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Final Evaluation of Enhancing Gender Equality and Mainstreaming in Afghanistan (EGEMA)



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November 2019

Final Report

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Project Information		
Project Title	Enhancing Gender Equality and Mainstreaming in Afghanistan (EGEMA)	
Atlas ID.	00091070	
Corporate outcome & output	<ul style="list-style-type: none"> • Institutional Strengthening of the Ministry of Women's Affairs (MOWA); • Creating a National Pool of Gender Experts; • Women's Livelihoods Strengthening and; • Gender Transformative Approaches. 	
Country	Afghanistan	
Region	Asia / Pacific	
Date project document signed	2016	
Project date	Start	Planned end
	2016	2019
Project Budget	USD 5.1 million	
Funding Source	UNDP, UNV and Government of Korea	
Implementing Party	MOWA, Line Ministries and AOP	

Evaluation Information		
Evaluation Type	Project	
Final/Midterm review/ Other	Final	
Period under evaluation	Start	End
	2016	2019
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Acronyms

AOP	Administrative Office of the President
AWP	Annual Work Plan
CSOs	Civil Society Organisations
EGEMA	Enhancing Gender Equality and Mainstreaming in Afghanistan (EGEMA)
FGD	Focus Group Discussion
GEP II	Gender Equality Project II
GRB	Gender Responsive Budgeting
KII	Key Informant Interview
MAIL	Ministry of Agriculture, Irrigation and Livestock
MDGs	Millennium Development Goals
M & E	Monitoring and Evaluation
MoHE	Ministry of Higher Education
MoHRA	Ministry of Hajj and Religious Affairs
MoIC	Ministry of Information and Culture
MoU	Memorandum of Understanding
MoWA	Ministry of Women's Affairs
NAPWA	National Action Plan for the Women of Afghanistan
OECD/DAC	Organization of Economic Cooperation for Development /Development Assistance Cooperation
PTDC	Production Demonstration and Training Centre
RBM	Result Based Management
RoK	Republic of Korea
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNEG	United Nations Evaluation Guidelines
UNDP	United Nations Development Programme
UNV	United Nations Volunteer

Executive Summary

This is a report of the final evaluation of the Enhancing Gender Equality and Mainstreaming in Afghanistan (EGEMA) Project (May 2016 – December 2019) implemented by United Nations Development Programme (UNDP) in Afghanistan with support from UNDP Country office, the Republic of Korea and the United Nations Volunteers (UNV). The evaluation was conducted from the 15th October to the 10th November 2019.

The evaluation was carried out from October 2019 to November 2019 with the purpose of assessing progress towards achievement of the project outputs and outcomes, identifying intended and unintended project outcome(s), best practices as well as challenges arising from its execution. Furthermore, the evaluation reviewed the project's approach and the methodology, its risks to results impact and sustainability and made recommendations on the future generations of gender equality projects in the Country.

The involvement of the Religious scholars and Youth Mullah Volunteer Caravan have been a huge success that needs to be scaled up for quick achievement of gender equality and gender mainstreaming in the Country. The Master's Programme in Gender and Women Studies, Social Science Faculty of Kabul University too is laudable, this should lead to the achievement of a crop of educated male and female Gender Advocates within and outside the society. It is said that not less than 90% of graduates of this Programme have been absorbed by national and international organisations across the Country.

Furthermore, the several capacity building supports given to the Ministry of Women's Affairs (MOWA) and other line ministries including Gender Responsive Budgeting (GRB) are producing yielding positive results, as line ministries gradually include gender considerations in their budgets, but they can be more effective. Similarly, the Women's Economic Empowerment output including the Bee keeping and Saffron Bulb Farming making have also been very effective that stakeholders are asking for a scale-up. The project also supported MOWA by building their capacity in policy and strategy development and Monitoring and Evaluation (M&E). 49 policies were reviewed and gender components integrated into policies. In conclusion,

the EGEMA Project has been very successful in achieving a lot with limited resources. However, this evaluation made certain observations, which future programmes/projects should improve on. It should be mentioned that all stakeholders of the project were asking for continuation of UNDP support and requested extension of the project.

