

UNDP GENDER EQUALITY PROJECT II
Final Evaluation Report

MILDRED MUSHINGA & ZUBAIR FATTAHI
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List of Acronyms

ANDS:	Afghanistan National Development Strategy
APRP:	Afghanistan Peace and Reintegration Programme
BDS:	Business Development Services
CEDAW:	Convention on the Elimination of all forms of Discrimination Against Women
CDC:	Community Development Council
CPAP:	Country Programme Action Plan
CSO:	Civil Society Organisation
DIM:	Direct Implementation Modality
DoWA:	Department of Women's Affairs
DoHRA:	Department of Hajja and religious Affairs
EVAW:	Elimination of Violence against Women Law
GEP:	Gender Equality Project
GoIRA:	Government of the Islamic Republic of Afghanistan
GSI:	Gender Studies Institute
GRB:	Gender Responsive Budgeting
IDLG:	Independent Directorate of Local Governance
KU:	Kabul University
LHC:	Legal Help Centres
NABDP:	National Area Based Development Plan
NAPWA:	National Action Plan for the Women of Afghanistan
MDG:	Millennium Development Goals
MAIL:	Ministry of Agriculture, Irrigation and Livestock
MCN:	Ministry of Counter Narcotics
MoF:	Ministry of Finance
MoHRA:	Ministry of Hajj and Religious Affairs
MoWA:	Ministry of Women Affairs
MRRD:	Ministry of Rural Rehabilitation and Development
MTE/R:	Mid-Term Evaluation/ Report

NIM: National Implementation Modality
OECD: Organization for Economic Cooperation and Development
ToR: Terms of Reference
UNDAF: United Nations Development Assistance Framework
UNDP: United Nations Development Programme
PDC: Provincial Development Council
PTDC: Production, Training and Development Centre
PWDC: Provincial Women Development Councils:

EXECUTIVE SUMMARY

UNDP's GEP-II (2013-2015) was built on the best practices and lessons learnt from GEP-I (2007-2011) that recommended a scaled up project to support gender mainstreaming in the various sectors of government at national and sub-national levels. Three main areas, which came to form the core themes/pillar of GEP II, were identified as the major areas for scaling up and these included:

- a) Policy review, support and capacity development;
- b) Economic empowerment of women and,
- c) Demand for and access to justice and human rights.

The formulation of GEP-II with the above stated pillars, envisioned activities and results that reflected the project's outreach potential and its possible impact on the lives of millions of Afghan women (and men). Its main outputs were envisaged to result in far-reaching policy improvements in favor of women's empowerment and equality in key social and economic sectors, improvements in the gender content of local media, human rights education and awareness raising to increase demand for justice and human rights, and successes in training and sensitization of religious leaders on Women's Rights in Islam. All these would be achieved in close collaboration with the MoWA, the Ministry of Hajj and Religious Affairs, Ministry of Finance, Ministry of Agriculture, Irrigation and Livestock and Ministry of Higher Education with funding from Korea, Italy, CIDA, Denmark, UNDP Core funding and the MoF. The project document projected a budget of USD 30 million for the activities; however, a total of USD19.2 million was committed for the project leaving a deficit of USD 10.8 million. A Mid term evaluation carried out in September 2015 proffered a number of recommendations based on the OECD- DAC evaluation criteria. These included the need for the project's flexibility to adjust to changes and a necessity for increased outreach to rural areas and rural vulnerable women. Suggestions to review the size of project staff and forge more strategic partnerships to lower unproductive expenses were also proposed. A management response was later proffered acknowledging most of the recommendations and noting that a number of measures were already underway to mitigate some of the issues raised.

This final evaluation followed the same OECD-DAC evaluation criteria that assesses relevance, effectiveness, efficiency, results, impact, coordination and sustainability of the project's strategies, implementation mechanisms and results, at both national and subnational levels, based on the 2013 GEP-II Project Document and 2013-2016 Annual Work Plans, Quarterly and Annual Reports; Monitoring and Evaluation Plan; Procurement Plan and Human Resources Plan as well from interviews with project's key stakeholders and beneficiaries as well as field visits to project's sites. The evaluation also included an analysis of synergies between GEP II and other key UNDP, UN and other partners' interventions, which helped support the achievement of GEP II objectives. The evaluation team concluded that the project had an appropriate basis as a highly relevant intervention given the Afghanistan context and its basis on the preceding project. A number of commendable results across all 3 pillars have formed strong foundations of women empowerment and gender equality in Afghanistan which, however, still need some additional support to continue producing tangible outputs as well as strengthening prospects for the activities' sustainability and potential impact. These budding results have been achieved despite a number of challenges that the project has faced including a slow start that affected the overall delivery rating of an otherwise critical project. Other issues including a weak monitoring and evaluation system as well a low efficiency were noted, concerns that nonetheless can be easily improved on in any future or upcoming gender projects. For future projects, it is highly recommended to plan activities with a committed budget as well as develop a robust monitoring and evaluation system that follows a results based monitoring system. There were significant efforts in reducing operations costs following recommendations from the mid-term review. These included moving some of the project offices from UNDP regional offices into DoWA offices, centralizing operations in the country office and finally not filling in some vacant positions. Nonetheless, some operations costs especially for some regional offices remained high given the few activities that were taking place in those areas, presenting a need to carefully consider the value for money of proposed project activities and sites in future programming. Finally, it is also recommended to take a 'deeper' versus a 'broader' approach in designing future projects in gender and women empowerment. Taking a 'deep' approach for any particular proposed project activity helps in producing

tangible/measurable results as well as developing latitude for measuring impact as compared to going for broader activities whereby results may remain superficial, unsustainable and with minimal or zero impact.

1.0 INTRODUCTION

1.1 BACKGROUND AND CONTEXTUAL FRAMEWORK

Deep-rooted religious beliefs about the role and status of women determined by historical, political, social, economic and religious factors as well as a three-decade-old conflict have negatively influenced women's participation in the Afghanistan's development processes. However, the establishment of MoWA in 2002 and its mission to ensure the achievement of Afghanistan women's legal, economic, social, political, and civic rights was a significant achievement in the history of Afghanistan's development and politics. This was further concretized with the launch of the National Action Plan for Women in Afghanistan (NAPWA) in 2008, which emphasized on gender equality as a cross-cutting commitment in all sectors of Afghanistan. It is therefore the reference point for Afghanistan's gender commitments in all its guiding policies and strategies including the Constitution, Afghanistan Compact, Afghanistan National Development Strategy (ANDS), Afghanistan Millennium Development Goals (AMDGs), and Afghanistan's commitment to the Convention on the Elimination of All forms of Discrimination against Women (CEDAW). Remarkably, the non-governmental sector has also seen the emergence of a vibrant women-led civil society. Yet, the poor security situation, setbacks to women's access to justice and the safeguarding of their human rights, and the impact of significant cuts in development spending are some of the issues that continue to hinder women's empowerment and gender equality in Afghanistan.

1.2 GEP-II PROJECT FORMULATION

Given the above brief context, the Gender Equality Project (GEP-II), which span for 3 years (2013-2015), was designed as a collaborative effort between the Government of the

Islamic Republic of Afghanistan and UNDP-Afghanistan, aiming to improve the social and economic status of vulnerable Afghan women and girls. It was built on the best practices and lessons learnt from UNDP's GEP-I (2007-2011). One of the main recommendations from GEP-1's final evaluation was a significantly scaled up project to support gender mainstreaming in the various sectors of government at national and sub-national levels. Three main areas were identified as the major areas for scaling up. These formed the core themes for GEP-II and included:

- d) Policy review, support and capacity development;
- e) Economic empowerment of women and,
- f) Demand for and access to justice and human rights.

GEP-II was implemented under the Direct Implementation modality (DIM) of UNDP, with the goal of an eventual and systematically initiated transfer to National Implementation Modality (NIM). However, a letter of agreement was signed with MoWA that allowed some activities to be implemented as NIM Under Direct Implementation. A Project Management Board consisting of the Ministry of Women's Affairs, partner Ministries, UNDP and donor agencies was in place playing an oversight role for the project whilst UNDP and mainly MoWA were to be responsible for the implementation of the Project. The board was co-chaired by UNDP and MoWA. During its formulation stage, its budget consisted of anticipated UNDP core resources pegged at USD 15 Million and partnership contributions to the value of USD 15 Million. MoWA as the main partner of GEP-II approved and endorsed the project.

At the international level, the Project was designed in consistency with the Millennium Development Goal (MDG) of gender equality and empowerment whilst at the local level, it was in sync with the goals set out in the NAPWA. It also contributed to key outcomes of the CPAP and UNDAF.

GEP-II was formed around the three aforementioned themes that translated into the project activities pillars. These were:

Pillar1: Policy Review and Support

This pillar aimed at supporting MoWA to initiate policy and administrative level changes through its Women's Policy Development Directorate, whose mandate includes

establishing a monitoring and evaluation system to track NAPWA indicators. It also aimed to support the institutionalization of the Gender Responsive Budgeting cell in the Budget Directorate of the Ministry of Finance, established under GEP I. Under this pillar, it was also envisioned to provide capacity development support to the gender units of six line ministries and Provincial Women Development Committees (PWDC) to strengthen their capacity to undertake gender mainstreaming. Finally, one of the main activities scheduled under Pillar 1 was obtaining the approval for the launch of Master's course on Gender and Development at the University of Kabul.

Pillar 2: Women's Economic Empowerment

This pillar aimed at improving women's access to and control of productive resources resulting in the empowerment of women and girls. This would entail women's entrepreneurship development through focusing on an integrated package of assistance ranging from needs assessment, activity identification, trainings in credit management, business management to marketing skills. This would also cover establishment of business networks, associations and cooperatives among women and promoting exchanging of ideas, experience and information to enhance their economic competence.

Pillar 3: Access to justice and women's rights

This pillar supported greater demand for and access to justice and human rights for women. This was to be achieved through supporting advocacy campaigns at the national and sub-national level, sensitization of formal and informal justice sector on the rights of women and girls in the context of Islam as well as rendering legal support to women through Legal Help Centers. Central to this pillar would also be GEP-1's flagship activities with religious leaders to strengthen their capacity to advocate for women's rights.

During the project design phase, the three project pillars were envisaged to rest on four foundational and crosscutting themes of capacity development, UN coherence, CSO partnership and harnessing the gender cluster potential. These four themes had the objectives of capacity strengthening and fostering positive institutional change of government and civil society implementing partners both at national and sub-national

levels as well as to promote and contribute to the coordination of gender-related activities and program coherence within the UN system. GEP II’s implementation was guided by a number of strategies including the use of conflict and culturally sensitive, participatory and community-based approaches, observing the major national policies as well as adhering to international frameworks for women, peace and security. Throughout the project cycle, human rights based approaches and following a nationally owned, Afghan approach were central to the project.

