period, ODA to Syria has increased proportionally: *op. cit.*, *ibid*.

<sup>8</sup> Afghanistan was ranked as 178 out of 180 in Transparency International's 2017 Corruption Perception Index.

Strengthening the professional competencies and capacities of the civil service is therefore another national priority noted in the ANPDF.

4. In recognition of this need, international donors have included Afghanistan's institutional capacity development as a key area for support through their commitments in the 2012 Tokyo Mutual Accountability Framework and in subsequent agreements. As part of its broader policies on human security and peacebuilding in fragile states, human resource development is a particular area of focus for the Government of Japan's (GoJ) assistance to Afghanistan.

## 1.2 Programme objectives and linkages

### *The Afghanistan Fellowship Programme*

5. With the aim of contributing to Afghanistan's reconstruction by building the capacities of its civil service, the United Nations Institute for Training and Research (UNITAR) initiated the *UNITAR Afghanistan Fellowship Programme (AFP)*<sup>9</sup> with the support of the Prefecture of Hiroshima in 2003. The concept for the AFP was developed by the UNITAR Hiroshima Office (HO) following requests for UNITAR to launch an initiative in Afghanistan. The initial title of the Programme was "Training and Support Programme for Afghan Trainers and Educators". However, after a UNITAR scoping mission to Kabul in 2002, that concept was revised and developed into a Programme which would more specifically contribute to the capacity building of the country's civil servants. Developed around a learner-centred approach, the Programme's core curriculum in 2003 included project management, team building, the use of communication and information technologies and resource mobilisation.<sup>10</sup> These subjects and the learner-driven approach taken, continue to provide the foundation for the Fellowship.
6. The Programme is implemented directly by UNITAR through its Hiroshima Office. Although the AFP concept note envisaged that there would be a Programme Advisory Group which would include both Afghan and international stakeholders<sup>11</sup>, the AFP has not had an Advisory Group for the period under consideration. With its 14<sup>th</sup> training cycle launched in Kabul in January 2018, the AFP is the most long-standing initiative in the HO's portfolio of programmes for fragile and conflict-affected States<sup>12</sup> and one of the most long-standing initiatives of UNITAR in any single country. Including the 2017-2018 cohort in progress, 458 Fellows will have participated in the AFP since it began in 2003.
7. Since its inception, the Programme has received funding from the Prefecture of Hiroshima as well as in-kind contributions from the Municipality of Hiroshima. From around 2012, the AFP has also received funds from other sources, including both Afghan ministries and agencies as well as non-governmental organizations (NGOs), towards the payment of the fees of the Fellows from their respective organizations. However, the Hiroshima Prefecture has been and continues to be the AFP's principal donor. This support is considered further in the section on "Financing". The AFP has also benefited from various other in-kind and pro bono inputs; these are considered in greater detail under section 3.3.3, "Partnerships."

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<sup>9</sup> This report uses "AFP", the "Fellowship" and the "Programme" interchangeably.

<sup>10</sup> UNITAR, Hiroshima Office for Asia and the Pacific, *2003-2004 Work Plan*, p. 14.

<sup>11</sup> "The UNITAR Afghan training programme advisory group will include some seven members – three Afghans, three representatives of the international development community plus UNITAR". UNITAR Hiroshima Fellowship Programme for Afghanistan. Concept note. No date, p. 5 and footnote 1. More recently launched UNITAR programmes, such as the South Sudan Fellowship Programme and the Women's Leadership Programme for Afghanistan: Governance and the Sustainable Development Goals, do have Advisory Groups.

<sup>12</sup> The HO portfolio currently also includes fellowship programmes in Iraq and South Sudan.

## Programme Objectives

8. The Programme's stated goals are:

- To support Fellows in the application of their new knowledge and greater confidence to the transformation of their respective ministries and organizations; and
- To build a committed and highly capable Fellowship community in Afghanistan which can serve as a resource for planning and implementing capacity-building and training activities at the local and national levels.

9. As the concept note of the AFP states, "[t]hrough the spirit and main thrust of the programme is primarily at providing individual training and support, its ultimate objective will be institutional capacity-building."<sup>13</sup> The AFP thus aims to deliver both individual and institutional results through individual skills development and through a network of those individuals who will act as agents of change within their respective ministries and organizations.

## Programme Linkages

10. The aims and objectives of the AFP fall within the parameters of the Government of Japan's basic policy on reconstruction in Afghanistan, particularly in the area of human resource development. The Programme's objectives are also aligned with Afghanistan's National Priority Programme (NPP) No. 3 on *Effective Governance*,<sup>14</sup> as well as to the aims of the Afghanistan High Council on Reforms for "...reforms to the civil service, including devising appropriate rule and regulations; ensuring nationwide rollout of civil service management systems...."<sup>15</sup>

11. Although UNITAR is not a member of the Afghanistan United Nations Country Team (UNCT)<sup>16</sup>, the aims of the AFP are linked to UN Afghanistan programming frameworks, including the 2015-2019 Afghanistan United Nations Development Assistance Framework (UNDAF) Priority Result 5, *Accountable Governance*. The AFP is well aligned to the UNITAR Strategic Framework 2018-2021 Strategic Objective 1, *Promote peace and just and inclusive societies*, particularly S.O. 1.1, *Support institutions and individuals to contribute meaningfully to sustainable peace*, as well as its 2014-2017 Strategic Framework Programme Objective 4, *Promote sustainable peace*, and particularly 4.3, *Develop capacities for governance recovery of countries in transition from conflict and in particular fragile States*.

12. Although the AFP was formulated during the MDG era and prior to the launch of the 2030 Agenda for Sustainable Development in 2015, the Programme's aims and objectives are aligned with the Sustainable Development Goals (SDGs), particularly Goal 4 - *Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*; Goal 5.5, *Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life*;<sup>17</sup> and Goal 16, *Promote peaceful and inclusive societies for sustainable development, provide access*

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<sup>13</sup> UNITAR Hiroshima Fellowship Programme for Afghanistan. Concept note. No date.

<sup>14</sup> NPP 3's outcomes include "...Professionally staffed and managed ministries, consolidated budget and PFM reform process, capable provincial and municipal subnational governments, electoral reform, citizen identity register": *ANPDF 2017-2021*, p.40.

<sup>15</sup> *ANPDF 2017-2021*, p. 40.

<sup>16</sup> UNITAR is not currently a Non-Resident Agency in the Afghanistan UNCT, although it could formally request that status from the UN Resident Coordinator: RCO Kabul email correspondence to Annette Ittig, April 2018.

<sup>17</sup> SDG 5 is also one of Afghanistan's six prioritised SDGs; the country has also prioritised SDGs 1, 2, 3, 9 and 17: Ministry of Economy General Directorate of Policy and Results Based Management, *SDGs' Progress Report - Afghanistan*, Kabul, July 2017.

to justice for all and build effective, accountable and inclusive institutions at all levels. Indeed, the 2003-2004 HO Work Plan notes that gender equality will be one of the cross-cutting issues in the core curriculum;<sup>18</sup> and this is considered in greater detail below, under “Women Empowerment”.

13. A key national partner for the AFP in Afghanistan is the Independent Administrative Reform and Civil Service Commission (IARCSC), through which the programme receives permission to implement activities in the country. The IARCSC is also a member of the High Council on Reforms, and through the IARCSC there could therefore be direct alignment of the AFP curriculum to the aims of the National Priority Programmes.
14. Currently, other national institutional partners through which the 2018 cohort has been sourced include the Ministry of Economy (MoE), the National Procurement Authority (NPA) and the Aga Khan Foundation (Afghanistan). Previous cohorts of fellows have included staff from the Ministry of Finance (MoF) and Ministry of Public Works (MoPW), among others.

### 1.2.1 Programme Description

15. The AFP’s blended approach is delivered primarily through instructor-led workshops and peer to peer coaching and mentoring. As noted above, the core curriculum focuses on programme management, organizational needs assessment, leadership and soft skills, e.g., introduction to governance, project proposal development, result chains, change management and conflict management. Some of the training is delivered through distance learning modalities, including audio and video conferencing; Skype and email are also used. Most of the AFP cycles have included a one-week workshop for Fellows in Hiroshima, with the aim of sharing the city’s experience and lessons learned on reconstruction after the Second World War.<sup>19</sup>
16. Fellows are selected for the AFP through a three-stage process. Firstly, they are internally selected by their respective institutions. Secondly, the selected institutional candidates submit a written application to UNITAR and, following a shortlisting, they are interviewed by the Programme Lead and staff with a panel of Kabul-based AFP mentors and resource persons, after which the final selection of candidates is made.
17. The AFP accepts both male and female fellows. Over the course of the Programme, an average of 10 per cent of the Fellows in each cohort have been female.<sup>20</sup> The AFP’s ratio of male to female Fellows is considered in greater detail below, under “3.3.5 Women Empowerment”.
18. Upon completion of the Fellowship cycle, Fellows are awarded a certificate of completion from UNITAR and, since 2006, are also awarded three graduate academic credits from the University of Texas at Austin. Beyond the seven-month Fellowship, the AFP also offers selected Fellows who have completed the Programme opportunities for additional learning over a multi-year period through coaching, mentoring and Afghan resource person roles.<sup>21</sup> The Programme provides a ToR for each role, including the expected length and frequency of sessions with Fellows. The AFP also provides training and

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<sup>18</sup> UNITAR HO 2003-2004 Workplan, p. 1

<sup>19</sup> The 2016 cycle included a two-week session in Hiroshima, as the second workshop customarily held in Dubai was instead presented in Kabul. This was due to a reduction in funding available for the 2016 cycle.

<sup>20</sup> This is somewhat lower than the Government of Afghanistan ministries average of 33 per cent female staff, noting that at least one ministry, Public Health, has over 50 per cent female employees: IARCSC, *Summary Report on the Assessment of the Ministry of Public Health Institutional Capacity*, January 2018, p. 10

<sup>21</sup> The specific selection criteria for these roles is unclear.

coaching for each role, including both remote as well as face to face sessions with international resource persons and mentors.

### 1.2.2 Emerging Issues

18. During the evaluation, several post-design issues were identified as particularly relevant to the Programme's implementation and intended results, and they will be important to reference in any future programming. These include:

- Changes in the Afghanistan context since the Programme was formulated, e.g., the 2014 elections and the formation of a new government which has prioritised civil service reform and the onboarding of 50,000 professional staff; and the multitude of other internationally-funded capacity development and professional training courses and degree programmes which are now available to Afghan civil servants;
- The deterioration in security conditions which has prevented UNITAR mission travel to Afghanistan since May 2016;
- The diminishing aid environment in Afghanistan and its impact on the resources available to government and NGO partners with which to pay Fellowship fees;
- The more recent AFP cohorts overall have stronger technical skills and higher academic qualifications than previous Fellows; and they also have greater expectations of the Programme; and
- As UNITAR is neither resident in Afghanistan nor a non-resident member of the Afghanistan UNCT, and as its Kabul-based Programme assistant does not interact with the UNCT, it may not benefit from current information on and possible synergies with agencies' related capacity development activities and pipeline projects.

## 1.3 The UNITAR Afghanistan Fellowship Programme Evaluation

### 1.3.1 Evaluation objectives and scope

19. The AFP evaluation was commissioned by the UNITAR Planning, Performance Monitoring, and Evaluation Unit (PPME) at the request of and in close consultation with the Hiroshima Office. PPME is independent from Programme Management (in this case, HO). The evaluation's data collection and interpretation, as well as reporting, was undertaken by an independent consultant. PPME provided oversight and quality assurance of the evaluation and supported the evaluation at the technical and administrative levels, including the deployment of the online survey and arrangements for the consultant's mission to Singapore. The Hiroshima Office provided programme-related documentation and facilitated meetings and interviews with the fellows, coaches, mentors, resource persons, national partners and other stakeholders.
20. The objective of this assignment is to conduct an independent evaluation of the Programme focused upon the 2014-2017 Fellowship cycles and based on the detailed terms of reference (TOR) presented in **Annexe 1**. Previously, the AFP was subject to several reviews and assessments, including an assessment of female Fellows' Programme experiences during the 2010 and 2016 cycles,<sup>22</sup> an internal evaluation of the

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<sup>22</sup> Caroline Fors, *Assessment of the experience of female participants in the 2010 UNITAR Fellowship for Afghanistan Program*, University of Washington, n.d.

AFP from the period 2003-2013,<sup>23</sup> an impact study which focused on its 2015 cycle<sup>24</sup> and an internal review of the Programme in 2016. In addition, self-assessments of learning, as well as feedback surveys, are administered to Fellows immediately after each Fellowship workshop by AFP programme staff, with the results compiled and presented in narrative reports of each annual cycle.

21. The evaluation considers the Programme's relevance, efficiency, effectiveness, sustainability and impact; and it presents strategic, forward-looking recommendations for the next phase of the AFP and for future UNITAR programming in Afghanistan and elsewhere. More specifically, the evaluation aims to:
  - assess current Programme's activities, challenges and opportunities;
  - determine the effectiveness of the Programme, including the extent to which the objectives as defined have been met, and the extent to which they remain relevant;
  - assess the effectiveness and efficiency of the institutional and implementation arrangements for delivering the Programme's outputs as well as any unintended outcomes;
  - assess the sustainability and impact of the AFP's results to date; and
  - identify and generate evidence-based knowledge on good practices and lessons learned.
22. The primary audiences for whom the evaluation is intended are UNITAR and the AFP Fellows, coaches, mentors, and resource persons, as well as national partners and donors. Secondary audiences include the funders and implementers of other capacity development initiatives benefiting the Afghan civil service.