1. Introduction

Background of the Project

UNDP supports stabilization, state-building, governance and development priorities in Afghanistan. UNDP support, in partnership with the Government, the United Nations system, the donor community and other development stakeholders, has contributed to institutional development efforts leading to positive impact on the lives of Afghan citizens. UNDP Afghanistan is committed to the highest standards of transparency and accountability and works in close coordination with the United Nations Assistance Mission in Afghanistan (UNAMA) and the UN system to maximize the impact of its development efforts on the ground. UNDP have benefited from very active support of donors. Over the years UNDP support has spanned such milestones efforts as the adoption of the Constitution; Presidential, Parliamentary and Provincial Council Elections; Institutional development through capacity-building to the legislative, the judicial and executive arms of the state, and key ministries, Government agencies and commissions at the national and subnational levels.

Based on experiences and lessons learnt built from the Gender Equality Project II (GEP-II), and with funding from the Republic of Korea, UNDP and UNV, the new phase of the GEP-II was developed as Enhancing Gender Equality and Mainstreaming in Afghanistan (EGEMA) with four outputs:

- Institutional Strengthening of the Ministry of Women's Affairs (MOWA);
- Creating a National Pool of Gender Experts;
- Women's Livelihoods Strengthening and;
- Gender Transformative Approaches.

The goal of the EGEMA Project is to enhance gender equality and mainstreaming in Afghanistan. In line with promoting government's commitments to women empowerment and gender equality including the "Realising Self Reliance" theme. Achieving this goal will involve mainly supporting and strengthening MOWA which has the mandate of policy making and oversight to foster the achievement of political, social, legal, economic and civic rights of Afghan women. The project will enhance the institutional capacity of the ministry through direct

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technical support as well as through projects with other ministries where MOWA will be playing a coordinating role.

Furthermore, the capacity building goal would be achieved through a strategy based on the following principles:

1. Strengthening the Capacity of National and Sub-National Partners to deliver the goal and objectives of EGEMA
2. Promoting and contributing to the coordination of gender-related activities and programme coherence within the UN system;
3. Enhancing the capacity of government institutions
4. Facilitate partnerships and synergies.

The project's implementation started in May 2016 and its completion was initially planned for the end of April 2018. The Project's extension is in accordance to the request from the government counterpart and on the consent from the Senior Deputy Residence Representative Programme of UNDP, UNDP allocated amount for the year 2019 (USD 1,030,000) and donor (Republic of Korea) allocated the amount of USD 3,299,821 for the Project until 31st of December 2019.

The Final Evaluation of the EGEMA project covered all its four Outputs:

- Institutional Strengthening of the Ministry of Women's Affairs (MOWA);
- Creating a National Pool of Gender Experts;
- Women's Livelihoods Strengthening and;
- Gender Transformative Approaches.

Evaluation Objectives

The main objective of the evaluation is to assess progress towards the achievement of the project outputs and outcomes as specified in the Project Document and Extension Document and assess project success or failure. The Evaluation also reviewed the project's approach and methodology, its risks to results impact and sustainability and made recommendations on the future entry points of gender equality projects.

The evaluation followed Organization of Economic Cooperation for Development /Development Assistance Cooperation (OECD/DAC) evaluation criteria on evaluation assessing the relevance, efficiency, effectiveness, impact and sustainability of the project from the design, start-up, project management, and project implementation phases from May 2016 up to Date (November 2019).

This final Project evaluation focused on outputs below as written in the Project document:

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- Output 1: A capacitated MOWA is better able to sustainably and independently fulfill its mandate at national and sub-national levels.
- Output 2: Nationally educated Gender Experts for advocacy and employment in the public sector and civil society organizations to promote the advancement of women and gender equality at national and sub-national levels are available.
- Output 3: MOWA's capability to engage with line ministries to enable rural women's economic empowerment strengthened
- Output 4: MOWA's capacity to engage with line ministries to institute socio-cultural and behavioral transformation reflecting gender sensitivities strengthened.
- Output 5: Project Management

Specifically, the anticipated outcome for the above outputs is stated as Outcome 4, of the UNDP Country Programme Document (CPD):

- Outcome 4: Social equity of women, youth and minorities and vulnerable populations is increased through improved and consistent application by Government of principles of inclusion in implementing existing and creating new policies and legislation.