With the planned activities at project formulation stage, GEP-II was expected to realize the following targets in its three pillars:

Table 4: Project's Overall Targets

PILLAR	OVERAL TARGETS IN 3 YEARS
1	<ul style="list-style-type: none"> ✚ Formulation of 6 gender related policies and /or strategies. ✚ Reviewing of 17 national and sub-national strategies. ✚ Pilot gender responsive budgeting in 11 Ministries and 4 Provinces ✚ Support 5 gender units in partner ministries to become functional.
2	<ul style="list-style-type: none"> ✚ Develop 30 Business Development Services (BDS) packages for women entrepreneurs. ✚ Establishing 6 new clean technologies with women groups. ✚ Have 15 functional women’s co-operatives in targeted areas. ✚ Create Provincial Women Development Councils in 19 provinces. ✚ Increase women’s income in the targeted population by at least 20%.
3	<ul style="list-style-type: none"> ✚ Increase 5 laws’ level of compliance with gender equality principles. ✚ Ensure resolution of 50% of cases reported to LHCs. ✚ Training of 300 paralegals and formation of 3 paralegal networks. ✚ Training of 7500 religious leaders.

The formulation of GEP-II with the above stated pillars, envisioned activities and results reflected the project’s outreach potential and its possible impact on the lives of millions

of Afghan women (and men). In an nutshell, this would be the result of the far-reaching policy improvements in favor of women's empowerment and equality in key social and economic sectors, improvements in the gender content of local media, human rights education and awareness raising to increase demand for justice and human rights, and successes in training and sensitization of religious leaders on Women's Rights in Islam. All these would be achieved in close collaboration with the MoWA, the Ministry of Haj and Religious Affairs, Ministry of Finance, Ministry of Agriculture, Irrigation and Livestock and Ministry of Higher Education. There also was an expectation of this outreach and impact potential to be increased exponentially with the implementation of the UNDP Afghanistan Gender Cluster Strategy and Pillar IV of GEP-II which highlighted the idea of strengthening the internal coordination, coherence and tracking of the Gender Cluster. However, it was not developed as a formal component of GEP II as it was a UNDP Country Office initiative, which was still underway.

2.0 THE MID-TERM EVALUATION (September- December 2014)

The mid-term evaluation (MTE) had a two-fold purpose. Firstly, it had to assess internal processes and progress against expected results for the period between January 2013 and September 2014 and provide evidence-based recommendations and guidance on any possible adjustments that might be necessary to ensure achievement of project objectives within the project timeline. Secondly, the MTE had to review the GEP-II's theory of change vis-à-vis the project achievements and prevailing gender equality issues in Afghanistan in the context of the NAPWA and UNDP's Gender Strategy 2014-2017 in order to provide insights and recommendations for consideration in designing the next phase of the project or future gender programming. The main objective of the review was to assess the efficacy of the project design, relevance of the project outputs, specific contributions and impact, efficiency and effectiveness of technical assistance, and sustainability of interventions around the objectives of the three pillars of the project. The evaluation approach included documents review, primary data collection from various sources in Kabul and three out of four regions where project interventions were implemented. The techniques used for primary data collection were consultations, focus group discussions, interviews and observations with project beneficiaries and relevant stakeholders.

2.1 Principal Findings

The MTE concluded that the GEP-II project was relevant vis-a vis the needs and priorities of beneficiaries and major stakeholders, mainly the gender equality aspirations of the Government of Afghanistan and UNDP's CPAP outcome. However, it was reported that the project was highly ambitious and some targets were unrealistic to achieve within the span of the project. The reviewers noted that the project was following an integrated approach to some extent but largely used piecemeal approaches. They highlighted that on average, 50% of the indicators were on track with 53.85% for pillar-1, 37.5% pillar-2 and 57.14% for pillar-3. A number of factors were noted as contributing to the then project's low achievement and off-track ratings. These included a high turn-over in project leadership where it was reported that they had been three program managers

changing leadership in a period of less than 2 years. Also, an initial resistance from government authorities to use gender responsive indicators, late ownership of the indicators by MoWA, the 2014 delayed approval of annual work plan, delayed procurement, unavailability of data to report progress, and in-country adverse security situation were also amongst the contributing factors.

The project's efficiency rating highlighted issues of over expenditure compared to achievement. Main reasons were: insufficient measures taken to lower the cost including partnership building, sharing cost and developing synergy; over-staffing and no proper guidance and supervision all contributing to high operational costs. Coordination with different stakeholders was reported as being inadequately maintained whilst the evaluation concluded that achievements of the project at that stage were unlikely to be sustained mainly because of low technical and financial capacity of major local stakeholders and partners.

However, a number of other positive results were noted including that: the project had resulted in an increase in income of entrepreneurs, had increased employment of vulnerable women as they were taking up roles as entrepreneurs, more women reported feeling empowered and had increased levels of engagement in household and community decision making after their participation in the project. The MTE proffered a number of recommendations based on the evaluation criteria. Following the project relevance criteria, the MTE noted the need for the project's flexibility to adjust to changes. To increase effectiveness, a recommendation was given to have clarity on roles and responsibilities for monitoring of GRB with line ministries whilst interventions related to economic empowerment and justice and human rights were highlighted as needing increased outreach to rural areas and rural vulnerable women.

The MTE also recommended reviewing the size of project staff both at Kabul and regions and emphasized on forging more strategic partnerships to lower unproductive expenses. The notion of sustainability was also central in the MTE and it was recommended that there was need to provide capacity development to implementing partner's staff beyond gender focal points in Kabul and build the capacity of provincial field level service providers to provide effective and gender responsive service to vulnerable women on the ground. A management response was later proffered acknowledging most of the

recommendations and noting that a number of measures were already underway to mitigate some of the issues raised.

3.0 THE FINAL EVALUATION

3.1 Objective of the Assignment

The purpose of this evaluation was to assess the efficacy of the project design and governance structure, relevance of the project outputs, specific contributions and impact, efficiency and effectiveness of technical assistance, and sustainability of interventions in order to provide insights and recommendations for consideration in designing the next phase of the project or future gender programming. The Final Evaluation team consisted of a team leader - an International Consultant and a National Consultant. The team assessed the strategies, implementation mechanisms and programmatic results, at both national and subnational levels, based on the 2013 GEP-II Project Document and 2013-2016 Annual Work Plans, Quarterly and Annual Reports; Monitoring and Evaluation Plan; Procurement Plan and Human Resources Plan. The evaluation included an analysis of synergies between GEP II and other key UNDP, UN and other partners' interventions, which helped support the achievement of GEP II objectives. It also highlighted strengths, weaknesses/gaps, good practices and provided recommendations for future assistance on gender equality and women empowerment to Afghan institutions.

3.2 Evaluation criteria and guiding questions

The evaluation focused on assessing the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of GEP-II efforts and these were applied to all three pillars of the project. The following were the guiding questions within the framework of the evaluation criterions.

RELEVANCE:
Is GEP's theory of change clearly articulated;
What specific methods and tools were used to assess the needs of the project beneficiaries? Have the interventions match the capacities needs for the institutions and individuals.
How well does GEP-II react to changing work environment and how well has the design able to adjust to changing external circumstances;
How did UNDP/GEP-II contribute towards, and advance gender equality aspirations of the Government of Afghanistan; UNDAF outcomes; and CPD outcomes.

EFFECTIVENESS & RESULTS:
To what extent is GEP successful in achieving the expected results;
To what extent were target institutions (MoWA and MoF primarily) engaged in the implementation of the project;
How effective GEP has been in developing institutional capacity especially in preparing MoWA in policy review and monitoring NAPWA and MoF in gender responsive budgeting;
To what extent are GEP II interventions been implemented/ coordinated with appropriate and effective partnership and strategies? What has been the nature and added value of these partnerships;
What results are evident short-term to long term results that can be directly or indirectly attributed to the project;
What factors contribute or influence GEP-II's ability to positively contribute to policy change from a gender perspective, women's economic empowerment, and access to justice and human rights;
To what extent are funding, staff, and other resources used to achieving the expected results of the project;
Based on cost-benefit analysis what conclusions can be drawn regarding 'value for money' and cost related efficiencies or inefficiencies in implementing GEP-II;
Were there any unanticipated events, opportunities or constraints contributed to or hindered the delivery of the interventions on timely manner;
Have associated risks at the national and local level been anticipated and addressed.

POTENTIAL IMPACT:
What impact did the GEP-II project have on women's economic status in targeted provinces;
What impact did the GEP-II project have on women's access to justice in targeted provinces;
What impact did the GEP-II project have in the line ministries in improving women's status

COORDINATION:
To what extent the project adopted a coordinated and participatory approach in mainstreaming

gender into policies and programs;
To what extent the project used UNDP’s internal expertise and adopted joint planning and programming with other UNDP projects;
To what extent the project was effective in coordinating its activities with UN agencies, relevant development partners, donors, CSO, NGOs and academic institution.

SUSTAINABILITY:
To what extent did the capacity building activities under each of the pillars produce lasting results;
To what extent GEP-II has taken the necessary steps to transfer capacities and skills to MoWA and MoF and other institutional partners;
How, and to what extent did UNDP/GEP-II’s design, implementation strategy/ partnership, and governance foster national ownership and capacity development?

3.3 METHODOLOGY

To successfully complete the evaluation assignment, the consultants relied on reviewing the project’s theory of change, the project document, annual reports, human resources plans, monitoring and evaluation plans, annual work plans and the mid-term review. Data triangulation including a desk review of the above-mentioned literature, interviews and field observations helped to build plausible associations, validated throughout the evaluation assignment. The process for data collection and analysis was participatory in nature and gender sensitive. The participatory nature of the evaluation entailed that the perspectives and insights of all key stakeholders were taken into consideration, and effort was made to foster ownership of the provided data in all the processes including the collection and analysis and the generation of recommendations. The analytical framework was guided by evaluation questions under the relevance, effectiveness, efficiency, potential impact, coordination and sustainability themes as given in the Terms of Reference. Based on findings, recommendations, lessons learned and good practices were identified.

Data collection tools entailed interview guides for focus group discussions and key informants as well as semi- structured questionnaire guides adapted from the mid-term

review to capture relevant information from various key stakeholders including beneficiaries. These tools were designed to capture various levels of information including before and after experiences, stories of change, unquantifiable, tangible and measurable impacts of the project with close care for building attribution to the project's activities. Data collection was done in Kabul, Mazaar and Herat targeting project staff, UNDP projects, various line ministries, donors, University of Kabul, other UN agencies and UNDP projects as well as project beneficiaries.