### 1.3.2 Evaluation Methodologies

23. The evaluation has employed a participatory approach and adheres to the UNITAR Monitoring and Evaluation Policy Framework, the United Nations Evaluation Group's *Norms and Standards*, and the *Ethical Guidelines for Evaluation* principles; it also follows OECD/DAC evaluation criteria.
24. The evaluation also considers AFP results from the perspectives of both the Kirkpatrick model for evaluating training used by UNITAR,<sup>25</sup> whereby the model's highest level (level 4) focuses on results (e.g., organizational/institutional outcomes), as well as from capacity development measurement methodology generally used by development practitioners, whereby the highest level of results, or impact, is measured as progress against national development goals.<sup>26</sup>
25. The evaluation was informed by a document and literature review (the list of documents consulted can be found in **Annexe 5**), key informant interviews (KIIs), focus group discussions (FGDs) and an online survey which can be found in **Annexe 6**. The consultant

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<sup>23</sup> Hedayatullah Siddiqi, *United Nations Institute for Training and Research, Hiroshima Office (UNITAR HO) Fellowship Program for Afghanistan Evaluation Report 2003-2013*, March 29, 2014.

<sup>24</sup> Diana Khan, *Impact Evaluation of The United Nations Institute for Training and Research (UNITAR) Afghanistan Fellowship Program Post-fellowship: Development of a Modified Performance Measurement Model*, University of Texas, Austin, 2016.

<sup>25</sup> See discussion in Diana Khan, *Impact Evaluation of the United Nations Institute for Training and Research (UNITAR) Afghanistan Fellowship Program Post Fellowship: Development of a Modified Performance Measurement Model*. 30 June 2016. The AFP is largely evaluated at level 1 of the Kirkpatrick model, with evidence of levels 2 (learning). Some evidence of level 3 (behaviour, or application of knowledge/skills) is provided.

<sup>26</sup> For example, the UNDP and World Bank frameworks for capacity development measurement: United Nations Development Programme, *Measuring Capacity*, New York, 2010; World Bank.

also observed training sessions and held KIIs and FGDs with the 2018 Fellows and their coaches, mentors and Afghan and international resource persons, as well as with Programme staff at the AFP Workshop II in Singapore from 15-20 March 2018. The evaluation schedule of interviews and deliverables is presented in **Annexe 3**. The evaluation matrix presented in **Annexe 4** summarises the evaluation criteria and key questions.

26. Due to current security conditions in Afghanistan, it was not possible to conduct interviews for the evaluation in Kabul, and all the other evaluation interviews were conducted by remote. The consultant therefore conducted interviews by Skype and telephone with Kabul-based coaches, mentors, resource persons and national stakeholder representatives, including the IARCSC, the MoF, the AKF, the NPA, the MoE, as well as with Programme staff in Hiroshima and with mentors and resource persons based in North America. Some 60 respondents, among them government officials and private sector entities, as well as current and previous Fellows were interviewed either in person or by remote (see **Annexe 2**, “List of Respondents”).
27. A systematic purposive sampling approach was employed for the selection of those interviewed. The selection was based on the consultant’s stakeholder mapping exercise undertaken at the start of the evaluation and reflected in the frameworks for questionnaires presented in the evaluation inception report. This selection was further refined during the evaluation, depending upon respondents’ accessibility and availability during the data collection phase.
28. The online survey which was circulated to Fellows from the 2014-2016 cohorts, was undertaken to assess the extent to which components of the AFP training had on-the-job relevance; the output by project completion rate; the extent to which there is demand for the AFP’s transition from a certificate to a degree-granting programme; and other feedback on the Programme (see below, Annexe 6 “Survey Questionnaire”). The survey response rate was 69 per cent, with 82 Fellows responding.<sup>27</sup> Sixty-five per cent of respondents came from a government ministry, 30 per cent from NGO; 73 per cent of respondents were male.
29. This mixed methodological approach has allowed the triangulation of qualitative and quantitative data.

### **1.3.3 Evaluation Limitations**

30. The evaluation has several important limitations. First, and as previously discussed, local security conditions prevented the consultant from undertaking a field visit to Kabul for face-to-face interviews and focus group discussions with the former Fellows, coaches, mentors, and Afghan resource persons, as well as with important Programme stakeholders, including the fellows’ respective supervisors and representatives from key Afghan government agencies. The consultant did, however, travel to Singapore to meet with fellows, coaches, mentors and Afghan resource persons (AFPs) for the current 2017-2018 cycle, and some of the coaches, mentors and AFPs were involved in previous cycles. Interviews with other AFP mentors and resource persons and national and NGO stakeholders in Kabul; with international mentors and resource persons in North America, and with the UNITAR Geneva and Hiroshima offices were conducted by remote, through email, Skype and telephone. Overall, conducting interviews by remote required greater time than in-person discussions, as requests for interviews with questions tailored to the respondents involved sometimes lengthy chains of email correspondence; technological

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<sup>27</sup> The response rate per question varied from 100 per cent to 62 per cent.

challenges also increased the time involved in arranging and conducting interviews. While different data collection tools were used to triangulate findings, it is important to recognise the subjectivity inherent with survey, interview and FGD feedback, as well as some of the literature reviewed such as the referenced assessments of the programme.

31. In addition to data collection limitations noted above, the scope of the evaluation, covering four years of the Programme's history, and the relatively short timeframe of the evaluation process curtailed some of the evaluation's planned interviews and FGDs with Afghan and international stakeholders, as well as post-survey follow up.<sup>28</sup> Moreover, the absence of a results framework, a Theory of Change (ToC) and baseline data for the AFP hinders the measurement of its results. The direct attribution of the Programme to the capacity development of any of the Fellows or their institutions is indeed problematic, as both the Fellows and their home institutions have had various other professional development trainings before, and perhaps after, the Programme. The assessment of results is therefore based on contribution analysis.

## 2 EVALUATION FINDINGS

### 2.1 Relevance

#### 2.1.1 Alignment with Afghan National Priorities

32. At the time of the AFP's formulation, Afghanistan was a conflict-affected LDC. It remains an under-developed, fragile State today; and human resource development and institutional capacity building needs at both the national and sub-national levels there are still significant. Although designed in 2002, the AFP's overarching aim of strengthening individual and institutional capacities in support of Afghanistan's reconstruction thus remains both relevant and timely to the current country context, and particularly to the Government's National Priority Programme No. 3 on *Effective Governance*.
33. However, the AFP lacks a ToC that explicitly states how its objectives are to be achieved and under what assumptions. This is discussed in more detail in "Impact", below.

#### 2.1.2 Alignment with the UNITAR Strategic Framework and Sustainable Development Goals

34. Contributing to the development of capacities for governance recovery of countries in transition from conflict and of fragile States (strategic objective SO4.3), the AFP is aligned with the UNITAR 2014-2017 Strategic Framework. The Programme is also aligned with the 2018-2021 Strategic Framework and the programme objective to promote peace and just and inclusive societies, with alignment to 16.7 (Ensure responsive, inclusive, participatory and representative decision-making at all levels) of the 2030 Agenda. As discussed in the introduction, the AFP also contributes to Goal 4.5 (Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable including persons with disabilities, indigenous peoples and children in vulnerable situations and Goal 5.5 (Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life). When considering the indicator framework of the 2030 Agenda and the role the Fellows are expected to perform in the transformation of their respective ministries and organizations, the AFP has the potential to contribute to Goal

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<sup>28</sup> The evaluation was based on a 25-work day assignment.

5.5 and, in particular, to support the Government of Afghanistan in increasing the proportion of women in managerial positions, although this potential largely remains to be achieved.

### 2.1.3. Programme Design

35. As discussed earlier, the AFP offers an innovative, blended learning approach to capacity development which places the learner at the centre, including interactive workshops lectures, distance learning by email, audio and video conferences and Skype, as well as hands-on learning by doing exercises, including a group project. It also provides opportunities for multi-year learning and professional development through coaching, mentoring and resource person roles. This programme design is very much appreciated among the community of Fellows. As one survey respondent states:

*“I found the AFP a well-designed program in the context of Afghanistan. Its content very in depth and its practicality very useful. I learned from different multi-dimensional aspect of the program. The substance of the content, the methodology of mutual learning through Coach, Resource Person and Mentor mechanism. I also learned a lot from different resource persons from different backgrounds, cultures and parts of the world. I made good friends from amongst my Afghan fellow participants and as well international resource persons. I also cherish the exposures I had to different to countries and cities such as Hiroshima, Osaka, Abu Dhabi and recently Singapore. Overall, UNITAR participation for me has been a great personal and career development opportunity throughout the course of the last 4 years.”*

36. The AFP’s multi-year approach also follows best practice for individual and institutional capacity development in post-conflict countries whereby longer-term training and accompaniment has been found to be more effective than short-term, one-off trainings.<sup>29</sup> Graduates of the AFP, as well as other national stakeholders, interviewed generally agreed that this aspect of the Programme’s design is particularly relevant and appropriate.<sup>30</sup>
37. However, it is notable that a few of the survey respondents, as well as some of the national and international key informants interviewed, felt that the process for the selection of fellows, coaches and mentors should be more robust and transparent. Selection criteria for the fellows appeared to vary across organizations and not be systematically linked to any professional competency framework endorsed by the IARCSC either in Afghanistan or elsewhere. Similar observations on the lack of transparent criteria for the selection of coaches and mentors were also expressed. In the words of one survey respondent: *“Mentor selection is not base competency, most of mentor are selected based on personal relation or job advancement.”*<sup>31</sup>
38. The evaluation did not find any specific criteria or competencies used for the selection of the coaches or mentors, and the absence of such criteria was generally seen as a lack of a robust and transparent basis for selecting these important AFP roles.

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<sup>29</sup> See for example UNDP, Word Bank, and UNDG Guidance.

<sup>30</sup> KIIs with government and institutional partners, AFP alumni; survey responses.

<sup>31</sup> Response to survey question.

## 2.1.4 Programme Responsiveness to Post-Design Issues

### *Curriculum topics*

39. The Afghanistan context is highly fluid, and there have been many changes in the country since the AFP was initially formulated. Some of these are pertinent to the Programme, for example, the current government, which was elected in 2014, has prioritised several national programmes related to the civil service, including its reform and professionalisation. However, these national programmes, and their implications for areas of training, are not well referenced in the AFP curriculum<sup>32</sup>, although this is one way in which the Programme could become even more relevant to its Fellows as well as expand its range of institutional partners. As expressed by one Fellow survey respondent and generally noted by other evaluation stakeholders,

*“I think it is an excellent program with a unique technique however it needs to be upgraded as the conditions and capacities in Afghanistan are not the same it used to be 10 years ago.”*

40. The Programme’s ability to be responsive to changes on the ground has been hampered by the local security conditions and the inability to undertake missions to Afghanistan for the past two years. This has been compounded by limited contact with both the UNCT and with key national partners (e.g. in the form of an advisory body) through which the Programme would have more current information on the local context and relevant initiatives.

### *Perceived value for money of the AFP*

41. Relevance to the Afghanistan context is also very much connected to the value for money that the primary stakeholders – the Fellows – attach to the AFP as it is presently designed and delivered. Views reported in the online survey very much corroborate those expressed above on the Fellows’ generally high level of satisfaction with the design and delivery approach of the Programme, with some highlighting leadership, project management and teambuilding skills. While many Fellow respondents to the survey expressed having learned much from the Programme, only 40 per cent of respondents rated the Programme as providing a great deal or a lot of value for money to their jobs, and 36 per cent of respondents found the Programme to offer little or no value to their jobs.<sup>33</sup>
42. In comparison with the earliest AFP Fellows, the more recent cohorts have higher academic qualifications and levels of technical skills, as well as previous professional development training.<sup>34</sup> Their expectations from the Programme are therefore higher: a large majority of the survey respondents, as well as all the national partners and AFP alumnae interviewed, also felt that the Programme would have more value for money if it were either offered as a degree programme or if certification were officially recognised by the Afghanistan government as a means for career advancement. In fact, more than 70 per cent of survey respondents felt that the programme would have more value for money if it would be offered as a degree programme, as shown in Figure 1 below. As expressed by several survey respondents:

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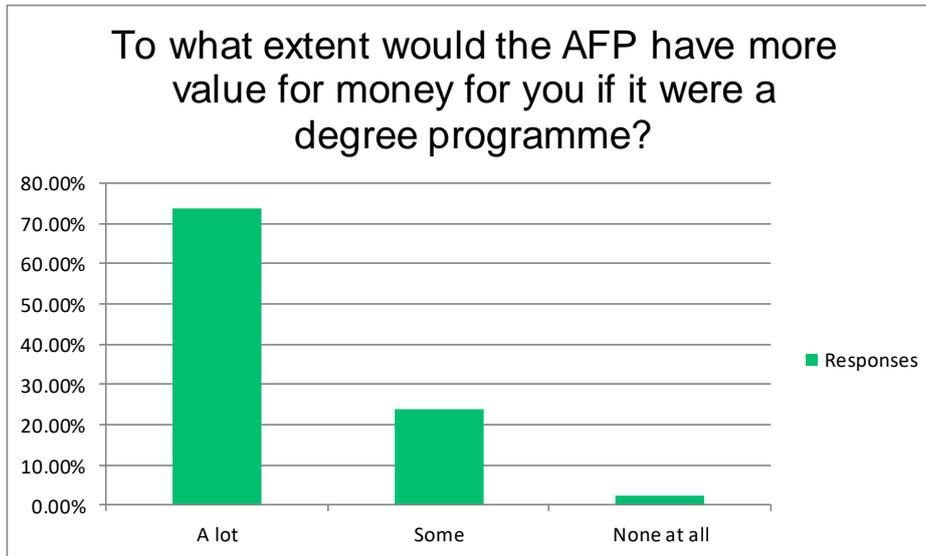
<sup>32</sup> See reference to earlier discussion on curricula contents.