Evaluation Deliverables

The deliverables on the evaluation include:

1. Inception Report, detailing evaluation scope and methodology, including data collection methods, as well as, approach for the evaluation. The Inception Report will also include a detailed work plan with timelines;
2. The Draft Evaluation Report which will be shared with UNDP and stakeholders for comments and inputs; and
3. The Final Evaluation Report, incorporating comments from stakeholders.

2. Evaluation Approach, Scope and Limitations

The evaluation covered project interventions from 2016 to 2019. The evaluation was expected to be accomplished within a period of nineteen (19) working days, from the 15th of October to the 10th of November 2019. The schedule and the work plan for the evaluation is presented below.

Table I: Evaluation Work plan

Activities	Dates	No. of work days
Meetings with UNDP, UNV, Document Review and Development and submission of Inception Report	16 th – 20 th of October 2019	3

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Meetings with stakeholders including field visits to project sites in Herat and Balkh	20 th – 31 st of October 2019	10
Development and submission of draft report	3 rd – 5 th November 2019	3
Finalization and submission of final report including Presentation of findings	6 th – 10 th November 2019	3
Total		19 Days

Limitations of the Evaluation

A major limitation of this evaluation is the inadequate time frame. The consultants had to produce inception report, conduct field visits and interviews, collate data, submit draft and final evaluation reports within a period of nineteen (19 days). The inability to reach all the staff that worked on the project because they had left the organization is another limitation. Furthermore, the consultants could not get first-hand information from beneficiaries of the Income Generating Activities (IGAs) and some project sites could not be visited, due to security reasons. The Consultant therefore used a non - probability sampling method - Convenience sampling, making sure that available options like document reviews, telephone interviews etc. were fully employed.

The evaluation is limited to the Enhancing Gender Equality and Mainstreaming in Afghanistan (EGEMA) project implemented by UNDP, Government of Afghanistan and implementing partners from 2016 to 2019.

3. Evaluation Method, Data collection, Analysis and Guiding Principle

To achieve the evaluation objective, the evaluation consultants' team relied on both primary and secondary data sources to gather information. Primary data was generated from the use of convenience sampling using rapid appraisal techniques such as key informant interviews, Focus Group Discussions (FGD) using questionnaires and general observation. While secondary data was generated from desk review of documents. A mixed method was employed, using qualitative and quantitative research methods, and triangulating information from different sources.

The evaluation approach was adopted due to consideration of the following factors

- A Theory of Change (ToC) approach was adopted to determine direct link between supported interventions and progress;

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- The project is multidimensional in terms of intervention areas

The data collected during the evaluation process, it was demonstrated how the project performed in relation to its goals and strategic directions. The data provided several insights into what is working and what is not working, revealed lessons learned, benefits and challenges associated with project implementation and outputs. The evaluation mapped the entire project outputs and the various activities to the CPD outcome

Data Collection

i. Document review

The following documents were reviewed to collect secondary data needed on the evaluation.

- Project Document and Amendments 1 and 2;
- Project Annual Work Plans (including Procurement Plans, Project M&E Plan, Human Resource Plans) and Progress Reports (2016-2019);
- GEP II Final Evaluation Report;
- Field mission reports and meeting minutes with partners and stakeholders;
- Reports of Assessments, Reviews, Surveys and Studies by Implementing Partners (IPs) and/or individual consultants who were hired by EGEMA Project;
- UNDP Afghanistan Country Programme Document

ii. In-depth interviews with Key Informants

Semi structured questionnaires were developed for interviews to gather primary data. Interviews were held with key stakeholders including UNDP, UN Women, UNV, Administrative Office of the President (AOP), Kabul University, MOWA, Ministry of Hajj and Religious Affairs (MOHRA), Ministry of Agriculture, Irrigation and Livestock (MAIL), Ministry of Information and Culture Deputy Minister of Youth Affairs (DMoYA) including their offices in Herat and Balkh and Implementing Partners.