3.3.1 Overview of research plan

Table 5: Overview of research plan

<p>Desk review</p> <ul style="list-style-type: none"> ✓ Project document ✓ 2013-2015 Annual reports ✓ 2013-2015 quarterly reports ✓ 2015 MTE report ✓ Annual workplan ✓ Monitoring and evaluation plan ✓ Procurement plan ✓ Human Resources Plan 	<p>Consultations, interviews and Field visits</p> <ul style="list-style-type: none"> ✓ Project staff (Kabul and provinces) ✓ MoWA, MoF, MoHR, MAIL ✓ Consultations with Donors ✓ University of Kabul ✓ Gender units of line ministries ✓ Focus group discussions with Project beneficiaries ✓ Field visits and Observations
<p>See attached Annex with research instruments.</p>	

3.4 Limitations of Methodology

One of the main limitations of the evaluation methodology was that the evaluation team was not able to visit all provinces where project activities were being implemented. This was mainly because the project had already been wrapped up in all regions and therefore there was no project regional staff available including UNDP regional offices, in some provinces. Two sites (Herat and Mazaar) were visited and it is however acknowledged that these do not necessarily represent similar characteristics of the other two project provinces not visited, as they cannot be similar in every aspect. This therefore brings forth the concern on generalizability of the findings. Secondly, the team failed to secure

any interviews with the project donors. Effort was made to have face-to-face as well as Skype interviews but this did not materialize as all the donors reported being tied up with other engagements.

4.0 FINDINGS

This section will outline the main activities and results of the three main outputs as outlined in the GEP II Project Document. The project at formulation stage had budgeted USD 30 million for a three-year span (2013-2015). However, the project received a total of USD\$19,209,117 from 5 donors which included Korea, Italy, Denmark, CIDA, Afghanistan's MoF and the UNDP core funding. From 2013 till April 2016 (the project got a 4 months no-cost extension), a total of USD\$ 15, 131, 504 had been spent giving a total financial delivery rate of 78,7%. In this section, we will provide findings per each pillar/output where the first part of each output will give an overall outlook of the major outcomes and achievements in each respective pillar. The second part will be a brief analysis of each pillar/output under the framework of this evaluation criterion. And finally, a recommendation section will be proffered for each pillar.

4.1 PILLAR 1: Policy Review and Support

Output 1: Enhanced MoWA's capacity for policymaking and oversight for NAPWA implementation.

All activities under the Policy pillar of GEP II were relevant to the context of Afghanistan. Coordination with the MoWA has been excellent. Being embedded in the ministry, the GEP II pursued a very active coordination approach with the government. A total of USD\$4,386.002 was spent under this pillar. However, being a late bloomer where almost all results have been achieved in the final phase of the program, there are concerns regarding the sustainability of these results especially if the project is just left at the phase it is at the moment. All MoWA directorates that were interviewed and asked about the sustainability of the project responded noting that they are some activities which they sustain but emphasized that they are not yet fully equipped both technically and financially to sustain most of the project's activities. However, UNDP program management noted that there is a successor project, Enhancing Gender Equality and Mainstreaming in Afghanistan (EGEMA) that builds on the successes of GEP II's policy pillar. There has been an increased sense of ownership of the project within MoWA though there have been challenges in MoWA's engagement, influenced by political

uncertainty and leadership change in the Ministry. Also, most activities were achieved with the engagement of NTAs by GEP but nonetheless there seemed to be no concrete indication of MOWA's purposeful engagement in transferring capacity to its staff, and retaining the highly skilled staff.

Nonetheless, there were a significant number of outcomes as follows:

a) Policy review

- Institutionalisation of the Women Policy Development Centre being into a Directorate under *tashkeel* in MoWA
- Development of a Gender Policy Review kit toolkit and training 161 government staff on how to use the toolkit.
- Formulation of the Gender Studies Policy
- Review of 11 policies and 7 strategies in (MoF, MoE, MoHE, MoCNs, MoJ, MoPH, MAIL, MRRD, MOHRA) with 5 ministries (MoHE, MoE, MRRD, MoF and MoHRA) integrating gender into their strategies and policies.

b) Gender Responsive Budgeting: The government budget is the main instrument for translation of policies and objectives into bankable programmes and activities. Gender responsible budgeting has proven an effective instrument for incorporating gender related issues in the government budget. The project successfully steered the:

- Development and approval of a three-year GRB Strategic Plan 1394-1396 (2015-2017) announced as policy by MoF, which is being implemented in six, pilot ministries (MoE, MoHE, MoPH, MAIL, MRRD, Ministry of Labour and Social Affairs, Martyrs and Disabled).
 - The six piloted line ministries have been trained and have included gender aspects of the budget using the Budget Circular 1 and Budget Circular 2 guidelines that have been verified by the MoF.
- Development and approval of GRB guidelines by MoF,
- Development of a GRB handbook and training manual to standardize trainings and implementation of GRB.

c) Monitoring of NAPWA- the main government policy for empowerment of women

- Establishment of an online database for capturing information related to NAPWA

implementation and enabling MoWA to produce and analyse reports that can inform policy and decision-making.

- MoWA staff has also received preliminary training on how to use the database.

d) Support to Gender Units:

- Strengthening of 5 line ministries and 4 university Gender Units
- Development of a gender mainstreaming toolkit
- Establishment of a Sub Gender Cabinet Committee, which has enhanced the coordination role of MoWA and Gender Units in monitoring implementation of gender commitments. Establishment of the gender sub-committee of the Cabinet is a right direction towards ensuring better coordination among the relevant government agencies. Chaired by the Second Vice president, the sub-committee has high potential in directing the government agencies to prioritize gender issues into their policies and programs.

e) Gender Studies Institute at Kabul University

Introduction of the Masters in Gender and Women’s Studies program under the Social Science department of the Kabul University directly answers the critical issue of building the capacity of Afghans in regards to gender related issue. A total of 27 students enrolled with five however withdrawing. 22 students now form the core of the Programme, which promises to be a milestone in assisting the government, civil society organization and other development agencies in finding homegrown cadre with strong academic knowledge of gender issues.

OVERVIEW OF THE RESULTS FRAMEWORK

Table 6: Pillar 1 Results Framework

Total Targets (2013-2015)	Planned	Achieved	COMMENT
Gender policies/ strategies formulated.	6	6	Gender Studies policy, NAPWA Database Strategy, GRB 3- year strategy
Gender component included in national and sub-national policies	17	18	11 policies and 7 strategies reviewed. No subnational policies as government policymaking is centralized at the national.

			Of the 18 policies and strategies reviewed through the GEP II program, only around 6 have been finalized where the policies and strategies have been revised to include gender. Remaining policies are yet to be finalized.
GRB piloted in 11 Ministries and 4 Provinces.	15	6	Piloted in MoF, MoHE, MoE, MRRD, MAIL, MoSAMD
Functional gender units in line ministries established.	5	6	Worked with same Line Ministries as stated above

Due the late start of the majority of activities of GEP II, measuring the effectiveness proved to be difficult. However, as mentioned in the previous section, the pillar’s planned activities were highly relevant to the context of Afghanistan and are the right steps towards gender equality and women empowerment, though the activities are still far from full fruition. Below is a table with a summary of the Pillar’s results framework.

Pillar 1 Efficiency rating

Using a cost-benefit analysis and assessment efficiency rate calculation, Pillar 1’s performance was weak. Most activities around strengthening universities i.e establishment of an ICT laboratory at Herat university and the Gender Studies Institute at the University of Kabul were all done in 2015, towards the end of the programme. This contributed to the high costs of some of the project activities in the sense that though GEP II program was fully operationalized with regular operation costs its delivery was very low in the first two years of the program. High operational cost with few results achieved in the first two years of the program, therefore, has substantially increased the unit cost of each activity resulting in low efficiency rate.

Potential Impact

As discussed in previous sections, measurement of impact was not possible as majority of activities have only been recently initiated. However, due to high relevance of all activities the probability of having significant impact is very high.

- Implementation of gender mainstreamed policies by the ministries and full realization of gender responsive budgeting will have impact on the lives of Afghan women both in urban and rural areas.
- Systematic monitoring of NAPWA will be a major step towards pushing the line ministries to implement NAPWA in their respective agencies.
- Graduates of the M.A degree of the Kabul University can turn into active gender advocates, policymakers and practitioners. Plus, the program can encourage students to pursue research degrees on gender issues in Afghanistan.

4.2 RECOMMENDATIONS

- The six policies that have been revised and finalized should now enter the implementation phase. It is the role of MoWA to closely monitor the progress to make sure policies do not remain inactive. Nonetheless, MoWA still needs to be further strengthened to be able to achieve this role and lobby for the other reviewed policies and strategies to be finalized and adopted as well as maintain a coordinating and oversight role that ensures a pro-active uptake of the Policy Review Toolkit by government offices.
- The operationalization of the database is also central to the success of monitoring NAPWA. Hence MoWA and other relevant government agencies at national and subnational level require training and further support on how to effectively maintain and use the database.
- Strong foundations for GRB have been laid down, however both MoF and line ministries still require further capacity development and training to become fully ready for implementation of GRB. However, other development partners have shown their willingness to technically support the MoF with GRB and this gives room to the GEP project to concentrate on other policy issues.

- The recently introduced M.A program has immense potential to become a regionally and globally recognized degree producing the much needed gender activists and cadres to drive the gender agenda in Afghanistan. However, this entails further support to the Institute until it is fully institutionalized into the University systems. Gender is a new academic concept for the Kabul University hence, although the KU has a number of professors in subjects closely related to gender issues, it does not have professors with particular specialization on gender studies. Therefore, to achieve a wholesome success story of the Gender Institute, it is imperative to help build the capacity of its professors to give them a firm understanding of theoretical and academic aspects of gender. In the interim, the suggestion of inviting guest lecturers from within and outside Afghanistan is quite noble as it exposes the current students as well as staff to established gender academics.

4.3 Pillar II: Economic Empowerment of Women

Output 2: Women's entrepreneurship skills developed for women entrepreneurs and cooperatives in 19 provinces.

All activities under this pillar were highly relevant given Afghanistan's context in relation to women and the economy and their lack of secure livelihoods. The project's coordination was satisfactory with positive reviews from implementing partners. Overall, activities from this pillar have seen an increase in women's sense of economic and social empowerment as well as their self-esteem in all groups of women (those reporting increasing returns and with declining returns). However, the target of 19 provinces was over-ambitious and hence required downsizing.

Major results from the planned activities included:

- a) Supporting women's economic empowerment activities as individual entrepreneurs and through cooperatives.

- Women cooperatives in handicrafts, jewellery making and food processing were supported through various means including skills training, provision of business development services and support with raw materials.
 - 3 new clean technologies were introduced in Balkh, Nangahar and Kabul for food processing activities
- b) Providing ICT skills
- Training of 303 students in English basic skills and ICT at Herat and Bamyan Universities and Nangahar DoWA.
- c) Support of 2 Production and Demonstration centres in Kabul and Herat.
- d) Strengthening of 15 PWDCs and establishment of 4 new ones in Samangan, Diakundi, Laghman and Helmand to identify gender needs in their respective communities.