<sup>33</sup> Based on 64 per cent of surveyed Fellows responding. Interestingly, no female survey respondents reported assigning little or no value of the Programme to their jobs, although the female respondents represented less than 8 per cent of respondents to this question.

<sup>34</sup> KIIs with UNTAR staff, resource persons, national partners.

*“I would suggest to change the certification program to a Degree The workshop which is held in Kabul should be supported as the Workshop, held out of Afghanistan- Should bring some changes in the outlines of the program, because Afghanistan is growing country, and need some changes.”<sup>35</sup>*

**Figure 1: Online Survey Administered to Fellows from 2014-2016**



*“AFP is an excellent program and give fellows very useful tools and techniques to handle difficult jobs. For learning purpose, AFP is strongly recommended. But as I want to get more out of it and support my knowledge through an official document, a more degree-based approach is needed. I know I have learned a lot from this program and I am applying them to my job on the daily basis which improved my evaluation rating as well. But as a tool to get promotion, my organization never considered my AFP document as a valid and strong degree to get me promoted through it.”<sup>36</sup>*

*“A degree would validate the knowledge that one learns through the Fellowship program. There are several online free (or very cheap) programs that UNITAR can partner with to further improve the program (i.e. Edx.org, Coursera and etc....”<sup>37</sup>*

43. While the Programme has explored this possibility with some American universities, the fact that an American graduate degree would cost considerably more than the \$5,500<sup>38</sup> now paid for the Fellowship mitigates against this option. However, most of the national respondents would want to have the degree granted by a foreign or non-Afghan university, rather than one in Afghanistan, even if it has international recognition. In this regard, the evaluator was advised that one of the donors to the University of Central Asia (UCA) was interested in exploring the possibility of integrating the Programme into a Master’s degree programme now offered there to civil servants from Afghanistan; the fee for the UCA MA programme is currently \$6,000.<sup>39</sup>

<sup>35</sup> Response to survey question.

<sup>36</sup> Response to survey question.

<sup>37</sup> Response to survey question.

<sup>38</sup> The fee has varied but does not represent the fully loaded per participant costs of the Programme.

<sup>39</sup> KII with national stakeholder.

44. From 2013-2017, UNITAR delivered in partnership with the Graduate Institute in Geneva a series of one-year Executive Master's Programmes in Development Policy and Planning for officials of the Afghan Ministry of Finance, and UNITAR is launching a similar programme for professionals from conflict-affected States. Both executive degree programmes are well above the current cost of the AFP, and both focus on more substantive subject areas related to development, governance and public policy, rather than the AFP's hands-on, practical training in functional areas of leadership, management, organizational needs assessments and professional skills. While a large proportion of Fellow survey respondents expressed that there would be more value for money if the Programme was degree-granting, transforming the AFP into a degree programme would likely require a significant modification to its curriculum and training methodologies. Indeed, the evaluation found that there was much appreciation of the Programme design and approach. This being said, the evaluation also found that there are opportunities to strengthen the perceived value in the UNITAR certification.

## 2.2 Effectiveness

### 2.2.1 Progress Against Planned Outputs and Outcomes

45. The AFP has neither baseline data nor a robust results framework against which actual versus intended outputs and outcomes can be measured, beyond what is recorded in the UNITAR Programme Budget (see Table I below).<sup>40</sup> Nonetheless, the Programme's performance, as recorded below, in addition to evidence in AFP cycle completion reports, serve as indicators of the Programme's effectiveness, as do endorsements of the AFP from the evaluation KIIs and survey respondents and Programme self-assessments. As discussed earlier, the AFP measures its results primarily against the Kirkpatrick model for evaluating training. As recorded in the various AFP cycle completion reports, the AFP has received over the years high levels of participant satisfaction, including positive ratings on key assessment variables such as job relevance, intent to use and newness of information. The Programme also monitors and reports on the achievement of learning objectives, although measurement is based on subjective before-after self-assessment by the fellows. Nevertheless, most fellow respondents expressed significant increases in skills after the respective workshops in relation to the Programme's learning objectives. Eighty-eight per cent of surveyed Fellows also reported applying what was learned from the Programme to improve job performance.
46. Beyond outputs (the number of Fellows trained); the progression from Fellow to coach, mentor and ARP; and evidence on the achievement of learning objectives (level 2), there is also evidence of behavioural changes (level 3) in terms of the Fellows continuing to work on collective and/or individual projects following cycle completion. Nineteen per cent of survey respondents indicated that projects were fully implemented, and 58 per cent reported them being partly implemented.<sup>41</sup> Interestingly, while there were few female Fellows, all eight female survey respondents affirmed that their projects were implemented fully or partly. According to the AFP's list of group projects from 2014-2016, out of 25 group projects, 9 were implemented; one self-reported as completed in fact was only a survey, with a corresponding project implementation rate of 36 per cent. The primary reason for inability to implement the group projects given by KIIs, as well as survey respondents, was lack of funding, followed by no coaching or mentoring available after the cycle or simply difficulty encountered with group work.

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<sup>40</sup> The evaluation notes that the 2017 cycle was postponed to 2018 which is why the 2016-2017 outcome and output performance metrics were not met.

<sup>41</sup> Response rate: 84 per cent of surveyed Fellows reporting.

**Table I: Excerpts from the UNITAR Programme Performance Report Exercises**

**2014-2015**

Accomplishment	Accomplishment Indicator	Target	Actual	Output Indicator	Target	Actual	Observation
Increased capacity to further develop the human resource abilities of mid-senior career Afghan public servants	Increased number of UNITAR Fellowship for Afghanistan alumni progressing to roles of coach, mentor and ultimately resource person	Alumni Progression:  Follow-Coach=20 Coach-ARP=10 ARP-Mentor=6	Alumni Progression:  Follow-Coach=20 Coach-ARP=10 ARP-Mentor=9	Training and coaching delivered to Afghan public servants	1800 <sup>42</sup>	1746	All output and outcome targets met. Outcome performance measure based on event participations. See additional comments underperformance challenges and lessons learned.

The overall evaluation data demonstrates that the identified learning needs of the target audience have been successfully met and that participants have been able to improve individual skills and performance through the Afghanistan Fellowship Programme. The number of participants from rural provinces as well as female candidates is still limited, and enhanced efforts are being made to increase the participants from these groups. The workshops highlighted further needs for knowledge needed to build a high performing team by creating a cadre of dedicated staff. This is critical catalysing systematic change toward attainment of national visions and post-conflict reconstruction goals in Afghanistan, particularly in the current situation where the country is experiencing instability. We are also stepping efforts to further strengthen national ownership by increasing the number of Afghan mentors and resource persons, which is on the target. It would be transforming to have more female resource persons, and more efforts will be made on this front.

Lessons Learned: 1) HO's signature programme, the Afghanistan Fellowship Programme, has been successful because of two key factors - training the country to be self-sustainable; and striving for the contextualisation of materials to the needs of the country through having Afghan mentors and resource persons. These factors have been replicated to other programmes wherever possible, and the feedback has been extremely positive; 2) Each of our training session is generally 90 minutes, which includes a 30-min presentation, a 45-min individual or group exercise, and a 15-min wrapping up. This structure works very well, keeping participants active and engaged; 3) One of the reasons for the successful expansion of HO during this biennial is because HO built on its comparative advantages, which are Hiroshima's legacy as the first city that experienced atomic bombing and recovered from destruction in a relatively short period of time, thus providing a catalytic environment for nuclear disarmament and non-proliferation and peacebuilding. To build on niche areas is key; 3) HO supports countries with high level of violence such as Afghanistan and South Sudan. The field situation changes constantly, thus close monitoring of the situation, risk management, and flexibility are critical; 5) Finally, HO has been striving to position itself as thought leader in strategic areas starting with peacebuilding. Systematic documentation and dissemination of lessons learned will be important, and HO has been working on it.

<sup>42</sup> The 2014-2015 output performance target was based on the total number of participations in AFP events during the biennium, as opposed to the total number of Fellows participating in the programme, as reported in the 2016-2017 biennium.

**Table I (continued)**

**2016-2017**

Accomplishment	Accomplishment Indicator	Target	Actual	Output Indicator	Target	Actual	Observation
Increased capacity to further develop the human resource abilities of mid-senior Afghan public servants	Increased number of UNITAR Fellowship for Afghanistan alumni progressing to roles of coach, mentor and ultimately resource person	Alumni Progression: Fellow-Coach=10 Coach-ARP=5 ARP-Mentor=3	Fellow-Coach=5 Coach-ARP=4 ARP-Mentor=2	Number of Afghan public servants attending training and coaching	70	27 fellows trained	The start of the 2017 cycle was delayed until 2018.
<p><b>Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned:</b></p> <p>The Afghanistan Fellowship continues to be successful in building the capacity of Afghan professionals around. A range of new topics were introduced to meet the changing needs of the country, at the request of key partner government agencies. These were implemented and well received, addressing capacity gaps. Several of the project proposals developed through the programme focused on addressing issues faced by marginalised groups, with 3 of the 5 proposals receiving funding and are currently undergoing implementation. The Fellowship faces challenges in gender-equality, with less than 10% female participation, and is a key lesson learned which has been flagged for further attention. The project contributes to SDG Goal 16, particularly 16.6 (Develop effective, accountable and transparent institutions at all levels) by improving the capacities of public servants.</p>							

47. While the survey and Programme reported data on project implementation are somewhat different, the information provides further evidence on the Programme’s effectiveness. While evidence against Kirkpatrick levels 1 and 2 are highly satisfactory, the Programme does not have any metric for assessing post-cycle performance or other intended development changes, either at the level of individuals (Fellows or, collectively, the community of Fellows) or institutionally (in terms of anticipated transformational change within ministries or organizations).<sup>43</sup>

48. Over time and as discussed, the Programme has produced a large community of Fellows. Beyond the impressive size of this community, the evaluation did not find much evidence of this community serving as a resource for planning and implement capacity-building and training at the local and national levels beyond those Fellows who have continued in the Programme in the roles of coaches, mentors and ARPs. Indeed, some Fellow survey respondents have reported sharing knowledge, as the two quotations beyond testify.

*“I had a presentation what I learned from this program to all my colleagues within my organization.”*

*I have conducted trainings to my colleagues and shared most of what I have learned in the fellowship program.”*

49. While these testimonies are indicative of important follow-up work and initiatives undertaken by the Fellows, determining how effective the community is as a whole has been difficult.

<sup>43</sup> See also study by Khan 2016.

### **3.2.2 Support to National Priorities**

50. As noted above, although the AFP's overall aim is broadly aligned with the NPP 3, the Programme does not have a Theory of Change that indicates how its objectives would be achieved. Key informants also noted that the Programme's curriculum does not specifically link with or reference the ANPDF or any of the NPPs or current civil service priorities.

### **3.2.3 Other issues: certification of competencies and women empowerment**

51. Certification of competencies. The Programme awards Fellows successfully completing a cycle with a UNITAR Certificate of Completion. This certification appears to be based largely on active participation in the Programme, including the face-to-face workshops, interactive group work, and follow-up activities online. No objective assessments of knowledge or skills are administered, however,<sup>44</sup> and virtually all Fellows entering the Programme 'graduate' with Certificates of Completion. Identifying the competencies that the Fellows should meet as a prerequisite for Programme completion and having objective criteria for meeting those competencies would provide stronger evidence on the changes that the Programme is bringing about to the knowledge, skills and other attributes of the Fellows.
52. Women Empowerment. Since its inception, the percentage of female Fellows in the Programme has averaged 10 per cent. The AFP's rate of female participation is lower than the rate of 30 per cent for female staff in the Afghan civil service. Programme staff and resource persons advised the consultant that the Programme has aimed for a higher intake of female Fellows, and that partner institutions in Afghanistan had been requested to ensure that more female candidates were included in the selection process, and this was one of the highlights reported in the 2016 cycle completion report.<sup>45</sup> In recent cycles, the Programme has also increased the number of female coaches. Beyond this, the Programme does not have an explicit women empowerment strategy.
53. Achieving gender-balanced participation in programmes is a challenge faced by all agencies operating in Afghanistan. Lessons learned and best practices developed by other agencies working in areas related to the AFP such as governance and institutional capacity building, e.g. UNDP, UN Women and ILO, should have identified lessons and best practices on gender which could inform the AFP.<sup>46</sup> Moreover, Ministry of Women's Affairs (MoWA), should also be able to provide guidance to the Programme in this area.

### **3.2.4 Partnership**

54. Current partners in the AFP include Prefecture of Hiroshima, the Municipality of Hiroshima, Afghan government (GIRA) entities, INGOs, academic institutions and the private sector. The Programme's partnership with the Hiroshima donors is considered further under "Financing".

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<sup>44</sup> The evaluation noted the requirement of objective knowledge assessments for certification of completion eligibility.

<sup>45</sup> Specific recommendations in the completion report include considering affirmative action, partner engagement and including additional sessions on boosting women's confidence.

<sup>46</sup> See, for example, the UNDP programme for Women in Government.