iii. Focus Group Discussions (FGD)

Focus Group Discussions (FGD) was used as a method to generate primary data. FGDs were held with beneficiaries in Kabul, Herat and Balkh (participating voluntarily). This is intended to fully explore beneficiaries' experiences and perceptions of the project.

iv. Expert Rating Tool

This tool was used to measure the six criteria namely: Relevance, Efficiency, Effectiveness, Impact, Coordination and Sustainability. It was administered to key informants (EGEMA staffs) to explore their perceptions, understanding and views.

Data Analysis

Qualitative and quantitative data were collected and analyzed using triangulation. Quantitative data collected was analyzed to establish trends while Qualitative data collected measured the key performance.

Evaluation Target Groups

Stakeholder groups that were consulted during the evaluation are listed below:

- Ministry of Women's Affairs (MOWA), and its various departments including relevant Directorates at the central level;
- Administrative Office of the President (AOP);
- Ministry of Hajj and Religious Affairs (MOHRA)
- Ministry of Information and Culture (MOIC)
- Sector ministries for the GRB
- Ministry of Agriculture, Irrigation and Livestock (MAIL) at central level and its Departments in Herat, Daikundi provinces;
- Management of the Master's Programme in Gender and Women Studies, Social Science Faculty of Kabul University
- Beneficiaries - Direct beneficiaries in Kabul, Herat and Daikundi,
- International Organizations - UNDP, UN Volunteers, UN Women (GRB);
- Donor - Embassy of the Republic of Korea;

Guiding Principles of the Evaluation

The evaluation was conducted in accordance with the United Nations Evaluation Group *Norms for Evaluation in the UN System* and *Standards for Evaluation in the UN System* and OECD/DAC evaluation criteria.

4. Findings

This chapter is an assessment of the project outputs and outcomes against the evaluation criteria mainly:

1. The relevance or appropriateness of the project or the extent to which the objectives of the intervention are consistent with the needs and interest of the people, the needs of the districts and the country as a whole.

2. The efficiency or the extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results
3. The effectiveness or the extent to which objectives of the intervention have been achieved, the extent to which the project contributed to the attainment of development.
4. Sustainability or buying-in of the progress made by government and other stakeholders
5. The impact of the project among beneficiaries including host communities.
6. Coordination, coverage, key lessons learnt and recommendations.

i. Relevant and/or Appropriate

The relevance of a project focuses on the appropriateness of the project's outputs and outcomes in achieving National goals.

This refers to the design and focus of the EGEMA Project, whether it meets National Development Priorities and the value of the intervention in relation to International policies, normative framework and global references like the Sustainable Development Goals (SDGs). The project relates well with SDG Goal 5 (Gender Equality) and partially relates to Goals 1 (No Poverty), 4 (Quality Education), 8 (Good Jobs and Economic Growth), 10 (Reduce Inequality), 12, 16 (Peace and Justice) and 17 (Partnerships for the Goals). It contributes to key outcomes of the UNDP CPD and the United Nations Development Assistance Framework (UNDAF). The project also built on the previous UNDP GEP 1 & II projects to focus on capacitating MOWA, towards efficiency and sustainability.

Furthermore, the design and implementation of the project was observed to be in line with the vision, mission and goals of the National Action Plan for the Women of Afghanistan (NAPWA), the Afghan National Development Strategy (ANDS), the Afghanistan National Peace and Development Framework (ANPDF), National Priority Programmes (NPP) and the Afghanistan Sustainable Development Goals (A-SDGs).

Furthermore, the project aligns with Article 22 of the Constitution of the Islamic Republic of Afghanistan (2004), which outlaws discrimination and declares that women and men are equal in rights and duties. The project also relates well with the United Nations Security Council Resolution (UNSCR) 1325 on Women, Peace and Security, which builds on the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and which has been adopted by Afghanistan.