OVERVIEW OF THE RESULTS FRAMEWORK

Table 4: Pillar 2 Overview of Results Framework

PILLAR 2 TOTAL TARGETS (2013-2015)	PLANNED	ACHIEVED
Business Development Services (BDS) packages provided to women.	30	12
6 women led new clean technologies introduced.	6	3
20% increase in women's income in the targeted population	20%	Fluctuating between 10-20% in different provinces.
Functional women cooperatives in targeted areas.	15	65
Provincial Women's Development Councils created and approved in 19 provinces in total.	19	15

The effectiveness of the economic activities has varied from activity to activity and province-to-province. Some activities have generated satisfactory results, while others are

yet to produce the intended results. There are a couple of success stories that are remarkable.

Success stories

- ✚ The Aliabad food processing Women Cooperative in Mazar that has become a competitive food processing business through GEP II support. The cooperative was established 6 years ago with 20 members and before GEP's intervention, members reported that they were each making around USD\$20/month. However, after GEP's intervention, the number of members has increased to 47 and now each member makes around USD\$60/ month. In economic terms, the GEP intervention has tripled the income of each member as well as generated jobs for another 27 women. Aliabad is currently enjoying a steady growth and recognition in the market and has recently signed two contracts with chain supermarkets in Mazar to supply them with its products. They also reported that other development actors offering additional support have recently approached them. The cooperative has recently purchased a plot of land to establish a factory.
- ✚ GEP BDS packages to women entrepreneurs in 2014 coupled with exposure visits provided a positive impact on women's businesses. As reported by the women, GEP was among the first programs providing the much needed business management and development trainings, which introduced them to effective and efficient methods of business management. One woman, Ms Noori who has a weaving business told us her success story that she attributed to GEP's BDS trainings, exposure visits to Tajikistan and Herat and her participation in the Kabul Women Exhibition market, which boosted her confidence and her business management skills. She highlighted how the exposure she received through the trainings and visits saw her applying for a USAID ABADI program and received 10 contemporary sewing machines. She currently employs 25 other women, has recently opened a shop, which provides steady supply to established clients.

On the other hand there were some initial excellent results that have however, turned mediocre due to a number of factors. For instance, the GEP II program successfully provided jewelry making training to 20 rural women from Herat province. The mid-term evaluation reported that these women were each making an average of USD\$ 25/a month, an income that they reported to boost their confidence and levels of empowerment at personal, household and community levels. Nonetheless, during the final evaluation, it was found out that the average monthly income has dropped and is now less than USD\$10/month per each individual.

This decline in income can be attributed to three factors, a) these women mainly sell their products in their neighborhood and this market has been saturated b) these women did not try to reach out to new markets and customers, and c) they only acquired skills for producing basic products, meaning they have not diversified the design and quality of their work to reach out to new markets. In this case, GEP II could have built on the strong foundation of the first activity by providing additional training support to these women to help them improve their skills and products and/or move up in the value chain.

Failed Intervention

As aforementioned, the economic empowerment activities yielded varying levels of success and unfortunately there were cases of stark failure caused by a number of extenuating factors. In this case, GEP supported two cooperatives in Balkh province to grow Saffron. During the focus group discussions, it was found out that the annual income from Saffron cultivation is on average USD\$8, ranging from USD\$0 to USD\$25 per individual/annum. Saffron is a high value cash crop with high economic returns however, its cultivation becomes profitable with economies of scale, meaning it is not considered as ideal choice for small land owners. The larger the land, the more expected profit. Yet this project was introduced to women with small plots of land that they were using for subsistence vegetable growing. In this case a proper economic viability assessment was not carried out before implementation of the project and these women ended up not being able to produce the vegetables for home use and focusing on the year long cultivation season for saffron, with little or no returns.

Pillar 2: Efficiency

Again, due to high operation costs, the efficiency rate was low with a total of USD\$3,78,761 was spent from 2013-2016 under this pillar. For instance, in 2015, a total amount of USD\$975,397 was spent on activity 2.1 (Economically empowered women through income generation activities). Of this amount, around 70% was spent on operational aspect of the program and only 30% was spent on Capacity development of beneficiaries and procurement of services and/or goods for them. The following table summarizes the breakdown between operations costs and programmatic costs which includes money directly spent on beneficiaries as well as to acquire technical support services for the activities' success.

Table 5: Pillar 2 2015 Efficiency rating

Area	Budgetary Description (account)	Amount	% of Total
Operation Cost	Salary (61000)	158,647	57,6%
	Payroll (62000)	90,711	
	Non-Recurrent Payroll (63000)	91,340	
	Staff Management Cost (64000)	41,993	
	After Service Insurance (65000)	10,581	
	Rental and Maintenance Premises (73000)	169,366	
	Forex (76000)	-406	
	Salary and Related Cost (77000)	130	
	Total:	562,362	
Programmatic costs	Training and Workshop (75000)	136,639	42,4%
	Contractual Services/ Goods (72000)	152,646	
	Local Consultants (71000)	118,761	
	Communication (742000)	4,990	
	Total:	413,036	
Grand Total:		975,397	

Sustainability

It was noted that most activities in this pillar started in the third and final quarters of 2015 especially establishment of the 2 PTDCs (in Kabul and Herat) hence these are yet to start producing results. However, other activities especially the Aliabad food-processing cooperative is fully sustainable and on a clear path of economic growth also given that the cooperative itself has clear business development plan. However, it is highly unlikely that Saffron cultivators will continue. During the time of the evaluation, a good a number of them had already abandoned the practice. The Herat jewelry makers are still making jewelry albeit their income has declined. This activity could become sustainable if additional support is provided.

4.4 RECOMMENDATIONS:

- For future interventions, it is highly recommended to plan economic activities providing a full continuum of support especially for businesses. This entails taking groups through a full value chain in business development as one-time support may produce excellent results in the short run, however, without enough foundation to sustain the results.
- It is highly recommended to conduct detailed market/business analysis before embarking on any economic activity and support only activities that have value for money and good return of investment.
- Working directly with beneficiaries in the provinces has produced high operations cost for UNDP hence substantially decreasing the value for money and rate of return on investment mainly due to additional costs associated with security risk. To ensure having a maximum amount of budget directly invested on Afghan women, it is highly recommended that UNDP subcontract economic activities to NGOs or local firms; or implement through the government by adopting NIM modality.
- The evaluation team also highly recommends continued support of the Kabul PTDC for another year or two as it has great potential for women's economic empowerment and sustainability once its foundations are properly set.

4.4 PILLAR 3: ACCESS TO JUSTICE AND HUMAN RIGHTS

Output 3: Access to justice for women including awareness on women’s rights among men & women increased.

Activities under this pillar were relevant albeit being over-ambitious. Excellent coordination was reported especially with MoHRA. The main results from this pillar were:

- ✓ Establishment of 5 Women Assistance Centres in Herat, Balkh, Nangahar, Bamyan and Helmand provinces within DoWA premises.
- ✓ Awareness and sensitization of religious leaders
- ✓ Women’s leadership and advocacy of women’s rights through the N-Peace Initiatives.
- ✓ Publication of a Women’s rights and the Islamic Law book that is being used as a manual for trained mullahs’ teachings

Overview of the Results Framework

Table 6: Pillar 3 Overview of Results Framework

PILLAR 3- Total targets	PLANNED	ACHIEVED
Level of compliance of 5 laws with gender equality principles in increased.	5	0
50% cases on women’s issues reported to LHCs resolved	50%	80%
Paralegals trained and 3 paralegal networks newly established.	300	15
Religious leaders trained to advocate for women’s rights in public.	7,500	1660

USD\$ 2,448,732 was spent under pillar 3 though this pillar under-achieved on 75% of its planned activities (from the results framework) pointing to poor project development and planning. Project reports noted that no activity was reported in line with increasing level

of compliance with gender laws given that to start with, there are no five laws to work on. It was reported that there are 3 prominent laws, which however, other development actors were already working on. Also the project had planned to train 300 paralegals but reported training only 15 during the course of the project mainly because such a number of paralegals are not yet available. Finally, the project set out to train 7,500 mullahs, yet it delivered to only 160 mullahs and 1500 madrassas. It was noted that this was due to lack of budgeted funds for this activity.

However, other notable successes included the formation of a Gender Steering Committee co-chaired by MoWA and MoHRA, which came up with action plans for the project helping foster a sense of ownership. The publishing of the Women and Islamic law book, which is being used by MoHRA in training of *Mullahs* was also a remarkable success. Establishment of Legal Help Centres, which later came to be known as Women Assistance Centres was also a noble idea however, it lacked a proper viability assessment hence its low sustainability potential. Awareness and sensitization of religious leaders is a potential flagship activity in a women empowerment and gender equality project given Afghanistan's religious context and the importance of a wholesome approach that targets change at all levels – political, social/cultural and economic spheres.

4.5 RECOMMENDATIONS

- ✓ Though the WACs had significantly positive results and surpassed targets, this activity has many other development players working on it including other UNDP projects and UNWomen. In future gender projects development, this activity can therefore be left to other players who can efficiently and effectively provide the full package under this activity.
- ✓ The sensitization trainings of mullahs are a highly relevant activity in attaining gender equality and women empowerment in Afghanistan. However, there is need for redesigning this activity in a number of ways to increase its impact. A robust monitoring and evaluation system needs to be put in place, starting with a baseline survey on knowledge, attitudes and practices in gender issues of both mullahs and the general populace in various provinces.

- ✓ Also, it was reported that the trainings are targeting registered mullahs only. There is possibility to extend to unregistered mullahs in the most conservative provinces, however, with a clear plan on how to monitor their activities.

4.6 PROJECT MANAGEMENT

The project document was well articulated, with highly relevant issues to the Afghanistan context. Unfortunately, the theory of change was not clear and this was evident in the number of activities and unrealistic targets that were set within a short project life span. This, and a case of a partly funded budget have significantly affected the project's delivery rate.

As aforementioned, it was also reported that the project started with a major huddle with the project manager resigning at the end of 2013. The change in management posed challenges and delays in the approval of the AWP, budgets, HR plans and procurement plans. Notably, there was a slack in following the project document in the first two years of the project with no official management records provided on decisions to change course or not implement activities as noted on the AWP. It was also noted that time needed for the recruitment process of staff and partners and approval of project documents was not factored in the implementation plan and design of AWP and hence this also caused delays in implementation. The project had also projected funding up to USD\$30,000,000 which however, was not fulfilled. This posed challenges in the implementation of some activities, which remained unfunded, and delays in receiving funds also ultimately resulted in the delaying of various activities. In some instances, there were revisions to the AWP activities, a necessity, given the delays and amount of unfunded activities for 2013.