### *National Partners*

55. The key GIRA partner for the AFP is the Independent Administrative Reform and Civil Service Commission (IARCSC). It is the IARCSC which grants UNITAR permission to implement the AFP in Afghanistan. The Commission also sets the terms on which civil servants may participate in training programmes outside the country.
56. The AFP-IARCSC partnership has waned over the last two years, after the Programme focal point at the Commission was changed, and since the AFP Programme team has been unable to travel into Kabul due to security constraints. Moreover, the AFP does not currently have a Programme Advisory Group with Afghanistan-based stakeholders which could provide in-country support<sup>47</sup>. Nonetheless, there are expectations from both national partners and from the Programme that the Commission will proactively be involved in updating the AFP curriculum to more closely align with national priorities, and this would involve rebuilding direct lines of communication between the Commission and the HO.
57. The other national organizations and entities with whom the AFP engages are the Fellows' home institutions; for the 2018 cycle, these include the AKF, the NPA and the MoE. For previous years, this also included partnerships with the MoF, the MoPW and the Ministry of Rural Rehabilitation and Development of the Islamic Republic of Afghanistan, amongst others. Their interaction with the AFP involves the internal selection of candidates as part of the first step of the selection process, the payment of fees for their staff, as well as pro bono inputs from staff who serve as coaches, mentors and Afghan resource persons: see below, "Financing".

### *UNCT Afghanistan Partners*

58. The AFP's engagement with the United Nations Country Team (UNCT) has been very limited, and the most recent contact was during the HO in-country mission in May 2016. While UNITAR is not a member of the Afghanistan UNCT, it is eligible for membership as a non-resident agency (NRA) with in-country activities. As an NRA, UNITAR would benefit from current information on other UN agencies' related activities, including partnerships, funders, relevant pipeline projects, best practices and lessons learned in areas of common interest, as well as on how common challenges such as women empowerment are managed on the ground. NRA status would also provide a window through which UNITAR could raise agencies' awareness on its initiatives, unique training approach and partners in Afghanistan, as well as how the AFP and other UNITAR programmes could support other UN capacity development initiatives.

### *Corporate and Academic Partners*

59. The AFP has well-leveraged partnerships with individuals from the private sector and academe for pro bono inputs of time and expertise for mentor and resource person roles. The companies and organizations from whom the international mentors and RPs are drawn include Microsoft, the US Department of the Treasury, the University of Texas, the University of Calgary and others. Some of these relationships pre-date the AFP: they originate from personal contact with the Head of the UNITAR New York Office, and they were maintained when she relocated to the Hiroshima office.<sup>48</sup>

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<sup>47</sup> See above, footnote 11

<sup>48</sup> KIIs with UNITAR staff and AFP mentors and resource persons.

60. Support from pro bono instructors and mentors has been essential to the Programme, and it is primarily due to their inputs that AFP trainings have been delivered within budget. This is considered in greater detail below in “Financing”.

## 2.3 Efficiency

### 2.3.1 Financing

61. The evaluation found that delivery of the AFP has been efficient and cost-effective. The Programme has well-leveraged partnerships with the private sector, academe and former Fellows for pro bono inputs of time for teaching and mentoring, and this support has been key to the AFP’s ability to operate within budget.
62. The actual market value of monetised pro bono inputs to the AFP is not insignificant, and it may account for as much as one and one-half times the funding received from donors. For example, in 2017 in-kind donations, including pro bono inputs from mentors and RPs, was estimated at \$60,375.00.<sup>49</sup> UNITAR monetises pro bono inputs of time at US \$81.25/hour, and that is considerably below current market value for the hourly rates for the senior level executives and academics who contribute to the Programme.
63. Donor funding for the AFP was initially provided exclusively from the Prefecture of Hiroshima. From 2005 to 2015, the City of Hiroshima also provided approximately US \$65,000 annually to the AFP.<sup>50</sup> More recently, funding from the City and Prefecture of Hiroshima has covered approximately 50 per cent of Programme costs. The remaining cost of the Programme, which is currently some \$5,5000 per Fellow, is financed through fees charged to Fellows’ home institutions.<sup>51</sup> Both Government ministries as well as NGO partners, source the fees for their staff through their donor-supported projects which have capacity building components/funding.<sup>52</sup>
64. As aid inflows to Afghanistan have been significantly reduced since 2013, funds mobilised for the AFP through institutions which are donor-financed have also now decreased, and the Programme has been scaled down accordingly. Moreover, as noted above, there are now master-level programmes designed for the Afghan public sector, and at least one of the AFP’s previous partners, the MoF, currently sends its staff to the UCA for its Executive Masters Programme in public service, rather than to the AFP.<sup>53</sup>

### 2.3.2 Monitoring and Evaluation

65. Programme monitoring and evaluation (M&E) are for the most part undertaken in conjunction with the Hiroshima Office’s performance exercises against the programme budget and the monitoring and evaluation exercises for each annual cycle for narrative reporting. As discussed, M&E is generally undertaken using the Kirkpatrick model, with feedback obtained on Fellow satisfaction (Kirkpatrick level 1) and participant self-assessment on the achievement of the Programme’s learning objectives and before-after retrospective self-assessments undertaken by the Fellows on changes to apply knowledge and skills (level 2). The results from levels 1 and 2, in addition to any formative

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<sup>49</sup> UNITAR Financial Statement, *Goods in kind for the year ending 31 December 2017*

<sup>50</sup> It is not clear if the rent-free office space provided to UNITAR by the City is calculated in the AFP receipts. It is not in the pro bono inputs list.

<sup>51</sup> UNITAR also refers to the fees paid by Fellows’ institutions for their training as donor funding.

<sup>52</sup> Some respondents felt that the quality of Fellows/qualifications has gone down since fees for Fellowships were introduced, as the AFP took anyone that was put forward and paid for by their institution

<sup>53</sup> KII with national partners; FGDs with Fellows; see also uca.edu The MoF has sent 40 staff over the past year to the UCA MA programme.

evaluation that may be undertaken by Programme staff during a cycle's delivery, contribute to informing the narrative completion reports, and these reports have identified important recommendations and lessons learned for Programme improvement, as most recently reported in the 2016 cycle's completion report.

66. The Programme also maintains promotion and project completion lists which provide self-reported outputs (level 3), although this has been for the most part a monitoring/measurement exercise, as opposed to an evaluative undertaking. Apart from the impact study referenced earlier, the AFP has not to date conducted any follow-up or tracer study to determine the outcomes or impact of the Programme. The Programme's costing and mixed funding arrangement, the annual cycle delivery format and the lack of a robust results framework limit the extent to which the Hiroshima Office can monitor and assess AFP results at higher outcome levels and determine the extent to which the Programme is achieving its stated goals.

## 2.4 Sustainability

67. The AFP does not have any explicit handover or exit strategy. The Programme's objectives refer to the creation of a community of Fellows through whom it is implied the AFP's results will be sustained and multiplied. The Programme assumed that such a community, or alumni network, would organically be formed and maintained by the Fellows. However, AFP alumni interviewed for this evaluation, including coaches, mentors and resource persons, expected that UNITAR/the AFP would initiate and coordinate an alumni network in a manner analogous to the way that the American and British embassies in Kabul serve as the focal points, respectively, for the Afghanistan Fulbright Scholarship and Chevening Fellowship alumni networks.<sup>54</sup> The evaluation also found that the networks of Alumni and Fellows that do exist tend to be within organizations and institutions that have contributed staff to several cycles of the Fellowship. There is as well an AFP Facebook page which could support a network across organizations, if the network were to exist.
68. The most visible evidence of the sustainability of AFP results has been the institutionalisation of at least some of its group and individual Fellow's projects. For example, the group project for the development of a communication strategy for the Ministry of Public Works was implemented there and, when the group leader transferred to the NPA, he initiated a communication strategy there which was derived from the group's project at MOPW.<sup>55</sup> In another example, an alumna is implementing a gender promotion project in the Audit Unit of MoF in which female interns are engaged for a six-month internship and, if their internship is successfully completed, they are hired as full-time staff.<sup>56</sup> This project is now being replicated in other units of the MoF.
69. In the absence of a tracer study, which is beyond the scope of this evaluation, it is difficult to ascertain how many other projects have been institutionalised. Moreover, the information in the list of projects completed is self-reported.
70. Additional evidence of sustainability is the transfer of skills from Fellows to others in their respective workplaces. Overall, 46 of 54 survey respondents confirmed that they applied what they had learned from the AFP to improve their job performance. As reported by one survey respondent (and representative of a number of other Fellows):

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<sup>54</sup> KIIs and FGDs with AFP alumni.

<sup>55</sup> KII with national partner; see also AFP Project Completion List for 2014-2016.

<sup>56</sup> KII with AFP partner

*“I have conducted trainings to my colleagues and shared most of what I have learned in the fellowship program.”*

71. Several of the Alumni interviewed, as well as some of the survey respondents, recommended to the evaluation that the AFP conduct a tracer study, or follow up, on the status of group projects.<sup>57</sup>

## 2.5 Impact<sup>58</sup>

72. It is difficult to precisely attribute the Programme’s impact, that is, the effect that it has had on the achievement of national development priorities and on people’s lives and well-being, given the absence of baselines for its activities as well as of a tracer study. The direct attribution of the Programme’s trainings to individual and/or institutional transformation is also hindered by the fact that both the Fellows and their home institutions will have had various other professional development trainings before, and perhaps after, the Fellowship.
73. However, from the project completion and promotions lists, as well as from the evaluation KIIs, FGDs and survey responses, it is clear that the Programme has catalysed and contributed to individual transformation both in and outside of the workplace, e.g.

*“I served as a Coach in the next cycle and was able to apply my fellowship knowledge in Coaching the new Group. In addition, the knowledge I gained both as a Fellow and later as Coach is valuable and useful in my personal and professional life. My contribution as a Coach to the Fellowship was acknowledged in my annual performance review by my supervisor, and I got an exceptional review.”<sup>59</sup>*

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<sup>57</sup>KII with AFP partner. See also, for example: *“Impact evaluation of the projects shall be followed up by a seminar or workshop some months later”*: response to survey question 12; and *“UNITAR team should have contacts with all fellows or every group leader and follow their projects and implementation”*, response to survey question 9

<sup>58</sup> In this evaluation, impact is defined as “...an actual or intended change in human development as measured by people’s well-being. An impact generally captures change in people’s lives. It represents underlying goals such as better living conditions, through improvements in health, income, education, nutrition, or the environment.” UNDP, *Measuring Capacity*, p. 7

<sup>59</sup> Response to survey question.

## 3 CONCLUSION

### 3.1 Relevance

74. The AFP's overarching aim of strengthening individual and institutional capacities in support of Afghanistan's reconstruction remains both relevant and timely to the current country context. Moreover, in its multi-year approach, the AFP follows best practice for individual and institutional capacity development in post-conflict countries, and this aspect of the Programme's design is particularly relevant to the Afghanistan context. However, the AFP curriculum could be more closely aligned with current national development priorities and programmes, and this issue is exacerbated by UNITAR's current inability to undertake missions to Afghanistan given the security situation.

### 3.2 Effectiveness

75. The AFP does not have a results framework against which actual versus intended outputs, outcomes and impact can be measured. Nonetheless, the Programme's promotions and project completion lists are indicators of its effectiveness, as are endorsements of the AFP from the evaluation survey respondents. Based on the Kirkpatrick model for training evaluation, there is evidence of the AFP achieving level 3 (changes in behaviour), based on the implementation rate of collective projects and indications from survey respondents of applying knowledge and skills from the Programme in other dimensions of their work. The AFP has been extremely effective in brokering and managing partnerships with corporate, NGO, and ministry actors for pro bono inputs of their staff time for coaching, mentoring and teaching. The Programme has been less effective in maintaining its partnership with the IARCSC, the organization which grants it permission to implement activities in-country; and the relationship with this key partner must be revitalised at the earliest opportunity.

### 3.3 Efficiency

80. The evaluation found that delivery of the AFP has been efficient and cost-effective in its delivery. The Programme has well-leveraged partnerships with the private sector, academe and former Fellows for pro bono inputs of time for teaching and mentoring, and this support has been key to the AFP's ability to operate within budget. Indeed, the actual market value of monetised pro bono inputs to the AFP may account for as much as one and one-half times the funding received from donors.

### 3.4 Sustainability

90. The most visible evidence of the sustainability of AFP results has been the institutionalisation of at least some of its group and individual Fellow's projects. There is also evidence of skills transfers from Fellows to others in their organization. The evaluation also found that the community of Fellows envisaged as one of the goals of the AFP does not exist in the way it was anticipated, primarily because there is currently no focal point to organize and convene an alumni network. However, networks of Alumni and Fellows that do exist within organizations and institutions that have contributed staff to several cycles of the Fellowship.

### 3.5 Impact

91. It is difficult to precisely attribute the Programme’s impact, given the absence of baselines for its activities as well as of a tracer study. The direct attribution of the Programme’s trainings to individual and/or institutional transformation is also hindered by the fact that both the Fellows and their home institutions will have had various other professional development trainings before, and perhaps after, the UNITAR programme. Nonetheless, there is evidence that the Programme has catalysed and contributed to individual transformation both in and outside of the workplace.

## 4 RECOMMENDATIONS

92. Based on the findings and conclusions, the evaluation has identified the following set of recommendations. It is recommended to address these in conjunction with the emerging issues identified in section 1.2.2 of this report.

