

Independent Evaluation of the UNITAR Afghanistan Fellowship Programme

Management Response

23 August 2018

Geneva, Switzerland

Management Response for UNITAR Afghanistan Fellowship Programme Recommendations

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

SECTION I – Findings and Conclusions

Comments:

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.	
	Comments: AFP Advisory Group is expected to be established in close consultation with key stakeholders.				

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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.	
		Comments: 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.	
		Comments: 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.	
		Comments: The Hiroshima Office will make efforts to enhance transparency in selection processes, including setting up clear selection criteria, interview processes and others.				

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	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.	
		Comments:				
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)
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.	
		Comments:				
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)
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.	
		Comments:				

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	5.2 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 institutionalized, to better determine and document Programme sustainability and impact.	Partially accepted.			Not planned. Will review feasibility if the situation changes.	
		Comments: 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.	
		Comments: 				
	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"> • An initial informal exchange with the RC/RCO; • A formal written request to the RC; • In conjunction with its written request, a presentation to the UNCT to brief members on its initiatives, unique training approach and partners in Afghanistan. 	Accepted.			Under implementation.	
		Comments: The Hiroshima Office has already initiated actions to complete this.				