The 2014 AWP was not approved till the end of the first quarter that again, saw delays in the implementation of project-planned activities. The project quarterly reports stated issues of slow procurement processes that hindered timely delivery of AWP both for Kabul and the provinces. By 2015, the project focused more on expedient delivery of activities lagging from AWP from 2013. 2015 saw a number of activities and procurements programmed, however, the expediency in which they were done also resulted in lack of proper planning and assessments before initiating project activities.

Notably, the project lacked proper monitoring especially in some provinces. Communication and links between the central and regional offices was assessed to be weak. The Management team of the project made few trips to the provinces covered under the program.

Project management costs from 2013 to April 2016 amounted to USD\$4,509,009 (29,7%) of the total budget and was the biggest expenditure of the total budget given that in terms of activities, the largest expenditure was Pillar 1 taking 28,9% of the budget, Pillar 2 was 25% and finally Pillar 3 took 16% of the total expended budget.

Notable positive initiatives were apparent in the project management. These included:

- ✓ Signing of a cost sharing agreement with the UN Women to develop the online NAPWA and VAW national centralised database.
- ✓ Other various project partnerships that were forged that resulted in strengthening of project activities.
- ✓ The project followed recommendations from the MTE to cut operations costs and this was done through cutting down the number of staff, not replacing project staff that resigned and setting up operations in DoWAs premises.

4.7 RECOMMENDATIONS

1. Future projects need to be flexible and not just focus on adhering to the project document as there are situations that demands adjustments. However, a proper management record should be in place to document any changes as well as a record of justifications for changes and deviations.
2. Future projects need to intensify efforts in developing and maintaining a robust monitoring and evaluation system. Results based management should be followed. Quarterly visits to project sites/provinces by management team are highly recommended.
3. Delays in payments to vendors and partners affect productive partnerships. Future interventions need to identify bottlenecks and address these issues to accelerate the process.
4. AWP indicative activities should be designed in such a way that they all work towards the realization of set main project/ pillar targets. There is a danger of

having a number of activities under a pillar that however do not necessarily address the achievement of the set main targets.

5. New projects and subsequent activities should be designed in line with available committed resources. There is always room for expansion of activities and scope of project *vs* developing a huge project with limited resources and working on reducing activities.
6. Three-year project life-spans seem short to be able to measure impact for the project's activities especially around policy reviews and integration as well as measuring social and economic transformation. We recommend that future projects are designed to be implemented over 4-5 years or if they are to be 3 years, due care should be taken in setting out achievable and measurable project activities and targets within the proposed project life-span.

5.0 CONCLUSION

The project had an appropriate basis as a highly relevant intervention given the Afghanistan context. Some strong foundations have been laid by GEP II, however, still needing some additional support to start producing tangible outputs as well as strengthening prospective for the activities' sustainability and potential impact. GEP II's main challenge was its slow start that affected the overall delivery rating of an otherwise critical project. Time frame, proper planning, timely implementations, management and monitoring and evaluations are imperative to the success of any project. Pushing for a gender agenda in a conservative context is not an instantaneous project and hence the need for planning future projects with longer project life-spans and developing a monitoring and evaluation system that is able to capture both tangible and indefinable changes as they occur and in ways that feed into the broader objective, as measuring such a 3-year project's impact might prove challenging given many other extenuating factors that affect activities both positively and negatively. Due diligence should be taken in how activities in the provinces will be monitored in the face of security concerns.

The Policy Support and Review pillar remains the most significant activity of the project and highly recommended to be strengthened and taken up in any future/upcoming gender project. MoWA's capacity is still weak to carry on the foundations laid by this project in pushing for gender equality and women empowerment. Hence, further capacity strengthening of the government agency is still needed to foster sustainability of the work started and leave MoWA with the capability to coordinate and oversee the implementation of NAPWA.

Economic empowerment of women is a necessity as it is a cornerstone for achieving self-consciousness as well as building foundations for their political participation and social emancipation. However, it is a 'downstream' activity for UNDP and there is need for a cost-benefit analysis before embarking on such endeavors. If funds and human resources permit, this can be done only if planned activities have high returns. As discussed earlier on, pillar 3 did not yield a lot of success albeit activities with transformative potential. However, there is room to further develop and strengthen the aims and implementation modalities of the activity on sensitizing *Mullahs* on women's rights and gender equality

into a well-designed activity on social transformation.

Finally, in designing future projects, it is also recommended to take a 'deeper' versus a 'broader' approach. Taking a 'deep' approach for any particular proposed project activity helps in producing tangible/measurable results as well as developing latitude for measuring impact as compared to going for broader activities whereby results may remain superficial, unsustainable and with no impact.

ANNEX 1.0: RESEARCH INSTRUMENTS

Questionnaire Guide for project team at Kabul

Relevance
What methods and tools were used to assess the needs and capacity of the beneficiaries of pillar-1, pillar-2 and pillar-3?
Have the interventions matched with the capacities and needs for the institutions of pillar-1, pillar-2 and pillar-3?
What process has GEP II used to select the beneficiaries and trainees of pillar-1, pillar-2 and pillar-3?
Are the selected trainees appropriate for pillar-1, pillar-2 and pillar-3?
What are the changing environments that affect pillar-1, pillar-2 and pillar-3?
How has GEP-II reacted to changing work environment of pillar-1, pillar-2 and pillar-3?
How did pillar-1, pillar-2 and pillar-3 of GEP-II contribute towards, and advance gender equality aspirations of the Government of Afghanistan (GoA)?
To what extent is MoWA engaged in the implementation of pillar-1, pillar-2 and pillar-3 of the GEP II project?
To what extent is MoF engaged in the implementation of pillar-1 of the project?
Effectiveness & Results
How effective is MoWA in preparing policy review and monitoring NAPWA?
How effective is MoF in gender responsive budgeting?
To what extent are pillar-1, pillar-2 and pillar-3 of GEP II interventions implemented/ coordinated with appropriate and effective partnership and strategies?
What has been the nature and added value of these partnerships of the pillar-1, pillar-2 and pillar-3 of GEP II?
How were the project interventions relevant to UNDP comparative advantage and how did UNDP's comparative advantage contribute or not to the project's effectiveness?
What factors contributed or influenced GEP-II's ability to positively contribute to policy change from a gender perspective?
What factors contributed to GEP-II's ability to positively contribute to women's economic empowerment
What factors contributed GEP-II's ability to positively contribute to access to justice and human rights?
In what ways could this project have been more effective?
EFFICIENCY
To what extent are funding used to achieve the expected results of pillar-1, pillar-2 and pillar-3 of the project?
To what extent were staff used to achieve the expected results of pillar-1, pillar-2 and pillar-3 of the project?
To what extent were other resources used to achieve the expected results of pillar-1, pillar-2 and

pillar-3 of the project?
What are the value for money???
generated by this project?
What are the cost minimization strategies that were used for pillar-1, pillar-2 and pillar-3 of the project?
What were the unanticipated events, opportunities that contributed to the delivery of the interventions in a timely manner?
What were the unanticipated events, constraints that hindered the delivery of the interventions in a timely manner?
What were the associated risks at the national level and how were theses addressed?
What were the associated risks at the local level and how were theses addressed?
In what way would have this project been less costly?
IMPACT
What is the contribution of the project on women's economic status in target provinces?
What is the contribution of the project on women's access to justice in target provinces?
What is the contribution of the project in the line ministries in improving women's status?
COORDINATION
To what extent did the project adopt a coordinated and participatory approach in mainstreaming gender into policies and programmes?
To what extent was the project effective in coordinating its activities with donors?
To what extent was the project effective in coordinating its activities with CSO/NGOs?
To what extent was the project effective in coordinating its activities with other UN agencies?
To what extent was the project effective in coordinating its activities with academic institution?
To what extent did the gender cluster contribute to GEP-II planning and programming?
SUSTAINABILITY
What is the level of capacity of stakeholders in each pillar to carry over the project results?
To what extent did GEP-II take the necessary steps to transfer capacities and skills to MoWA?
To what extent did GEP-II take the necessary steps to transfer capacities and skills to MoF?
To what extent did GEP –II take the necessary steps to transfer skills to MoHRA?
To what extent did GEP-II take the necessary steps to transfer capacities and skills to other institutional partners?
How did GEP-II's design, implementation strategy/ partnership, and governance foster national ownership and capacity development in each pillar?
To what extent was national ownership and capacity development fostered in each pillar?
What are the good practices of the GEP II project that others can learn from?

Questionnaire Guide for project team at Region

RELEVANCE

What methods and tools were used to assess the needs and capacity of the beneficiaries of pillar-1, pillar-2 and pillar-3?

Have the interventions matched with the capacities and needs for the institutions of pillar-1, pillar-2 and pillar-3?

What process did GEP II use to select the beneficiaries and trainees of pillar-1, pillar-2 and pillar-3?

Are the selected trainees appropriate of pillar-1, pillar-2 and pillar-3?

Are the selected beneficiaries vulnerable women?

Was there any revision in the project design or implementation strategy for pillar-1, pillar-2 and pillar-3?

What were the changing environment effecting the programme?

How has GEP-II reacted to any changing work environment of pillar-1, pillar-2 and pillar-3?

What factors contributed GEP-II's ability to positively contribute to women's economic empowerment

What factors contributed GEP-II's ability to positively contribute to access to justice and human rights?

In what ways, if any, could this project have been more effective?

EFFICIENCY

To what extent were staff, used to achieving the expected results of pillar-1, pillar-2 and pillar-3 of the project?

To what extent were other resources used to achieving the expected results of pillar-1, pillar-2 and pillar-3 of the project?

What are the value for money???? generated by this project?

What were the cost minimization strategies used for pillar-1, pillar-2 and pillar-3 of by the project?

What were the unanticipated events, opportunities that contributed to the delivery of the interventions on timely manner?

What were the unanticipated events, constraints that hindered the delivery of the interventions on timely manner?

What were the associated risks at the local level and how were theses addressed?

In what ways, if any, would have this project been less costly?

IMPACT

What is the contribution of the project on women's economic status in target provinces?

What is the contribution of the project on women's access to justice in target provinces?

What is the contribution of the project in the line ministries in improving women's status?

COORDINATION

To what extent did the project adopt a coordinated and participatory approach in mainstreaming gender into policies and programmes?

To what extent was the project effective in coordinating its activities with donors?

To what extent was the project effective in coordinating its activities with CSO/NGOs?

To what extent the project was effective in coordinating its activities with academic institutions?

SUSTAINABILITY

What is the level of capacity of stakeholders in each pillar to carry over the project results?

To what extent did GEP-II take the necessary steps to transfer capacities and skills to other institutional partners?

What are the good practices of the GEP II project that others can learn from?

How were the project interventions relevant to UNDP comparative advantage and how UNDP's comparative advantage contributed or not to the effectiveness?