Area	Recommendation
<b>Programme governance</b>	2. The Hiroshima Office should establish a light AFP Advisory Group as originally envisaged in the Programme concept note, with the participation of all relevant stakeholders, including the national government, the donor(s), UNCT, a representative(s) from the AFP alumni, etc., to provide guidance on key project decisions, such as Programme competencies, and content, certification, exit/transfer strategy, etc.
<b>Competencies and content</b>	3. The Hiroshima Office, in consultation with the AFP’s major stakeholders, should review the Programme’s competencies and content considering the contemporary national context and development priorities. 4. The Hiroshima Office, in consultation with the AFP’s major stakeholders, should review the methods by which the competencies will be assessed and certified, with a view to elevating the recognition of the certification for career advancement and the perceived value of the programme for the fellows.
<b>Selection criteria</b>	3. The Hiroshima Office, in consultation with the recommended AFP Advisory Group, should review current eligibility requirements of the AFP and ensure that selection process is standardised and transparent. 4. The Hiroshima Office, in consultation with the recommended project Advisory Group, should review the current criteria for promotions from fellows to coaches, mentors and ARPs and ensure that they are standardised and transparent.
<b>Women empowerment</b>	2. The Hiroshima Office, in consultation with the recommended project Advisory Group and building on recommended actions identified in the 2016 cycle completion report, should articulate a women’s empowerment strategy in the framework of the Programme to support the empowerment of women and help the Afghan government achieve SDG 5.5.
	3. The Hiroshima Office should articulate a clear theory of change and results framework with relevant metrics to assess the AFP’s medium to long-term results, e.g. from individual learning outcomes to their contribution to institutional capacity-building (impact).

<b>Theory of change</b>	4. The Hiroshima Office should conduct a tracer study to identify which AFP group projects, as well as individual projects which have been developed out of group projects, have been institutionalised, to better determine and document Programme sustainability and impact.
<b>AFP alumni network</b>	2. The Hiroshima Office, together with the recommended project advisory group, should develop a platform to promote a more purposeful community of AFP alumni, particularly those who do not become coaches, mentors or ARPs, with a view to maximising their potential as catalysts of change.
<b>Partnerships UNCT</b>	2. UNITAR should request membership as a Non-Resident Agency in the Afghanistan UNCT through: <ul style="list-style-type: none"> <li>• An initial informal exchange with the RC/RCO;</li> <li>• A formal written request to the RC;</li> <li>• In conjunction with its written request, a presentation to the UNCT to brief members on its initiatives, unique training approach and partners in Afghanistan.</li> </ul>

## 5 LESSONS LEARNED

93. The Programme provides several lessons learned which should inform future UNITAR programming:

**Partnerships.** Identifying, building and maintaining partnerships requires time and perseverance, as well as an alignment of potential partners' expectations. As the AFP's current relationship with the IARCSC demonstrates, it is difficult to maintain partnerships in the absence of regularly scheduled meetings and conversations.

**Capacity Development** requires ongoing awareness-raising, accompaniment and tracking. Although the AFP has supported both individual and, by extension, institutional transformation, to date no tracking of its output to outcome to impact has been undertaken. This tracking is essential for learning-related programming which aims to bring about institutional transformation. The Programme does maintain lists of its outputs such as number of Fellows graduated and number of projects completed. The Programme's list of promotions also gives some indication of outcome, although the promotions are self-reported and may not all be merit-based. To date, however, there is no documentation of its outcomes or impact.

**Gender.** The AFP aims to achieve women empowerment in its Fellowship cohorts. However, its efforts to date have been disappointing, and it will require a more strategic approach, beyond requesting national partners to ensure that they select more female Fellowship candidates. Other UN agencies in Afghanistan also face this issue, and constructive approaches might be recommended by national experts such as the Ministry of Women's Affairs (MoWA).

**Ownership.** Effective capacity development is demand- rather than supply-driven; it focuses on longer-term outcomes and impacts rather than on outputs. For the AFP to be truly nationally-owned, the content of its curriculum should be driven by national priorities and guided by strategic national partners.

## Annexe 1: Terms of Reference

### Independent Evaluation of the UNITAR Afghanistan Fellowship Programme

#### Background

1. The United Nations Institute for Training and Research (UNITAR) is a principal training arm of the United Nations, with the aim to increase the effectiveness of the United Nations in achieving its major objectives through training and research. Learning outcomes are associated with about two-thirds of the Institute's 450-some events organized annually, with a cumulative outreach to over 40,000 individuals (including 25,000 learners). Approximately three-quarters of beneficiaries from learning-related programming are from developing countries. UNITAR training covers various thematic areas, including activities to support the implementation of the 2030 Agenda for Sustainable Development; multilateral diplomacy; public finance and trade; environment, including climate change, environmental law and governance, and chemicals and waste management; peacekeeping, peacebuilding and conflict prevention; decentralised cooperation; and resilience and disaster risk reduction.
2. The Hiroshima Office is one of UNITAR's out-posted offices. As part of its programming, the Hiroshima Office has been delivering the **UNITAR Afghanistan Fellowship Programme** since 2003. The Fellowship Programme seeks to contribute to sustainable learning in the workplace and to build on the capacity of the Afghan civil service as it works to rely on its own ability and lessen its need to depend on the human resources and expertise provided by the international community. The Programme contributes to building capacities of a core group of senior government officials, academics and other practitioners from Afghanistan in diverse areas, including the following:
  - Organizational Development
  - Organizational Change
  - Project Design
  - Project Management
  - Human Resource Development
  - Human Resource Management
  - Accounting and Budgeting
  - Leading and Mentoring Teams for Development and Change
  - Team-building and Teamwork
  - Communication Skills
  - Strategic Planning
3. The Fellowship Programme has two long-term objectives:
  - To support Fellows in the application of their new knowledge and greater confidence to the transformation of their respective ministries and organizations; and
  - To build a committed and highly capable Fellowship community in Afghanistan which can serve as a resource for planning and implementing capacity-building and training activities at the local and national levels.

4. The seven-month long programme takes place on an annual basis and, since its launch in 2003, has completed nine cycles, reaching nearly 300 participants.

#### **Purpose of the evaluation**

5. The purpose of this evaluation is to assess the relevance, effectiveness, efficiency, sustainability and impact of the UNITAR Afghanistan Fellowship Programme; to identify any problems or challenges that the Programme has encountered; and to issue recommendations, if needed, and lessons to be learned. The evaluation's purpose is thus to provide findings and conclusions to meet accountability requirements, and recommendations and lessons learned to contribute to programme improvement and organizational learning. The evaluation should not only assess how well the UNITAR Afghanistan Fellowship Programme has performed, but also seek to answer the 'why' question by identifying factors contributing to (or inhibiting) successful implementation and achievement of results.

#### **Scope of the evaluation**

6. The evaluation will cover the period from 2014 to 2017 and focus on the Programme's beneficiaries (fellows), the extent to which knowledge and skills acquired or developed through the Programme have been applied and have produced changes in the participants' respective organizational settings. The scope will also examine the progression of fellows to coaches and Afghan Resource Persons over the course of subsequent programmes.

#### **Evaluation criteria**

7. The evaluation will assess project performance using the following criteria: relevance, effectiveness, efficiency, impact and sustainability.
  - *Relevance: Is the UNITAR Afghanistan Fellowship Programme reaching its intended users and relevant to the beneficiaries' needs and priorities, including the organizations that the beneficiaries represent?*
  - *Effectiveness: To what extent has the programme produced its planned outputs and attained expected outcomes?*
  - *Efficiency: To what extent were the outputs being produced in a cost-effective manner?*
  - *Impact: What cumulative and/or long-term effects are expected from the Fellowship Programme, including contribution towards the intended impact, as well as positive or negative effects, or intended or unintended changes?*
  - *Sustainability: To what extent are the planned results likely to be sustained in the long term?*

#### **Principal evaluation questions**

8. The following questions are suggested to guide the evaluation:

##### **Relevance**

- a. *To what extent is the Fellowship Programme, as designed and implemented, aligned with the needs and priorities of the beneficiaries, including both male and female beneficiaries?*
- b. *To what extent are the objectives of the Fellowship Programme valid?*
- c. *Are the activities and outputs of the Fellowship Programme consistent with the overall goals and objectives?*
- d. *Were the activities and outputs of the Fellowship Programme consistent with the intended impacts and effects?*
- e. *To what extent is the Fellowship Programme in alignment with UNITAR's mandate and strategic objectives?*

- f. *To what extent is the Fellowship Programme relevant to improving effective governance in Afghanistan?*
- g. *How was the intervention designed to contribute to human rights and gender-related international agreements such as the Agenda 2030 and Goal 5?*
- h. *To what extent has the Fellowship Programme Coach and Mentor selection and acceptance been relevant for advancing gender equality?*

#### **Effectiveness**

- i. *To what extent has the Fellowship Programme contributed to sustainable learning in the workplace and developed the capacity of the Afghan civil service and civil society?*
- j. *To what extent has the Fellowship Programme been successful in supporting Fellows in the application of their knowledge and greater confidence to the transformation of their respective ministries and organizations, and in building a committed and highly capable Fellowship community in Afghanistan which can serve as a resource for planning and implementing capacity-building and training activities at the local and national levels?*
- k. *What factors have influenced the achievement (or non-achievement) of the Fellowship Programme's objectives?*
- l. *How effective has the Programme's methodology been to work with former Fellows as Coaches and eventually Afghan Resource Persons?*
- m. *How effective has the Fellowship Programme's methodology been to include both peer-, and mentor-reviews?*
- n. *To what extent were a human rights-based approach and a gender mainstreaming strategy incorporated in the design and implementation of the Fellowship Programme?*

#### **Efficiency**

- o. *To what extent have the outputs been produced in a cost-efficient manner (e.g. in comparison with alternative approaches)?*
- p. *Were the Fellowship Programme's outputs and objectives achieved on time?*
- q. *To what extent have partnerships or institutional collaborations been conducive to the efficient delivery of the Fellowship Programme and achievement of results?*

#### **Impact**

- r. *What observable end-results or organizational changes have occurred from the Fellowship Programme?*
- s. *What real difference has the Fellowship Programme made in supporting Fellows and building a fellowship community in Afghanistan?*

#### **Sustainability**

- t. *To what extent have the Fellowship Programme initiatives contributed to better governance of Afghanistan in the long term?*
- u. *What were the major factors which influenced the achievement or non-achievement of sustainability of the Fellowship Programme initiatives?*
- v. *How likely is it that enhanced leadership, management and professional skills of a core group of senior government officials, academics and practitioners from Afghanistan continue beyond the scope of the programme?*
- w. *What is the likelihood that the benefits of the Fellowship Programme will continue after donor funding ceases?*
- x. *To what extent is the Fellowship Programme likely to sustain its objectives and successes in the mid- to long-term?*

## **Project management, monitoring and self-assessment**

9. The evaluation will also include an assessment of the quality, application and effectiveness of project management, monitoring and self-assessment, including the performance of implementation arrangements and partnerships. In particular, the evaluation will seek to answer the following questions:
- a. *Has the Fellowship Programme management team been effective and efficient in supporting the implementation of the Fellowship Programme activities and delivery of results?*
  - b. *How effective has the Fellowship Programme management been in coordinating the Fellowship Programme with the broader effective governance in Afghanistan?*

## **Evaluation Approach and Methods**

10. The evaluation will be undertaken by a supplier an international consultant (the “evaluator”) under the overall responsibility of the UNITAR evaluation manager. The evaluation will be undertaken in accordance with the UNITAR Monitoring and Evaluation Policy Framework and the Norms and Standards of the United Nations Evaluation Group.
11. The evaluation shall follow a participatory approach and engage a range of project stakeholders in the process. Data collection should be triangulated to the extent possible to ensure validity and reliability of findings and draw on the following methods: comprehensive desk review, including a stakeholder analysis; surveys; key informant interviews; focus groups; and field visits (given the current security situation in Afghanistan, alternative solutions shall be enquired). These data collection tools are discussed below.
12. The evaluator should engage in quantitative and qualitative analysis in responding to the principal evaluation questions and present the findings qualitatively or quantitatively as most appropriate.

### **Data collection methods:**

#### *Comprehensive desk review*

The evaluator will compile, review and analyse background documents and secondary data/information related to the Fellowship Programme. A list of background documentation for the desk review is included in Annexe A.

#### *Stakeholder analysis*

The evaluator will identify the different stakeholders involved in the Afghan fellowship programme. Key stakeholders at the global level include, but are not limited, to:

- Fellowship Programme team;
- The Aga Khan Foundation;
- The Ministry of Finance of the Islamic Republic of Afghanistan;
- National Procurement Authority (NPA);
- University Support and Workforce Development Program;
- French Medical Institute for Mothers and Children (FMIC);
- Grand Technology Resources;
- Ministry of Higher Education;
- National Procurement Office;
- Etc.

### *Survey(s)*

With a view to maximising feedback from the widest possible range of project stakeholders, the consultants shall develop and deploy a survey(s) following the comprehensive desk study to provide an initial set of findings and allow the evaluator to easily probe during the key informant interviews.

### *Key informant interviews*

Based on stakeholder identification, the evaluator will identify and interview key informants. The list of global focal points is available in Annexe B. In preparation for the interviews with key informants; the consultant will define interview protocols to determine the questions and modalities with flexibility to adapt to the particularities of the different informants, either at the global or at the national level.

### *Focus groups*

Focus groups should be organized with selected project stakeholders at the global and national levels to complement/triangulate findings from other collection tools.