Each of the four outputs is relevant towards solving the problem of gender inequality in Afghanistan as identified in the ANDS.

1. Institutional capacity strengthening of MOWA, aimed to support the institution to play a coordinating and oversight role on national and international commitments impacting women, building from lessons learnt from GEP II project.
2. Building a national human resource pool of gender experts through the Masters in Gender and Women Studies Programme of Faculty of Social science of Kabul University to ensure a proficient MOWA with domestic expertise and advocates that can champion the

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women empowerment and gender equality agenda through policy making, gender mainstreaming in all government ministries as well as implementation, monitoring and evaluation of NAPWA.

3. Women's livelihood strengthening to enable improving access to sustainable incomes and livelihood strategies resulting in the improved women
4. and their economic empowerment. The project supported IPs, by providing them with Business Development Trainings as well as offering start off packages through Production Demonstration and Training, Centres (PDTC). These IPs were able to boost the women's own initiatives and strengthened support groups
5. Gender transformative approaches, to support behavioral and socio-cultural changes at grassroots level. Through a joint effort with UN Volunteers, the project supported Youth Mullah Volunteer Caravans (YMCV, Volunteer groups composed of volunteers and mullah) to spread key messages on women rights in selected communities and regions. This was done along with MOHRA, MOIC and DMoYA. In cooperation with MOHRA the EGEMA Project also delivered training for religious scholars in Women Rights in Islam and conducted essay-writing competition in 5 provinces on Women Rights in Islam among students. It is also focusing on strengthening a social behavioral change model that tackles the causes of inequality rooted in traditional and religious norms and values.

The evaluation also reviewed the extent to which the project has followed the Project's Theory of Change, using the UNDP's theory of change, as illustrated below.

Table II: UNDP-EGEMA Theory of Change

Strategy			
	UNDP with support from Embassy of Korea & UNV partnered with MOWA		
So that			
Strengthening the GoIRA to be better able to fulfill national and international commitment supporting the social equality to implement the EGEMA project			
So that EGEMA Project and all stakeholders			
Will ensure a pool of gender experts that will strengthen	Will be capacitated to support economic empowerment and	Will be capacitated to campaign for awareness raising	Will be capacitated to mainstream

capacity of national and sub national level on gender equality	transformation of Women	to women’s rights in Islam for social behavior which will ultimately root out social inequalities	Gender issues in government policies/strategies workplan and their budgets
So that Women and Girls and Men and Boys			
Are skilled in gender issues, and leadership skills	Are changed the social norms through social integration, and mind-set change exercises	Are empowered with sustainable income generating activities	

ii. Efficiency

Efficiency is the extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results

The efficiency criterion is a concept that can go beyond costs, for example, to include issues like capacity utilization, disbursement rate and the timeliness of implementation of a project. Efficiency also answers questions relating to total resources utilized, the relationship between output and cost and the contributions to project's outcome. In EGEMA, efficiency considers the operational factors in terms of timing and process/procedure of project activity implementation that might lead to increase or decrease in costs and or productivity.

By making sure IPs worked in the area in which they have comparative advantages against others, the EGEMA Project has efficiently reduced time and maximized productivity. The Department of Home Economics of MAIL implemented the Women's Economic Empowerment output, gender equality and women's rights in Islam awareness raising output was given to MOHRA. DMoYa of MOIC implemented the Youth Mullah Volunteer Carvan activity. IPs and staffs could monitor activities outside Kabul.

The project suffered a lot of staff turn over especially in the year 2017 when five (5) positions designated to run the project effectively out of seventeen (17) positions were declared vacant.

The EGEMA project is said to be one of the most cost-efficient projects carried out by UNDP Afghanistan, considering the high security cost and implementation cost. The total Budget from 2016 to 2019 was USD 5.1 million.