Questionnaire Guide for the UNDP Program Unit

Relevance

What are the changing environments that affected pillar-1, pillar-2 and pillar-3?

How has GEP-II reacted to changing work environment of pillar-1, pillar-2 and pillar-3?

How did pillar-1, pillar-2 and pillar-3 of GEP-II contribute towards, and advance gender equality aspirations of the Government of Afghanistan (GoA)?

How did pillar-1, pillar-2 and pillar-3 of GEP-II contribute towards, and advance gender equality aspirations of UNDAF outcomes?

How did pillar-1, pillar-2 and pillar-3 of GEP-II contribute towards, and advance gender equality aspirations of CPAP outcomes?

Were there any necessary revisions in the project design or implementation strategy needed for pillar-1, pillar-2 and pillar-3?

How were the project interventions relevant to UNDP comparative advantage and how did UNDP's comparative advantage contribute to the effectiveness?

Effectiveness and Results

To what extent were pillar-1, pillar-2 and pillar-3 of GEP II interventions implemented/ coordinated with appropriate and effective partnership and strategies?

What has been the nature and added value of these partnerships of the pillar-1, pillar-2 and pillar-3 of GEP II?

What factors contributed or influenced GEP-II's ability to positively contribute to policy change from a gender perspective?

What factors contributed GEP-II's ability to positively contribute to women's economic empowerment

What factors contributed GEP-II's ability to positively contribute to access to justice and human rights?

In what ways could this project have been more effective?

Efficiency

To what extent were other resources used to achieving the expected results of pillar-1, pillar-2 and pillar-3 of the project?

What are the value for money??? generated by this project?

What were cost minimization strategies used for pillar-1, pillar-2 and pillar-3 of by the project?

What were the unanticipated events, opportunities that contributed to the delivery of the interventions on timely manner?

What were the unanticipated events, constraints that hindered the delivery of the interventions on timely manner?

What were the associated risks at the national level and how were theses addressed?

What were the associated risks at the local level and how were theses addressed?

IMPACT

What is the contribution of the project on women's economic status in target provinces?

What is the contribution of the project on women's access to justice in target provinces?

What is the contribution of the project in the line ministries in improving women's status?

In what way would have this project been less costly?

Coordination

To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programmes?

To what extent the project used UNDP's internal expertise and adopted joint planning and programming with other UNDP projects?

To what extent the project was effective in coordinating its activities with UN agencies?

To what extent the project was effective in coordinating its activities with relevant development partners?

To what extent the project was effective in coordinating its activities with donors?

To what extent the project was effective in coordinating its activities with CSO/NGOs?

To what extent the project was effective in coordinating its activities with academic institution?

To what extent the gender cluster contributed to GEP-II planning and programming?

Sustainability

What is the level of capacity of stakeholders in each pillar to carry over the project results?

To what extent is GEP-II taking the necessary steps to transfer capacities and skills to MoWA?

To what extent is GEP-II taking the necessary steps to transfer capacities and skills to MoF?

To what extent is GEP-II taking the necessary steps to transfer capacities and skills to other institutional partners?

How did GEP-II's design, implementation strategy/ partnership, and governance foster national ownership and capacity development in each pillar?

To what extent was national ownership and capacity development fostered in each pillar?

What are the good practices of the GEP II project that others can learn from?

Questionnaire Guide for MoWA

Relevance

To what extent was MoWA engaged in the implementation of pillar-1, pillar-2 and pillar-3 of the GEP II project?

How effective was MoWA in preparing policy review and monitoring NAPWA?

To what extent were pillar-1, pillar-2 and pillar-3 of GEP II interventions implemented/ coordinated with appropriate and effective partnership and strategies?

What has been the nature and added value of these partnerships of the pillar-1, pillar-2 and pillar-3 of GEP II?

What factors contributed or influenced GEP-II's ability to positively contribute to policy change from a gender perspective?

What factors contributed GEP-II's ability to positively contribute to women's economic empowerment

What factors contributed GEP-II's ability to positively contribute to access to justice and human rights?

In what ways, if any, could the project have been more useful to you?

Impact

What was the contribution of the project on women's economic status in target provinces?

What was the contribution of the project on women's access to justice in target provinces?

What was the contribution of the project in the line ministries in improving women's status?

In what ways, if any, would have this project been less costly?

Coordination

To what extent did the project adopt a coordinated and participatory approach in mainstreaming gender into policies and programmes?

Sustainability

What is the level of capacity of stakeholders in each pillar to carry over the project results?

To what extent was GEP-II taking the necessary steps to transfer capacities and skills to MoWA?

How did GEP-II's design, implementation strategy/ partnership, and governance foster national ownership and capacity development in each pillar?

To what extent was national ownership and capacity development fostered in each pillar?

What are the good practices of the GEP II project that others can learn from?

Questionnaire Guide for MoF

Relevance

To what extent was MoF engaged in the implementation of pillar-1 of the project?

How effectively was MoF in gender responsive budgeting? How many ministries have fully adapted gender based budgeting?

How would you rate the effectiveness of the gender based budgeting policy and tool kit prepared by the GEP II?

In what ways, if any, could this project have been more effective?

Efficiency

In what ways, if any, could have this project been less costly?

Impact

What is the contribution of the project in the line ministries in improving women's status?

Coordination

To what extent did the project adopt a coordinated and participatory approach in mainstreaming gender into policies and programmes?

Sustainability

To what extent did GEP-II take the necessary steps to transfer capacities and skills to MoF?

Questionnaire Guide for UN Women & other UNDP projects

Relevance

To what extent were pillar-1, pillar-2 and pillar-3 of GEP II activities coordinated with UN Women/ other (UNDP project)?

What has been the nature and added value of this partnerships ?

What factors contributed or influenced GEP-II's ability to positively contribute to policy change from a gender perspective?

What factors contributed GEP-II's ability to positively contribute to access to justice and human rights?

In what ways, if any, could this project have been more effective?

Efficiency

In what ways, if any, could this project been less costly?

In what ways could the partnership between UNDP and UNWomen/ UNDP-- project have been more effective?

Coordination

To what extent was the project effective in coordinating its activities with UN agencies / other UNDP projects ?

What are the good practices of the GEP II project that others can learn from?

FGD Guide for Beneficiaries

RELEVANCE

Have interventions matched with the capacities and needs of individuals?

Are selected beneficiaries vulnerable women?

EFFECTIVENESS AND RESULTS

What has been the nature and added value of these partnerships?

What factors contributed GEP-II's ability to positively contribute to women's economic empowerment

What factors contributed GEP-II's ability to positively contribute to access to justice and human rights?

In what ways could this project have been more useful to you?

IMPACT

What is the contribution of the project on targeted women's economic status?

What is the contribution of the project on women's access to justice in target provinces?

SUSTAINABILITY

How will you carry over the project results that you have attained after the project phase out?

What support would you require to continue and expand what you have achieved?

What are your suggestions for future project that would be more valuable to you?

Questionnaire guide for MoHRA, MAIL and KU

What factors contributed GEP-II's ability to positively contribute to women's economic empowerment

What factors contributed GEP-II's ability to positively contribute to access to justice and human rights?

What factors contributed to the successful launch of the KU -GSI?

In what ways, if any, would this project have been more effective?

SUSTAINABILITY & IMPACT

What is the level of capacity of stakeholders (in each pillar) to carry over the project results specific to each stakeholder?

To what extent did GEP-II take the necessary steps to transfer capacities and skills to other institutional partners?

How did GEP-II's design, implementation strategy/ partnership, and governance foster national ownership and capacity development in each pillar?

To what extent was national ownership and capacity development fostered in the development and activities (relevant to the stakeholder)?

What are the lessons learnt and best practices from GEP-II?

Questionnaire Guide for Business Entrepreneurs

What is the progress in BDS on the following areas?

1. Vision and objective setup for a business
2. Starting Point - feasibility Assessment of market in terms of demand, supply and potential
3. Development of business plan
4. Point of intervention – facilitate, regulate, develop products for and work more than one supplier.
5. Accesses to finance and possible subsidies – grants for short-period
6. Cash flow management system
7. Financial management system development – book keeping
8. Technical support and trainings.
9. Mentorship
10. Benefit cost analysis

Quantifying the impact of BDS on business performance:

1. How your business has benefited from GEP II interventions?
2. How much was your average monthly income before receiving BDS training from GEP II?
3. How much is your current average monthly income?
 - a. Do you attribute the increase/decrease to trainings you received?
4. Has the number of your customers/clients increased after taking the BDS trainings?
5. What were the shortfalls for the BDS trainings?
6. Can you tell us about other aspects of your life that have been either positively or negatively impacted by participating in GEP II activities?

Questionnaire Guide for Donors

1. Rationale behind supporting GEPII through UNDP.
2. To what extent are you satisfied with the quality of the periodic reports that you get from the project?
3. Have you made any field observation of the project implementation? If so, what were your observations and what are your comments.
4. How effective is donor coordination as far as the GEPII project is concerned? Where there any areas for improving donor coordination that you think are practical?
5. In your observations, what are the good/best practices that this project has generated which others can learn from?
6. In what ways, if any, could your support to this project have been more effective- in terms of producing better results that are useful to the primary stakeholders?
7. In what ways, if any, could this project have been less costly without compromising the quality and results?
8. What would be your suggestions for sustaining/replicating the good results of this project?
9. What is your likelihood of supporting next phase of the project if it is built based on the good practices and lessons learnt from this project?
10. In such a case, what changes or other new aspects would you like to see in the new project?

ANNEX 2.0: EVALUATION MATRIX

Presented below is an evaluation matrix, which was used to systematically assess the GEP-II project. The evaluation matrix consists of the evaluation criteria, evaluation questions, sub-questions, indicators, methods, sources of data and data collection procedure. GEP-II project's monitoring and evaluation (M&E) system and the specific objectives of this evaluation were the points of departure for the development of the evaluation matrix. Given the complexity of the intervention area and the relative modest size of the inputs related to the overall goal of the programme, an attribution analysis was not feasible hence, a contribution analysis approach was used. The aim of the contribution analysis is to produce a credible contribution story. This was done by collecting data on input, output and outcome level and analyzing the mechanisms through which the outputs could have contributed to the (expected and unexpected) observed outcomes.