### *Field visit*

Given the current security situation in Afghanistan, field visits will most likely not take place. Interviews with key informants can instead be organized through telephone and/or skype.

### *Identify and interview key informants (national)*

Based on the stakeholder analysis, the evaluator will identify national informants, whom he/she will interview. The list of national focal points is available in Annexe B.

### **Gender and human rights**

13. The evaluator should incorporate human rights, gender and equity perspectives in the evaluation process and findings, particularly by involving women and other disadvantaged groups subject to discrimination. All key data collected shall be disaggregated by sex and age grouping, and be included in the draft and final evaluation report.
14. The guiding principles for the evaluation should respect transparency, engage stakeholders and beneficiaries; ensure confidentiality of data and anonymity of responses; and follow ethical and professional standards.

### **Timeframe, work plan, deliverables and review**

15. The proposed timeframe for the evaluation spans from March (initial desk review and data collection) to April 2018 (submission of final evaluation report). An indicative work plan is provided in the table below.
16. The consultant shall submit a brief Evaluation design/question matrix following the comprehensive desk study, stakeholder analysis and initial key informant interviews. The Evaluation design/question matrix should include a discussion on the evaluation objectives, methods and, if required, revisions to the suggested evaluation questions or data collection methods. The Evaluation design/question matrix should indicate any foreseen difficulties or challenges in collecting data and confirm the final timeframe for the completion of the evaluation exercise.
17. Following data collection and analysis, the consultant shall submit a zero draft of the evaluation report to the evaluation manager and revise the draft based on comments made by the evaluation manager.
18. The draft evaluation report should follow the structure presented under Annexe C. The report should state the purpose of the evaluation and the methods used, and include a discussion

on the limitations to the evaluation. The report should present evidence-based and balanced findings, including strengths and weaknesses, consequent conclusions and recommendations, and lessons to be learned. The length of the report should be approximately 20-30 pages, excluding annexes.

19. Following the submission of the zero draft, a draft report will then be submitted to the Hiroshima Office to review and comment on the draft report and provide any additional information using the form provided under Annexe D by 18 April 2018. Within two weeks of receiving feedback, the evaluator shall submit the final evaluation report. The target date for this submission is 27 April 2018.

**Indicative timeframe: January – May 2018**

Activity	January	February	March	April
Evaluator selected and recruited				
Initial data collection, including desk review, stakeholder analysis				
Evaluation design/question matrix				
Data collection and analysis, including survey(s), interviews and focus groups				
Zero draft report submitted to UNITAR				
Draft evaluation report consulted with UNITAR evaluation manager and submitted to Hiroshima Office				
Hiroshima Office reviews draft evaluation report and shares comments and recommendations				
Evaluation report finalised and validated by Hiroshima Office				

**Summary of evaluation deliverables and schedule**

Deliverable	From	To	Deadline
Evaluation design/question matrix	Evaluator	Evaluation manager	7 March 2018

Comments on evaluation design/question matrix	Evaluation manager/ Hiroshima Office	Evaluator	9 March 2018
Informal validation exercise Singapore and zero draft report	Evaluator	Evaluation manager	23 March 2018
Comments on zero draft	Evaluation manager	Evaluator	25 March 2018
Draft report	Evaluator	Evaluation manager Hiroshima Office	30 March 2018
Comments on draft report	Hiroshima Office	Evaluation manager	18 April 2018
Final report	Evaluation manager	Hiroshima Office	27 April 2018

### **Communication/dissemination of results**

20. The final evaluation report will be shared with all Fellowship Programme partners and be posted on an online repository of evaluation reports open to the public.

### **Professional requirements**

21. The evaluator should have the following qualifications and experience:

- MA degree or equivalent in international relations, political science, development or a related discipline. Training and/or experience in the area of governance and/or post-conflict reconstruction would be a clear advantage.
- At least 7 years of professional experience conducting evaluation in the field of capacity building, sustainable learning, governance and community building
- Technical knowledge of the focal area
- Fieldwork experience in developing countries
- Excellent research and analytical skills, including experience in a variety of evaluation methods and approaches
- Excellent writing skills
- Strong communication and presentation skills
- Cross-cultural awareness and flexibility
- Availability to travel
- Fluency in English. Knowledge of Pashto or Dari desirable.

### **Contractual arrangements**

22. The evaluator will be contracted by UNITAR and will report directly to the Manager of the Planning, Performance Monitoring and Evaluation Section ('evaluation manager'). The evaluator should consult with the evaluation manager on any procedural or methodological matter requiring attention. The evaluator is responsible for planning any meetings, organizing online surveys and undertaking administrative arrangements for any travel that may be required (e.g. accommodation, visas, etc.). The travel arrangements will be in accordance with the UN rules and regulations for consultants.

### **Evaluator Ethics**

23. The evaluator selected should not have participated in the project's design or implementation or have a conflict of interest with project related activities. The selected consultant shall sign and return a copy of the code of conduct under Annexe F prior to initiating the assignment.

### **Annexes:**

#### **A: List of documents and data to be reviewed**

**B: List of Fellowship Programme Partners and Contact Points**

**C: Structure of evaluation report**

**D: Audit trail**

**E: Evaluator code of conduct**

**Annexe A: List of documents/data to be reviewed**

- *Afghanistan Fellowship* Reports, including financial reports
- *Afghanistan Fellowship* Agreements with various donors
- Content of *Afghanistan Fellowship* website

<https://www.unitar.org/hiroshima/Post-Conflict-Reconstruction-and-UNITAR-Fellowship-for-Afghanistan>

<http://www.unitar.org/unitar-afghanistan-fellowship-programme-2016-cycle-commences>

- Database of *Afghanistan Fellowship* cycle events
- Content from workshop events
- Any other document deemed to be useful to the evaluation

**Annexe B: List of *Afghanistan Fellowship* Contact Points (to be updated)**

Partners	
Organization	Focal Point

## **Annexe C: Structure of evaluation report**

- i. Title page
- ii. Executive summary
- iii. Acronyms
1. Introduction
2. Project description, objectives and development context
3. Theory of change/project design logic
4. Methodology and limitations
5. Evaluation findings based on criteria/principal evaluation questions
6. Conclusions
7. Recommendations
8. Lessons Learned
9. Annexes
  - a. Terms of reference
  - b. Survey/questionnaires deployed
  - c. List of persons interviewed
  - d. List of documents reviewed
  - e. Evaluation question matrix
  - f. Evaluation consultant agreement form

**Annexe D: Evaluation Audit Trail Template**

*(To be completed by the Hiroshima Office to show how the received comments on the draft report have (or have not) been incorporated into the evaluation report. This audit trail should be included as an annexe in the evaluation report.)*

**To the comments received on (date) from the evaluation of the *Afghanistan Fellowship***

*The following comments were provided in track changes to the draft evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column):*

<b>Author</b>	<b>#</b>	<b>Para No./ comment location</b>	<b>Comment/Feedback on the draft evaluation report</b>	<b>Evaluator response and actions taken</b>

## Annexe E: Evaluation Consultant Code of Conduct and Agreement Form\*

### The evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. He/she should provide maximum notice, minimise demands on time, and respect people's right not to engage. He/she must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. He/she are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncovers evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. He/she should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, he/she must be sensitive to and address issues of discrimination and gender equality. He/she should avoid offending the dignity and self-respect of those persons with whom he/she comes in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, he/she should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for his/her performance and his/her product(s). He/she is responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

### Evaluation Consultant Agreement Form<sup>60</sup>

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at *place* on *date*

Signature: \_\_\_\_\_

\*This form is required to be signed by each evaluator involved in the evaluation.

<sup>60</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

## Annexe 2: List of Evaluation Stakeholders

### UN Agencies

#### **UNITAR**

Ms. Mihoko Kumamoto, Head, Hiroshima Office  
Mr. Berin McKenzie, Senior Specialist, Hiroshima Office  
Mr. Nigel Gan, Training Officer, Hiroshima Office  
Mr. Sokout Sabahuddin, Training Associate  
Dr. Nassrine Azimi, Senior Advisor, Hiroshima Office  
Ms. Humaira Khan Kamal, Senior Advisor, Hiroshima Office

### Government of the Islamic Republic of Afghanistan

#### **Independent Administrative and Reform Civil Service Commission**

Mr. Maiwand Rahyab, Acting Director, Civil Service Institute  
Mr. Ahmad Massoud Tokhi, General Director, Civil Service Management Department

#### **Ministry of Economy**

Mr. Hamid Hamdard, Human Resources

#### **Ministry of Finance**

Mr. Musa Kamawi, Director General, Insurance Affairs

#### **National Procurement Authority**

Mr. Sohail Kaakar  
Mr. Habibullah Azmat  
Mr. Ahmad Naqshbandi

### Donors

Prefecture of Hiroshima  
Municipality of Hiroshima

### Afghanistan Fellowship Programme

#### **Fellows - 2018 Cycle**

##### Group 1

Mr. Aziz Khan Alako, Senior Management Specialist, National Procurement Authority  
Mr. Nazar Ali Ashrafi, Regional Coordinator, Aga Khan Foundation  
Mr. Abdul Qahhar Balkhi, National Programme Officer, Monitoring, Evaluation, Research, Learning Unit, Aga Khan Foundation  
Ms. Fahima Tajzai, Executive Officer, National Procurement Authority  
Mr. Ahmad Zia Tareq, Economy Director, Takhar Province, Ministry of Economy

## Group 2

Mr. Abdul Aziz Bahish, Human Resource Officer, Aga Khan University  
Mr. Abdul Saboor Safi, Executive Manager, National Procurement Authority  
Mr. Mohammad Naeem Mujaddidi, National Senior Officer M&E, Aga Khan Foundation  
Ms. Hamida Salimy, Monitoring, Evaluation and Research Regional Officer, Aga Khan Foundation  
Mr. Janat Gul Sharafat, Head, Balkh Economy Department, Ministry of Economy  
Mr. Mohammad Shafiq Wakil, Director, Provincial Department of Economy, Ghor Province, Ministry of Economy

## Group 3

Mr. Ghulam Hussain Anes, Regional Finance Officer, Aga Khan Foundation  
Mr. Nisar Ahmad Habibi, Head, Training and Development Unit, Ministry of Economy  
Mr. Zakir Hussain Hassanzada, Regional Senior Officer, MERL Bamyan Regional Office, Aga Khan Foundation  
Ms. Zuhail Qayoumi, Administrative Officer, National Procurement Authority  
Mr. Qurban Ali Waezi, Education Advisor, Aga Khan Foundation

## Group 4

Mr. Jamshid Hussaini, Area Manager Samangan, Aga Khan Foundation  
Mr. Matiullah Jahed, Director of Social Service, Ministry of Economy  
Mr. Kheyal Mohammed Jebran, Regional Monitoring, Evaluation, Research and Learning Officer, Aga Khan Foundation  
Ms. Nooria Nizrabi, Procurement Trainer, National Procurement Authority  
Mr. Ali Ahmad Saadat, Regional Development Director, Ministry of Economy  
Mr. Mirwais Rahimi, Deputy Director of Procurement, Administrative Office of the President

## Group 5

Mr. Mirwais Baheej, General Director of Design and Consolidation, Ministry of Economy  
Mr. Abdul Baset Nasih, Management Information Systems Officer, Aga Khan Foundation  
Mr. Abdullah Navid, Bamyan Director of Economy, Ministry of Economy  
Mr. Zalwar Khan Niazi, Communications Specialist, National Procurement Authority

## Group 6

Mr. Rahmatullah Abidi, Human Institution and Development Program Support Specialist, Aga Khan Foundation  
Mr. Abdul Latif Afzali, Secretary to the CEO, National Procurement Authority  
Ms. Gitti Behrooz, Market Development Program Area Officer, Aga Khan Foundation  
Mr. Mohammad Younis Rahnaward, Director of Economy, Herat Province, Ministry of Economy  
Mr. Ahmad Riaz Sediqi, Director of Non-Governmental Organizations, Ministry of Economy

## **Coaches – 2018 Cycle**

Mr. Samiullah Mosazai, Human Resource Manager, Grand Technology Resources  
Ms. Mina Naikmal, Human Resources Specialist, Ministry of Finance  
Mr. Ghulam Abbas Khoshal, M&E Specialist, NRM, Aga Khan Foundation

## **Mentors – 2018 Cycle**

Ms. Jennifer Fox, Budget Advisor, U.S. Department of the Treasury, Office of Technical Assistance  
Mr. Mohammad Sohail Kaakar, Senior Strategic Advisor, National Procurement Authority  
Mr. Ahmad Shah Naqshbandi, Director, Cadre Management and Employees Professionalization, Administrative Office of the President, National Procurement Authority  
Dr. Abdul Bashir Sakhizada, Head of Human Resources and Administration, French Medical Institute for Children

## **Afghan Resource Persons – 2018 Cycle**

Mr. Habibullah Azmat, Senior Human Resources Specialist, National Procurement Authority  
Mr. Didar Ali Didar, National Manager, Aga Khan Foundation  
Mr. Abdul Malik Farahi, Senior Procurement Specialist, National Procurement Authority

## **Resource Persons**

Mr. Michael Fors, Executive Leader, Microsoft Learning and Development

## **NGOs**

Aga Khan Foundation

Ms. Nilawaty

Mr. Nabi Badakhsh, Human Resources, Aga Khan Foundation Afghanistan

Dr. Fawad Akbari, Senior Program Manager, Health And Humanitarian Response, Aga Khan Foundation Canada