Figure 1: Below shows Yearly expenditure per output area in percentage (%)

Output 1 = Policy and Gender Responsive Budgeting (GRB)

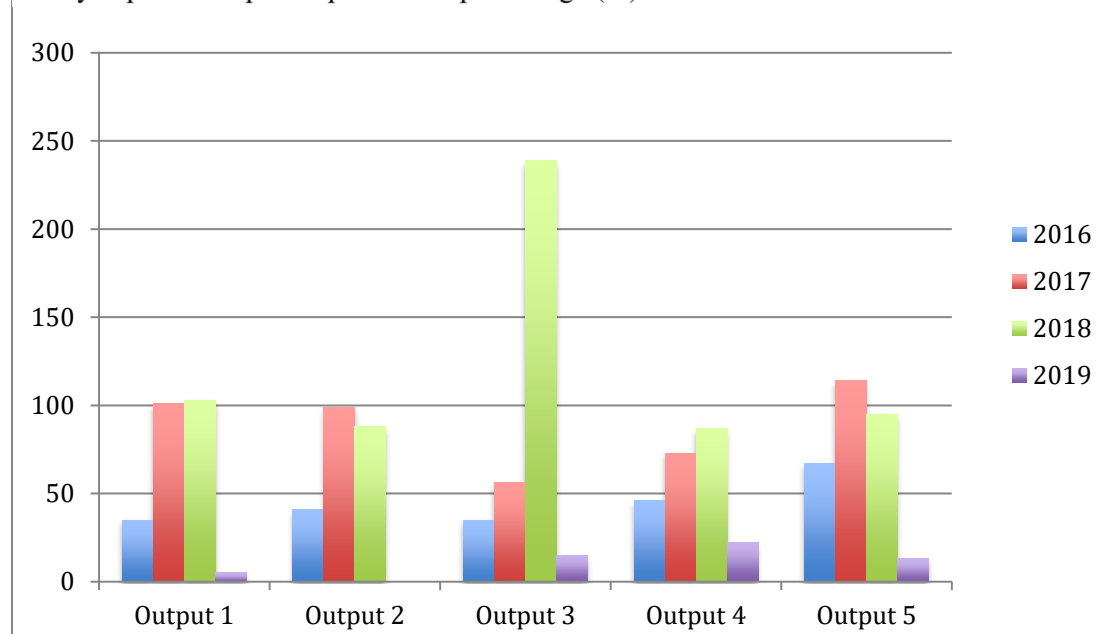
Output 2 = Gender Master's Programme

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Output 3 = Women's Economic Empowerment

Output 4 = Awareness Raising and Behavioral Change

Yearly expenditure per output area in percentage (%)



The chart shows percentage of expenses of the EGEMA Project by Outputs. It shows that Output 3 incurred over 200% of budgeted cost in 2018, this is attributed to the economic empowerment support given to 450 women in Kabul, Heart and Daikundi provinces. The project's performance is noticeably high in the years 2017 and 2018, this is also noticeable in Output 5 (Management cost). However, the resources expended have contributed to the achievements of the recorded project outputs. It can be mentioned though that the EGEMA Project is likely to increase transactions costs initially but as processes are put in place and as organization progressively learn lessons, transactions costs are more likely to be reduced for all interventions. This is one of the Paris Declarations on Aid Effectiveness¹.

iii. Effectiveness

The effectiveness of a project is the extent to which objectives of the intervention have been achieved, the extent to which the project contributed to the attainment of development.

Though some of the output indicators are not in link, the evaluation revealed that the EGEMA project has proved to be very effective in supporting the GoIRA both at the national and sub national level. The project also supported the creation of an enabling environment for gender mainstreaming in the Country, such as the revision of policies and the sectoral policy tool kits conducive for the achievement of gender equality. This also includes Behavioral Change Communication Strategies.

¹ (2005) Paris Declaration on Aid Effectiveness and Accra Agenda for Action

Results showed that the EGEMA Project has effectively supported the engagement of strong community based IPs in strategic behavior change interventions such as awareness raising, enlightenment and education, and advocacy for women rights. For example, trainings for religious leaders and scholars on Women's Rights in Islam, mobilized the Volunteer Youth Mullah Caravan and the Master's Programme in Gender and Women Studies in Kabul University.