The Evaluation Matrix

Evaluation Question	Sub-question	Indicator	Method	Source of data	Data collection procedure
RELEVANCE					
Was GEP's theory of change clearly articulated?	Is ToC clearly articulated?	Separate ToC section in the document	Desk study	Project Document (ProDoC)	Review of project document
What specific methods and tools were used to assess the needs of the project beneficiaries?	What methods and tools were used to assess the needs and capacity of the beneficiaries?	Methods and tools used for capacity and needs assessment of beneficiaries	Desk study and interviews	ProDoc and consultation notes	Review of ProDoc and interaction with key beneficiaries (KB)
Have the interventions matched the capacity needs for the institutions and individuals?	Have the interventions matched with the capacities and needs for the institutions?	Matching intervention with the capacities and needs for the institutions	Desk study and interviews	ProDoc and interview notes	Review of ProDoc and interaction with KB
	Have the interventions matched with the capacities and needs for the individuals?	Matching intervention with the capacities and needs for the individual	Desk study and interviews	ProDoc and interview notes	Review of ProDoc and interaction with KB

Was GEP-II selecting the right beneficiaries and participants in the training activities?	What processes has GEP II used to select the beneficiaries and trainees?	Process used to select beneficiaries and trainees	Desk study and interviews	ProDoc and interview notes	Review of ProDoc and interaction with KB
	Are the selected trainees appropriate?	Trainees' institution and position	Desk study and interviews	ProDoc and interview notes	Review of ProDoc and interaction with KB
	Are the selected beneficiaries appropriate for the project?	Proportion of vulnerable women in the total beneficiaries	Desk study and interviews	ProDoc, Calls for proposals and interview notes	Review of ProDoc, Calls for proposals and interaction with KB
Was there a change needed in the project design or implementation strategy so that the desired objectives/results are achieved?	Is the revision in the project design or implementation strategy needed?	Expressed need by implementers and partners. Expressed need after MTE.	Consultations, desk study.	Consultation notes. MTE report	Interaction with implementers and partners. Review of Annual reports, MTE report and work plans
How well did	What were the	Changing	Consultation	Consultation	Interaction

GEP-II react to changing work environment and how well has the design been able to adjust to changing external circumstances?	changing environments and how well did the project respond to these?	environment identified. Changes made to address changing environment identified.	Desk study	notes, ProDoc and Annual Reports	with implementers and partners Review of ProDoc, and Annual Reports.
	How well has the design able to adjust to changing external circumstances?	Flexibility of project design to adjust to changing environment	Desk study and Consultation	ProDoc, and Consultation note	Review of ProDoc, and Interaction with implementers and partners
How did UNDP/GEP-II contribute towards, and advance gender equality aspirations of GoA, UNDAF and CPAP outcomes	What are gender equality aspirations of the GoA, UNDAF and CPAP	Listing and mapping of gender aspirations	Desk study and consultation	ProDoc, and Annual reports	Review of ProDoc, and Interaction with implementing partners.
	How did UNDP/GEP-II contribute towards, and advance gender equality aspirations of the Government of Afghanistan	Identified GEP contribution to advance gender equality aspirations of the GoA	Desk study and Consultation	Annual reports and Consultation note	Review of Annual reports and Interaction with implementers and partners

	(GoA)				
	How did UNDP/GEP-II contribute towards, and advance gender equality aspirations of UNDAF outcomes?	Identified GEP contribution to advance gender equality aspirations of the UNDAF outcome	Desk study and Consultation	Annual reports and Consultation note	Review of Annual reports and Interaction with implementers and partners
	How did UNDP/GEP-II contribute towards, and advance gender equality aspirations of CPAP outcomes?	Identified GEP contribution to advance gender equality aspirations of the CPAP outcome	Desk study and Consultation	Annual reports and Consultation note	Review of Annual reports and Interaction with implementers and partners.
How the project interventions are relevant to UNDP comparative advantage and how UNDP's comparative advantage contributed or not to the	How the project interventions are relevant to UNDP comparative advantage	Identified relationship between project interventions and UNDP's comparative advantages	Desk study and Consultation	ProDoc, Annual reports and Consultation note	Review of ProDoc, Annual reports and Interaction with project staff and implementer partners

effectiveness?					
	How UNDP's comparative advantage contributed or not to the effectiveness?	Identified relationship between UNDP's comparative advantages and project effectiveness	Desk study and Consultation	ProDoc, Annual reports and Consultation note	Review of ProDoc, Annual reports and Interaction with project staff and implementer partners

EFFECTIVENESS AND RESULTS

To what extent was GEP successful in achieving the expected results?	What were the expected results?	List of expected results	Desk study	ProDoc	Review of ProDoc
	What are achievements of results?	Mapping achievements against the expectation	Desk study and consultation	Annual reports and Consultation notes	Review of Annual reports and Interaction with implementers and partners
To what extent were target institutions (MoWA, MoF, MoHRA and MAIL engaged in the	To what extent were the target institutions engaged in the implementation of the project?	Extent of engagement	Desk study and consultations	Annual reports and Consultation note	Review of Annual reports and Interactions with target institutions and UNDP

implementation of the project?					
How effectively did GEP develop institutional capacity especially in preparing MoWA in policy review and monitoring NAPWA and MoF in gender responsive budgeting?	How effective is MoWA in preparing policy review and monitoring NAPWA	Number of policies reviewed. Extent of NAPWA monitoring achieved	Desk study and consultations	Annual reports and Consultation note	Review of Annual reports and Interaction with MoWA
	How effective is MoF in gender responsive budgeting?	Name list of ministries applying GRB framework	Desk study and consultation	Annual reports and Consultation note	Review of Annual reports and Interaction with MoF
To what extent were GEP II interventions implemented/ coordinated with appropriate and effective partnership and strategies? What has been the nature and added value of these partnerships	To what extent were GEP II interventions implemented/ coordinated with appropriate and effective partnership and strategies?	Number of partnerships and strategies that GEP worked with. Level of implementation and coordination	Desk study and consultation	Annual reports and Consultation note	Review of Annual reports and Interaction with implementers and partners

	What has been the nature and added value of these partnerships	Added value of the partnerships	Desk study and consultation	Annual reports and Consultation note	Review of Annual reports and Interaction with implementers and partners
What factors contributed or influenced GEP-II's ability to positively contribute to policy change from a gender perspective, women's economic empowerment, and access to justice and human rights?	What factors contributed or influenced GEP-II's ability to positively contribute to policy change from a gender perspective	Factors contributing to policy change	Desk study and consultation	Annual reports and Consultation note	Review of annual reports and Interaction with implementers and partners
	What factors contributed to GEP-II's ability to positively contribute to women's economic empowerment	Factors contributing to women's economic empowerment	Desk study, consultation and interview	Annual reports and Consultation note and interview notes	Review of Annual reports and Interaction with implementers and partners and beneficiaries
	What factors contributed to GEP-II's ability to positively contribute to justice and human rights	Factors contributing to access to justice and human rights	Desk study, consultation and interview	Annual reports and Consultation note and interview	Review of Annual reports and Interaction with

	contribute to access to justice and human rights?			notes	implementers and partners and beneficiaries
EFFICIENCY					
To what extent was funding, staff, and other resources used to achieve the expected results of the project?	To what extent was funding used to achieve the expected results of the project?	Fund spent as per output results	Desk study and consultation	Annual reports and Consultation notes	Review of annual reports and Interaction with implementers and partners
	To what extent were staff, used to achieve the expected results of the project?	Number of staff and strategy of mobilizing them	Desk study and consultations	Annual reports and Consultation notes	Review of annual reports and Interaction with implementers and partners
	To what extent were other resources used to achieve the expected results of the project?	Other resources used	Desk study and consultation	Annual reports and Consultation notes	Review of annual reports and Interaction with implementers and partners
Based on cost-benefit analysis what conclusions can be drawn	What was the value for money generated by	Value for money identified	Desk study and consultation	Annual reports and Consultation note	Review of annual reports and Interaction

regarding ‘value for money’ and cost related efficiencies or inefficiencies in implementing GEP-II?	this project?				with implementers and partners
	What were cost minimization strategies used by the project?	Cost minimization strategies identified	Desk study and consultations	Annual reports and Consultation notes	Review of Annual reports and Interaction with implementers and partners
Were there any unanticipated events, opportunities or constraints that contributed to or hindered the delivery of interventions on a timely manner.	What were the unanticipated events, opportunities that contributed to the delivery of interventions on a timely manner	List of contributing factors	Desk study and consultations	Annual reports and Consultation notes	Review of Annual reports and Interaction with partners
	What were the unanticipated events, constraints that hindered the delivery of the	List of constraints List of hindrances	Desk study and consultations	Annual reports and Consultation notes	Review of Annual reports and Interaction with implementers

	interventions on timely manner?				and partners
Have associated risks at the national and local level been anticipated and addressed?	What were the associated risks at the national level and how were these addressed	List of national and local risks Description of how they were addressed	List of national risks Description of how they were addressed	Annual reports and Consultation notes	Review of Annual reports and Interaction with implementers and partners

COORDINATION

To what extent did the project adopt a coordinated and participatory approach in mainstreaming gender into policies and programmes.	To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programmes.	Extent of use of coordination approach Extent of use of participatory approach	Desk study and consultations	Annual reports and Consultation notes	Review of Annual reports and Interaction with implementers and partners
To what extent did the project use UNDP's internal expertise and adopted joint planning and programming	To what extent the project used UNDP's internal expertise and adopted joint planning and programming	Extent of use of UNDP's internal expertise Extent of use of joint planning and programming	Desk review and consultations	Annual reports and Consultation notes	Review of Annual reports and Interaction with UNDP

with other UNDP projects?	programming with other UNDP projects?	programming with other UNDP projects			
To what extent was the project effective in coordinating its activities with un agencies, relevant development partners, donors, CSOs, NGOs and academic institutions.	To what extent the project was effective in coordinating its activities with all relevant partners.	Level of coordination with UN agencies, development partners, CSOs/NGOs, and academic institutions.	Desk review and consultations	Annual reports and Consultation notes	Review of Annual reports and interactions with key stakeholders
To what extent did the gender cluster contribute to GEP-II planning and programming?	To what extent the gender cluster contributed to GEP-II planning and programming?	Contribution of gender cluster to GEP-II planning and programming	Desk review and consultation	Annual reports and Consultation notes	Review of annual reports and interactions with UNDP staff