## **University of Texas at Austin**

Prof. David J. Eaton

## Annexe 3: Evaluation Timetable and Deliverables

6 March – 30 April 2018

Date	Time	Name/Group/Institution	Location	Persons Met
Tuesday, March 6				
	19:00-20:00	Skype	Dubai	Annette Ittig, Brook Boyer, Katinka Koke
Wednesday, March 7				
Thursday, March 8		Document review	Dubai	
Friday, March 9	9:30 – 10.30	Skype with HO	Dubai	Mihoko Kumamoto, Nigel Gan, Berin McKenzie, Annette Ittig
Monday, March 12		Inception report submitted		
Tuesday, March 13	17.45-18.45	Skype – inception report; Singapore workshop	Dubai, Geneva	Brook Boyer, Katinka Koke, Annette Ittig
Wednesday, March 14	23:00 -	Consultant travels from Dubai home base to Singapore		
Thursday, March 15	15:00	Consultant arrives in Singapore		
Friday, March 16	08:15	Scheduling of FGDs, interviews, observations of trainings	Four Points Sheraton, Robinson Room	Nigel Gan, Annette Ittig
	08: - onwards	FGDs, KIIs with Workshop participants (TBC with UNITAR)	Sheraton Singapore	Annette Ittig, Workshop Participants
Saturday, March 17	08:00 - onwards	FGDs, KIIs with Workshop participants (TBC with UNITAR)	Sheraton Singapore	Annette Ittig, Workshop Participants
Sunday, March 18	08:00 - onwards	FGDs, KIIs with Workshop participants (TBC with UNITAR)	Sheraton Singapore	Annette Ittig, Workshop Participants
	12:00-15:00	KII - Sokout	Sheraton	Annette Ittig, Sokout Sabbahudin
	15:00 – 15:45	Training introduction for Workshop II	Sheraton	Annette, workshop participants
	17:00 – 18:45	KII - Berin	Singapore	Berin McKenzie, Annette Ittig
Monday, March 19		Observation: Group Team Building exercise	Sheraton	
		FGD with Group	Sheraton	
		FGD with Group	Sheraton	
	14:00-	KII – Michael Fors	Sheraton	Annette Ittig; Michael

	14.30			
	15:00 – 15:30	Observation: Group 6 Team building exercise	Sheraton	Annette, Sokout Sabbahudin; Group 6
	16:20-16:40	FGD with Group 6	Sheraton	Annette Ittig; Group 6
	16.45–17:00	Summary presentation of key points from consultant's preliminary findings	Sheraton Singapore	Annette Ittig, Workshop Participants (list of validation participants to be attached)
	17:15-18:00	FGD with ARPs - Current CSC requirements re international training for civil servants	Sheraton	Annette Ittig; Mr. Mohammad Sohail Kaakar, Senior Strategic Advisor, NPA; Mr. Ahmad Shah Naqshbandi, Director, Cadre Management and Employee Professionalization, Office of the President – NPA; Mr. Habibullah Azmat, Senior Human Resources Specialist, NPA
Tuesday, March 20	06:00 – 15:00	Consultant returns to Dubai from Singapore		
Friday, March 23	13.15-14.15	Teleconference call: follow up to Singapore workshop; data collection; respondents remaining to be interviewed	Dubai, Geneva, Hiroshima	Brook Boyer, Katinka Koke, Mihoko Kumamoto, Nigel Gan, Annette Ittig
Monday, March 26	16.00 – 17.00	Skype to finalise inception	Dubai, Geneva	Brook Boyer, Katinka Koke, Annette Ittig
	Revised inception report submitted			
Thursday, March 29	9.30-9.40	Skype with AKF Kabul	Dubai, Kabul	Ms. Nilawaty Bahar, AKF Afghanistan; Annette Ittig
	10:00-10.30	Telephone call with AKF Kabul – institutional partner	Dubai, Kabul	Ms. Nilawaty Bahar, Annette Ittig
	16.00 – 16.45	Skype reformulation and inception phases of AFP	Dubai, Hiroshima	Dr. Nassrine Azimi, Senior Advisor, UNITAR; Annette Ittig
Friday, March 30				
Sunday, 1 April	08.30-9.30	Skype and phone call, Ministry of Finance:	Dubai, Kabul	Mr. Musa Kawami, Ministry of Finance, Annette
	13.30 – 14.00	Skype with IARCSC	Dubai, Kabul	Mr. Ahmad Massoud Tokhi, IARCSC, Annette Ittig
Monday, 2 April	17.30 – 18.30	Skype-AFP University of Texas mentor	Dubai, Austin	Prof. David Eaton, University of Texas; Annette Ittig

	19.30-21.30	Skype-AFP resource person	Dubai, Phoenix	Humaira Khan, Senior Advisor, UNITAR; Annette Ittig
Tuesday, 3 April	13.15-14.00	Telephone call – evaluation survey; outstanding documentation	Dubai, Geneva	Brook Boyer; Annette Ittig
	16.30-17.00	Skype with AKF Canada mentor	Dubai, Ottawa	Mr. Fawad Akbari, AKF Canada; Annette Ittig
Wednesday, 4 April	8.30-9.15	Skype with IARCSC	Dubai, Kabul	Mr. Maiwand Rahyab, IARCSC; Annette Ittig
		Evaluation questions for Hiroshima donors sent to HO to forward to them	Dubai, Hiroshima	Prefecture of Hiroshima; Municipality of Hiroshima; Mihoko, Annette Ittig
Thursday, 5 April	16.00	Skype re Gender Promotion project at MoF	Dubai, Kabul	Ms. Mina Naikmal, MoF; Annette Ittig
Saturday, 7 April		Ministry of Education	Dubai, Kabul	Mr. Hamid Hamdard, Ministry of Education; Annette Ittig
Monday, 9 April	1.00 – 1.30	Phone call with UNITAR Geneva - evaluation survey, outstanding documentation	Dubai, Geneva	Brook Boyer, Annette Ittig
Wednesday, 11 April	9.00-10.00	Skype – HO	Dubai, Hiroshima	Mihoko Kumamoto, Nigel Gan, Berin McKenzie, Annette Ittig
Saturday, 14 April	1.30	Phone call with NPA mentor	Dubai, Kabul	Mr. Sohail Kaakar, NPA; Annette Ittig
Sunday, 15 April	8.30	Skype with NPA ARP	Dubai, Kabul	Mr. Habibullah Azmat, NPA; Annette Ittig
Friday, 20 April	Zero draft submitted			
	Comments on zero draft received (TBC)			
Tuesday, 24 April	Submission of draft			
Circulation of draft to stakeholders by UNITAR (this period is not included as consultancy work days)				
Monday, 30 April		Comments on draft report received by consultant		
Tuesday, 1 May		Revised evaluation report incorporating stakeholder feedback; submitted as final evaluation report to UNITAR		

## Annexe 4: Evaluation Matrix

Evaluation Criteria	Questions	Data Sources
<b>Relevance</b>	<ul style="list-style-type: none"> <li>• How well is the AFP aligned to National Programmes and to international goals and treaties, including the 2030 Agenda</li> <li>• Was the design of the AFP adequate to properly address the issues envisaged in the formulation of the programme?</li> <li>• How responsive has the AFP been to issues which have emerged since its launch? To what extent does it take a situation-based training approach?</li> <li>• To what extent has the AFP been informed by human rights and gender analyses that identified underlying causes and barriers to Human Rights and Gender Equality?</li> <li>•</li> </ul>	UNITAR project document; training materials; SDG-related materials; UNDAF; FGDs, KIIs with UNITAR, Fellows, institutions, national partners
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• To what extent has there been progress towards the achievement of AFP intended outcomes and results?</li> <li>• How well has the AFP supported national development priorities?</li> <li>• How well have national capacities been strengthened? How could these be further improved?</li> <li>• What, if any, factors hinder the attribution of AFP results?</li> <li>• How effectively has the AFP been managed?</li> <li>• How effectively were risks and assumptions addressed during the implementation of the Programme?</li> </ul>	FGDs, KIIs with UNITAR, Fellows, institutions, national partners; GIRA National Development Plan and related documentation; AFP workshop and cycle completion reports
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• Has the AFP been implemented within Programme and institutional deadlines and cost estimates?</li> <li>• Was support to the Programme appropriate in achieving the desired objectives and intended results?</li> <li>• If not, what were the key weaknesses?</li> <li>• Were the results delivered in a reasonable proportion to the operational and other costs?</li> <li>• What mechanisms does UNITAR have in place to monitor implementation and results?</li> </ul>	AFP project document; other project documentation; FGDs with Fellows, coaches, mentors, resource persons; national partners
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• To what extent will the results delivered so far through the Programme be sustained after external donor funding ends?</li> <li>• To what extent does an alumnae network exist that would support and replicate Programme results?</li> </ul>	FGDs and KIIs with UNITAR, Fellows, national stakeholders
<b>Impact</b>	<ul style="list-style-type: none"> <li>• To what extent have there been transformative individual and institutional changes that can be attributed to the AFP?</li> </ul>	FGDs and KIIs with UNITAR, Fellows, national stakeholders, document review of AFP internal assessments
<b>Partnerships</b>	Have relationships with key partners functioned as planned and intended?	FGDs and KIIs with UNITAR, donors, national stakeholders, UN agencies

## Annexe 5: List of Documents Consulted

### Unpublished Sources

Fors, Caroline, *UNITAR Fellowship for Afghanistan: Assessment of the Experience of Female Participants in the 2010 UNITAR Fellowship for Afghanistan Program*, University of Washington, n.d.

Khan, Diana, *Impact Evaluation of The United Nations Institute for Training and Research (UNITAR) Afghanistan Fellowship Program Post-fellowship: Development of A Modified Performance Measurement Model*, University of Texas, Austin, 2016.

Siddiqi, Hedayatullah, *United Nations Institute for Training and Research, Hiroshima Office (UNITAR HO) Fellowship Program for Afghanistan: Evaluation Report 2003-2013*, 29 March 2014.

UNITAR, Hiroshima Office for Asia and the Pacific, *2003-4 Workplan*

UNITAR, Programme Budgets for 2014-2015 and 2016-2017

UNITAR, Programme Performance Reports for 2014-2015 and 2016-2017 (draft)

UNITAR, Afghanistan Fellowship Programme syllabus, fellows' biographies, PCRs and internal assessments for 2014, 2015, 2016 and 2018 cycles

UNITAR, Afghanistan Fellowship Programme, Completion Reports from 2013, 2014, 2016 cycles

UNITAR, Afghanistan Fellowship Programme, Financial and nonfinancial agreements with AFP partners, including the Aga Khan Foundation, Hiroshima Prefecture, Ministry of Economy, Ministry of Finance

UNITAR, *Financial Statement: Goods in Kind for the Year Ending 31 December 2017*

UNITAR, Hiroshima Office for Asia and the Pacific, *UNITAR Hiroshima Fellowship Programme for Afghanistan*, programme note, n.d. (2003?)

### Published Sources

Independent Administrative Reform and Civil Service Commission, *Summary Report on the Assessment of Ministry of Public Health Institutional Capacity*, January 2018: <https://iarpsc.gov.af/en/wp-content/uploads/sites/4/2018/02/Summary-Report-Assessment-MoPH-Institutional-Capacity.pdf>

Islamic Republic of Afghanistan, *Afghanistan National Peace and Development Framework 2017-2021*, Kabul, 2016:

Ministry of Economy General Directorate of Policy and Results Based Management, *SDGs' Progress Report: Voluntary National Review at the High Level Political Forum*, Kabul, July 2017: <https://sustainabledevelopment.un.org/content/documents/16277Afghanistan.pdf>

Organisation for Economic Co-operation and Development, *Development Aid At A Glance. Statistics By Region. 4. Asia*, 2017

Transparency International, *National Integrity System Assessment Afghanistan 2015*, New York, 2016: <https://iwaweb.org/wp-content/uploads/2016/07/Afghanistan-National-Integrity-System-Assessment-2015.pdf>

UNCTAD, *The Least Developed Countries Report 2016*, Geneva, 2016

United Nations Country Team Afghanistan, *United Nations Development Assistance Framework for Afghanistan 2015-2019*, Kabul, n.d.:

[http://planipolis.iiep.unesco.org/sites/planipolis/files/ressources/afghanistan\\_undaf\\_2015-2019.pdf](http://planipolis.iiep.unesco.org/sites/planipolis/files/ressources/afghanistan_undaf_2015-2019.pdf)

United Nations Development Programme Afghanistan, *Country Programme Document for Afghanistan (2015-2019)*

<http://www.asia-pacific.undp.org/content/dam/rbap/docs/programme-documents/AF-CP-2015-2019.pdf>

United Nations Development Programme, *Human Development Report 2016: Human Development for Everyone*, New York, 2016:

[http://hdr.undp.org/sites/default/files/2016\\_human\\_development\\_report.pdf](http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf)

United Nations Development Programme, *Measuring Capacity*, New York, 2010

United Nations Institute for Training and Research, *2016 Measuring Results*, Geneva, n.d.:

[https://www.unitar.org/sites/default/files/uploads/unitar\\_resultsreport2016\\_web\\_21x21.pdf](https://www.unitar.org/sites/default/files/uploads/unitar_resultsreport2016_web_21x21.pdf)

United Nations Institute for Training and Research, *Strategic Plan 2018-2021*

World Bank, *Fiscal Performance Improvement Support Project (Afghanistan)*, 3 August 2017

## Annexe 6: Survey Questionnaire

Welcome to My Survey

**Dear former Afghanistan Fellowship Programme participant,**

**UNITAR's Evaluation Unit is undertaking an independent evaluation of the Afghanistan Fellowship Programme (AFP). The evaluation seeks to identify any problems or challenges that the AFP has encountered; and to issue recommendations, if needed, and lessons to be learned.**

**As you are an important AFP stakeholder, we would greatly appreciate you taking a few minutes to respond to some short questions. Your responses will be treated confidentially.**

**When you are ready to begin, just click on the button below. We look forward to receiving your feedback! The survey will be open until Wednesday, 11 April 2018.**

**Should you have any technical difficulties, please do not hesitate to contact us at [evaluation@unitar.org](mailto:evaluation@unitar.org)**

**Thank you very much for your inputs and views.**

**UNITAR Evaluation Unit**

\* 1. What year did you begin the Afghanistan Fellowship Programme (AFP) as a fellow?

- 2014
- 2015
- 2016

\* 2. What was your institutional affiliation at the time of the AFP?

- Government ministry
- International Non-governmental Organization
- Local Non-governmental Organization (Afghan)
- University
- Other, please specify

\* 3. What is your gender?

- Male
- Female



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\* 4. Please indicate the title of the **group project** that you designed as part of the AFP.

\* 5. Was your **group project** implemented?

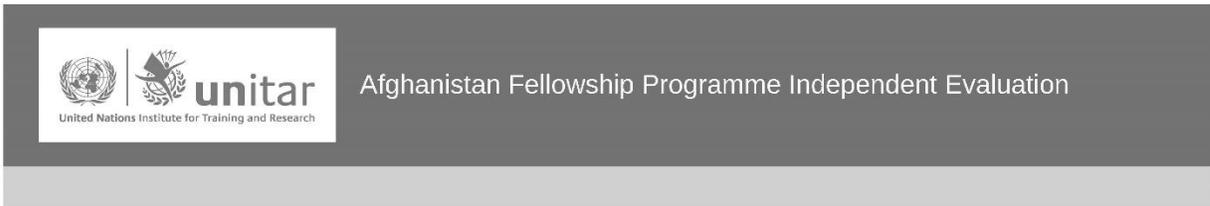
- Yes, fully
- Yes, partially
- No
- Not applicable (The project was not intended to be implemented as it was not politically feasible).



Afghanistan Fellowship Programme Independent Evaluation

\* 6. What factors **helped you** implement your **group project** (tick as many factors as relevant)?

- Funding was secured to implement the project.
- Ongoing mentoring and coaching were provided from AFP mentors, coaches and resource persons.
- The project was highly relevant to my organization's priorities.
- The project required short implementation timeframe.
- Other (please specify)



\* 7. Which factors or challenges, if any, **prevented you** from implementing your **group project** (tick as many factors as relevant)?

- Lack of funds.
- No mentoring or coaching from AFP mentors, coaches or resource persons after my fellowship ended.
- The project was not that closely aligned with my organization's priorities.
- Other (please specify)
- Group work required after the fellowship was completed was difficult.
- No longer relevant to my organization.
- No factors prevented me from implementing the group project.

\* 8. In addition to your group project, in **what other areas did you apply** what you learned from the AFP (tick answers as relevant)?

- I developed an **individual project** (please elaborate in the question below).
- I applied what I learned from the AFP to **improve my job performance** (please elaborate in the question below).
- I used learning from the AFP **to get a new job** (please elaborate in the question below).
- I did not apply what I learned from the AFP outside of the group project.
- Other (please specify)

\* 9. Please elaborate on your response to the question above.

\* 10. Please rate the following two statements using the scale from strongly agree to strongly disagree. If a statement does not apply, please tick not applicable.

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Not applicable
1. The AFP was useful in getting funding for my <u>group project</u> .	<input type="radio"/>					
2. The AFP was useful in getting funding <u>for other projects</u> I have done since.	<input type="radio"/>					

\* 11. How much value for money did the AFP offer you to your job?

- A great deal
- A lot
- A moderate amount
- A little
- None at all

\* 12. Why?

\* 13. To what extent would the AFP have more value for money for you if it were a degree programme?

- A lot
- Some
- None at all

14. Please elaborate any comments that you feel may be useful to UNITAR.

15. Would you agree to be contacted as follow-up to discuss at more length your post fellowship experience? **If yes, kindly provide an email address below**

Thank you very much for your feedback!

# Annexe 7: Evaluation Consultant Agreement Form

## Evaluation Consultant Code of Conduct and Agreement Form

### The evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. He/She should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for his/her performance and his/her product(s). He/She is responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

### Evaluation Consultant Agreement Form<sup>61</sup>

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Annette Louise Ittig

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Nairobi on 20 February 2018

Signature: 

<sup>61</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

## Annexe 8: Audit Trail

### Annexe 8: Evaluation Audit Trail

#### To the comments received on 27 June 2018 on the Draft Independent Evaluation Report of the Afghanistan Fellowship Programme

The following comments were provided in track changes to the draft evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column):

Author	#	Para No./ comment location	Comment/Feedback on the draft evaluation report	Evaluator response and actions taken
NG	1	Para 15	Note that the 2016 cycle had a 2-week session in Hiroshima as the 2 <sup>nd</sup> workshop was held in Kabul (not o/s e.g. in Dubai as in previous cycles). This was actually due to a reduction in funding available in 2016 cycle.	Noted; revised in footnote 18
NG	2	Para 16	Change "head of HO" to "Programme Lead and staff"	Noted; revised
MK	3	Para 92, Recommendations, Programme Governance	Change Advisory Board to Advisory Group	Noted; revised to align with the Programme Advisory Group referenced in the AFP concept note, p. 5; and with the inclusion of Programme Advisory Groups in more recently launched HO programmes, e.g. in the South Sudan Fellowship Programme and in the Afghanistan Women's Leadership Programme; see also related revisions to para. 6 and footnote 11 and para 56
MK	4	Para 92, Recommendations, Selection Criteria	Change Advisory Board to Advisory Group	Noted; revised to align with the Programme Advisory Group referenced in the AFP concept note, p. 5; and with the inclusion of Programme Advisory Groups in more recently launched HO programmes, e.g. in South Sudan Fellowship Programme and in Afghanistan Women's Leadership; see also related revisions to para. 6 and footnote 11, and para 56
MK	5		Change Advisory Board to Advisory Group	Noted; revised to align with the Programme Advisory Group referenced in the AFP concept note, p. 5; and with the inclusion of Programme Advisory Groups in more recently launched HO programmes, e.g. in the South Sudan Fellowship Programme and in the Afghanistan Women's Leadership Programme;

				see also related revisions to para. 6 and footnote 11, and para 56
MK	6		Change Advisory Board to Advisory Group	Noted; revised to align with the Programme Advisory Group referenced in the AFP concept note, p. 5; and with the inclusion of Programme Advisory Groups in more recently launched HO programmes, e.g. in the South Sudan Fellowship Programme and in the Afghanistan Women’s Leadership Programme; see also related revisions to para. 6 and footnote 11, and para 56
MK	7		Change Advisory Board to Advisory Group	Noted; revised to align with the Programme Advisory Group referenced in the AFP concept note, p. 5; and with the inclusion of Programme Advisory Groups in more recently launched HO programmes, e.g. in the South Sudan Fellowship Programme and in the Afghanistan Women’s Leadership Programme; see also related revisions to para. 6 and footnote 11, and para 56
MK;	8		Change Advisory Board to Advisory Group	Noted; revised to align with the Programme Advisory Group referenced in the AFP concept note, p. 5; and with the inclusion of Programme Advisory Groups in more recently launched HO programmes, e.g. in the South Sudan Fellowship Programme and in the Afghanistan Women’s Leadership Programme; see also related revisions to para. 6 and footnote 11; and para 56

Annexe 9: Management Response

# Independent Evaluation of the UNITAR Afghanistan Fellowship Programme

Management Response

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23 August 2018

Geneva, Switzerland

Management Response for UNITAR Afghanistan Fellowship Programme Recommendations

<b>Programme undertaking</b>	UNITAR Hiroshima Office		
<b>Name of project focal point</b>	Mihoko Kumamoto		
<b>Name of project undertaking</b>	UNITAR Afghanistan Fellowship Programme	<b>AGB #</b>	N/A
<b>Name of evaluation</b>	Independent Evaluation of the UNITAR Afghanistan Fellowship Programme		
<b>Date:</b>	23 August 2018		

**SECTION I – Findings and Conclusions**

<b>Comments:</b>
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**SECTION II - RECOMMENDATIONS**

Recommendation		Management Response and Planned Action				Update on status in 2019 (planned, under implementation, implemented)
		Accepted Partially Accepted Rejected	Proposed action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)	
1.	The Hiroshima Office should establish a light AFP Advisory Group as originally envisaged in the Programme concept note, with the participation of all relevant stakeholders, including the national government, the donor(s), UNCT, a representative(s) from the AFP alumni, etc., to provide guidance on key project decisions, such as Programme competencies, and content, certification, exit/transfer strategy, etc.	Accepted.			Planned.	
		<b>Comments:</b> AFP Advisory Group is expected to be established in close consultation with key stakeholders.				

Management Response for UNITAR Afghanistan Fellowship Programme Recommendations

Recommendation		Accepted Partially accepted Rejected	Proposed action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)	Update on status in 2018 (planned, under implementation, implemented)
2.	2.1 The Hiroshima Office, in consultation with the AFP's major stakeholders, should review the Programme's competencies and content considering the contemporary national context and development priorities.	Accepted.			Under implementation.	
		<b>Comments:</b> The contents have been reviewed continuously since the programme inception. Coordination will be enhanced particularly with the UN Country Team in Afghanistan.				
	2.2 The Hiroshima Office, in consultation with the AFP's major stakeholders, should review the methods by which the competencies will be assessed and certified, with a view to elevating the recognition of the certification for career advancement and the perceived value of the programme for the fellows.	Accepted.			Planned.	
		<b>Comments:</b> Consultations will be organized with key stakeholders including government counterparts, NGO partners, and academic institutions.				
Recommendation		Accepted Partially accepted Rejected	Proposed action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)	Update on status in 2019 (planned, under implementation, implemented)
3.	3.1 The Hiroshima Office, in consultation with the recommended AFP Advisory Group, should review current eligibility requirements of the AFP and ensure that selection process is standardized and transparent.	Accepted.			Planned.	
		<b>Comments:</b> The Hiroshima Office will make efforts to enhance transparency in selection processes, including setting up clear selection criteria, interview processes and others.				

## Management Response for UNITAR Afghanistan Fellowship Programme Recommendations

	3.2 The Hiroshima Office, in consultation with the recommended project Advisory Group, should review the current criteria for promotions from fellows to coaches, mentors and ARPs and ensure that they are standardized and transparent.	Accepted.			Planned.	
		<b>Comments:</b>				
	<b>Recommendation</b>	<b>Accepted Partially accepted Rejected</b>	<b>Proposed action</b>	<b>Budget allocated (if necessary)</b>	<b>Status (planned, under implementation, implemented)</b>	<b>Update on status in 2019 (planned, under implementation, implemented)</b>
4.	The Hiroshima Office, in consultation with the recommended project Advisory Group and building on recommended actions identified in the 2016 cycle completion report, should articulate a women's empowerment strategy in the framework of the Programme to support the empowerment of women and help the Afghan government achieve SDG 5.5.	Accepted.			Planned.	
		<b>Comments:</b>				
	<b>Recommendation</b>	<b>Accepted Partially accepted Rejected</b>	<b>Proposed action</b>	<b>Budget allocated (if necessary)</b>	<b>Status (planned, under implementation, implemented)</b>	<b>Update on status in 2019 (planned, under implementation, implemented)</b>
5.	5.1 The Hiroshima Office should articulate a clear theory of change and results framework with relevant metrics to assess the AFP's medium to long term results, e.g. from individual learning outcomes to their contribution to institutional capacity-building (impact).	Accepted.			Planned.	
		<b>Comments:</b>				
	5.2 The Hiroshima Office should conduct a tracer study to identify which AFP group projects, as well as individual projects which have been	Partially accepted.			Not planned. Will review feasibility if the situation changes.	
		<b>Comments:</b>				

## Management Response for UNITAR Afghanistan Fellowship Programme Recommendations

	developed out of group projects, have been institutionalized, to better determine and document Programme sustainability and impact.	It is a good idea. However, this study requires time and financial resources, which the Hiroshima Office currently does not have. We will explore the possibility if the situation changes.				
Recommendation		Accepted Partially accepted Rejected	Proposed action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)	Update on status in 2019 (planned, under implementation, implemented)
6.	The Hiroshima Office, together with the recommended project advisory group, should develop a platform to promote a more purposeful community of AFP alumni, particularly those who do not become coaches, mentors or ARPs, with a view to maximizing their potential as catalysts of change.	Accepted.			Planned.	
		<b>Comments:</b>				
Recommendation		Accepted Partially accepted Rejected	Proposed action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)	Update on status in 2019 (planned, under implementation, implemented)
7.	UNITAR should request membership as a Non-Resident Agency in the Afghanistan UNCT through: <ul style="list-style-type: none"> <li>• An initial informal exchange with the RC/RCO;</li> <li>• A formal written request to the RC;</li> <li>• In conjunction with its written request, a presentation to the UNCT to brief members on its initiatives, unique training approach and partners in Afghanistan.</li> </ul>	Accepted.			Under implementation.	
		<b>Comments:</b>				
		The Hiroshima Office has already initiated actions to complete this.				