SUSTAINABILITY

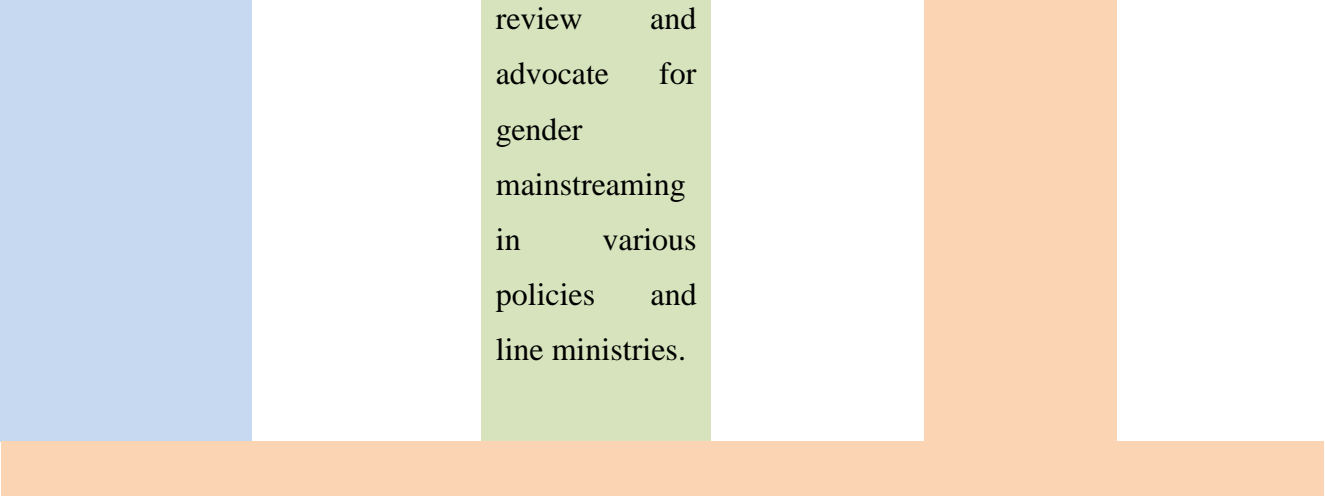
To what extent are the capacity building activities under each of the pillars likely to	What is the level of capacity of stakeholders in each pillar to carry over the	Capacity of MoWA to review policy, mainstreaming of GRB Capacity to	Desk review and consultations	Annual reports and Consultation note	Review of Annual reports and Interaction with implementer
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<p>produce lasting results?</p>	<p>project results?</p>	<p>other line ministries. Capacity of MoWA to support economic empowerment activities. Capacity of LHC to continue services</p>			<p>and partners at national and sub-national levels.</p>
<p>To what extent did GEP-II take the necessary steps to transfer capacities and skills to MoWA and MoF and other institutional partners?</p>	<p>To what extent did GEP-II take the necessary steps to transfer capacities and skills to MoWA and other institutional partners?</p>	<p>Steps taken by the project to transfer capacities to partners</p>	<p>Desk review and consultations</p>	<p>Annual reports and Consultation notes</p>	<p>Review of Annual reports and Interaction with implementing and other institutional partners.</p>
<p>How, and to what extent did UNDP/GEP-II's design, implementation strategy/partnership, and</p>	<p>How did UNDP/GEP-II's design, implementation strategy/partnership, and</p>	<p>Process used to foster national ownership and capacity development</p>	<p>Desk review and consultation</p>	<p>Annual reports and Consultation notes</p>	<p>Review of Annual reports and Interaction with implementer and other</p>

governance foster national ownership and capacity development?	governance foster national ownership and capacity development? To what extent was national ownership and capacity development fostered?	Extent of the project fostering national ownership and capacity development	Desk review and consultation	Annual reports and Consultation note	institutional partners Review of Annual reports and Interaction with implementer and other institutional partners
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POTENTIAL IMPACT

What impact did the GEP-II project have on women's empowerment and gender equality across the three project pillars?	What is the contribution of the project on women's empowerment and gender equality?	Analysis of beneficiary women's economic status in target provinces. Analysis of beneficiary women's access to justice in target provinces. Analysis of MoWA's capacity to	Desk study and consultation and interview	Annual reports and consultation notes	Review of Annual reports, interaction with implementers and partners and beneficiaries.
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review and
advocate for
gender
mainstreaming
in various
policies and
line ministries.

ANNEX 3.0 : TERMS OF REFERENCE

Duties and Responsibilities

Scope of Work and Deliverables

Objective of the Assignment

The purpose of this evaluation is to assess progress against expected results and review the GEP-II's theory of change vis-à-vis the project achievements, prevailing gender equality issues in Afghanistan in the context of the National Action Plan for Women in Afghanistan, and UNDP's Gender Strategy 2014-2107 in order to provide insights and recommendations for consideration in designing the next phase of the project or future gender programming.

The Final Evaluation International Consultant, who will be the team leader, will assess the strategies, implementation mechanisms and programmatic results, at both national and subnational levels, based on the 2013 GEP-II Project Document and 2013-2016 Annual Work Plans; Monitoring and Evaluation Plan; Procurement Plan; Human Resources Plan. The evaluation will include an analysis of synergies between GEP II and other key UNDP, UN and other partners' interventions, which help support the achievement of GEP II objectives. The evaluation will highlight strengths, weaknesses/gaps, good practices and provide forward looking recommendations for future assistance on gender equality and women empowerment to Afghan institutions.

The main objective of the final independent evaluation is to assess the efficacy of the project design and governance structure, relevance of the project outputs, specific contributions and impact, efficiency and effectiveness of technical assistance, and sustainability of interventions. The evaluation must include an analysis of how GEP II interventions address conflict sensitivity and Human Rights-based Approaches.

The scope of the evaluation will focus around the objectives¹ of the three pillars of GEP-II. These objectives are:

MoWA's capacity for policy-making oversight of NAPWA implementation improved. This output covers activities that include the following:

- Technical support to the Ministry of Women's Affairs, managing and leading the process of gender mainstreaming in policies with 6 pilot ministries (Ministry of Higher Education, Ministry of Finance, Ministry of Agriculture, Irrigation and Livestock, Ministry of Rural Reconstruction and Development, Ministry of Haj and Religious Affairs and Ministry of Counter Narcotics);
- Technical support to the Ministry of Finance on gender responsive budgeting;
- Strengthening of gender units in the pilot ministries;
- Strengthening the capacity of MoWA's Monitoring and Evaluation Unit to monitor, evaluate and report on NAPWA;
- Strengthening the Gender Studies Institute and establishing the foundation for the Master's Degree in Gender and Development Studies at Kabul University.

Women's entrepreneurship skills developed for women entrepreneurs and cooperatives. Activities within the second component of the project are:

- Economic empowerment of women through income generation activities;
- Provision of business development strategies and training centers;

- Strengthening of women entrepreneurs' capacity to manage women's cooperatives;
- Establishing clean and green technology based enterprises and product demonstration centers;
- Strengthening capacity of Provincial Women's Development Councils for socio-economic empowerment of women.

Access to justice for women including awareness of rights among men and women improved. The following are the activities designed within this pillar:

- Support to advocacy campaigns at the national and sub-national level sensitization of formal and informal justice sector on the rights of women and girls in the context of Islam;
- Institutionalizing Legal Help Centers;
- Strengthening the capacity of religious leaders to advocate for women's rights;
- Enhancing women's participation in policy formulation and the peace process.

The evaluation will mainly focus to assess the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of GEP-II efforts and will be applied to all three components of the project. The following are guiding questions within the framework of the evaluation criteria (to be reviewed/ elaborated in the evaluation inception report).

Relevance:

- Is GEP's theory of change clearly articulated;
- What specific methods and tools were used to assess the needs of the project beneficiaries? Have the interventions match the capacities needs for the institutions and individuals;
- How well does GEP-II react to changing work environment and how well has the design able to adjust to changing external circumstances;
- How did UNDP/GEP-II contribute towards, and advance gender equality aspirations of the Government of Afghanistan; UNDAF outcomes; and CPD outcomes.

Effectiveness & Results:

- To what extent is GEP successful in achieving the expected results;
- To what extent were target institutions (MoWA and MoF primarily) engaged in the implementation of the project;
- How effective GEP has been in developing institutional capacity especially in preparing MoWA in policy review and monitoring NAPWA and MoF in gender responsive budgeting;
- To what extent are GEP II interventions been implemented/ coordinated with appropriate and effective partnership and strategies? What has been the nature and added value of these partnerships;
- What results are evident short-term to long term results that can be directly or indirectly attributed to the project;
- What factors contribute or influence GEP-II's ability to positively contribute to policy change from a gender perspective, women's economic empowerment, and access to justice and human rights;
- To what extent are funding, staff, and other resources used to achieving the expected results of the project;
- Based on cost-benefit analysis what conclusions can be drawn regarding 'value for money' and cost related efficiencies or inefficiencies in implementing GEP-II;

- Were there any unanticipated events, opportunities or constraints contributed to or hindered the delivery of the interventions on timely manner;
- Have associated risks at the national and local level been anticipated and addressed.

Potential Impact:

- What impact did the GEP-II project have on women’s economic status in targeted provinces;
- What impact did the GEP-II project have on women’s access to justice in targeted provinces;
- What impact did the GEP-II project have in the line ministries in improving women’s status.

Coordination:

- To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs;
- To what extent the project used UNDP’s internal expertise and adopted joint planning and programming with other UNDP projects;
- To what extent the project was effective in coordinating its activities with UN agencies, relevant development partners, donors, CSO, NGOs and academic institution.

Sustainability:

- To what extent did the capacity building activities under each of the pillars produce lasting results;
- To what extent GEP-II has taken the necessary steps to transfer capacities and skills to MoWA and MoF and other institutional partners;
- How, and to what extent did UNDP/GEP-II’s design, implementation strategy/ partnership, and governance foster national ownership and capacity development.

Methodology:

The consultant will propose an evaluation methodology and agree on a detailed plan for the assignment as part of the evaluation inception report. However, in general, the evaluation team should adopt an integrated approach involving a combination of data collection and analysis tools to capture both the tangible and the unquantifiable impacts of UNDP/GEP-II project, and generate concrete evidence to substantiate all findings. The methodology should be robust enough to ensure high quality, triangulation of data sources, and verifiability of information. It is expected that the evaluation methodology will comprise of the following elements;

- Document review (desk study);
- Interviews with key stakeholders;
- Field visits meet and consult with beneficiaries and province level stakeholders (security permitting);
- Focused discussions with small groups.

The evaluation process will include:

- Desk review: Review all available material related to the project, such as project progress reports, Project Document, Annual Work Plans, Monitoring and Evaluation Plan, Procurement Plan, and others.
- Planning, data collection and consultations: Consult key stakeholders, including UNDP staff, MoWA and MoF officials including the six pilot ministries, donors, and NGO/CSO implementing partners. UNDP/GEP-II will assist in setting up

- appointments and to organize local transportation and logistics in support of the mission's data collection and consultative activities.
- Debriefing session: Debrief the relevant stakeholders including UNDP management and donors, about the initial findings including key observations and recommendations based on verifiable facts and figures.
 - Final Report: Compile and submit a comprehensive final evaluation report to UNDP in accordance with a format to be agreed. It is expected that the evaluation team will consider any management responses and comments to the draft, while completing the final report.

Expected Outputs, Deliverables and Timelines:

- Inception Report detailing the evaluation methodology and includes evaluation matrix with methodology, data collection tools, and data sources for evaluation. 5 working days;
- Questionnaire and description of data collection tools for 3 Pillars of the project. 4 working days;
- Impact assessment of all three components of the project. 19 working days;
- De-brief to Country Office, project management and key staff of GEP.2 working days;
- Draft consolidated evaluation report, 10 working days.