Another effective activity carried out by the project is the capacity development of MOWA and other Government institutions in Gender mainstreaming approaches such as policy, monitoring NAPWA and developed the online database, Sectoral gender tool kits, GRB, National Online Volunteer Database

Table below shows EGEMA project Outcome and Outputs that have been effectively carried out:

Table III: Outputs and Outcome indicators and their Status

UNDAF 3/CPD OUTCOME 4: Social Equity of Women, Youth and Minorities and Vulnerable Population is increased through improved and consistent application by Government of principles of inclusion in implementing existing and creating new policies and legislation	
Output 1 A capacitated MOWA is better able to sustainably and independently fulfill its mandate at national and sub-national levels	
INDICATORS	STATUS
Indicator 1.1. Number of policies/strategies reviewed and gender components <i>The project reviewed and integrated gender components in 49 policies</i>	Accomplished
Indicator 1.2. Number of sector specific toolkits developed <i>The project developed two Sector Policy Gender Toolkit, three more policy toolkits for three sector ministries are under process and should be completed by the end of 2019</i>	Accomplished
Indicator 1.3. Extent to which MOWA capacity development plan is implemented (scale: low, medium, & high) <i>The MOWA Capacity Development plan's scale was medium</i>	Accomplished
Indicator 1.4. A functional NAPWA online database (database already developed). <i>The NAPWA online database is developed but not operational</i>	Partially Accomplished
Output 2: Nationally educated Gender Experts for advocacy and employment in the public sector and civil society organizations to promote the advancement of women and gender equality at national and sub-national levels are available.	
INDICATORS	STATUS
Indicator 2.1. Number of students (m/f) supported in the Master's degree Programme on Gender and Women Studies <i>In total, the Gender Master's Programme support 112 students (50 graduates and 62 still studying)</i>	Accomplished
Indicator 2.2. Number of students / professionals (m/f) that have acquired	

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Master's Degrees in gender and women's rights So far, 50 students have acquired Masters in Gender and women rights.	Accomplished
Indicator 2.3. Number of professors/ lecturers who received advanced training courses in gender The project provided gender training to 6 Kabul University teachers (1 female and 5 male) and 2 students of the programme received training at the UNU-GEST, Iceland	Accomplished
Indicator 2.4. Number of Partnership MoUs with local and external university established (no predecessor) 3 - TATA University in India & UNU GEST in Iceland	Accomplished
Output 3: MOWA's capability to engage with Line Ministries to enable Rural women's Economic Empowerment strengthened	
INDICATORS	STATUS
Indicator 3.1. Level of success to engage with MAIL in creating an enabling environment for women's livelihoods strengthening (scale: Very Low, Low, Moderate, High, and very high in the extent of involvement in planning and decision making) Moderate. The project supported MAIL (with MOWA in the knowing) to set up 7 Green houses, provided them with processing machines and seedlings for the training and empowerment of Women Farmers. 100 women were reached on the project, a total of 300 women have been reached since previous (GEP II) project.	Accomplished
Indicator 3.2. Number of women newly supported in accessing livelihood opportunities. The project supported 450 women through accessing livelihood opportunities (200 women in Bee Keeping in Dai Kundi; 150 women in Saffron production in Herat and 100 women in PDTC in Kabul)	Accomplished
Indicator 3.3. Percentage of supported women with a sustainable income following the Intervention Around 90% of the supported women have sustainable income following the intervention.	Accomplished
Indicator 3.4. Number of additional self-sustaining cooperatives/ associations/ producer groups established with Project's support The beneficiaries Bee Keeping project established a union in Dai Kundi province. The women prefer to use producer groups instead of Cooperatives because being a cooperative means paying some form of tax to the government. 34 Women Producer Groups have been set up in in 34 provinces.	Accomplished
Output 4: MOWA's capacity to engage with Line ministries to institute socio-cultural and behavioral transformation reflecting gender sensitivities strengthened	
INDICATORS	STATUS
Indicator 4.1. Level of Capacity Development Plan implementation for MOHRA gender Unit: Low, Moderate, Mature, Fully Implemented	

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The level of capacity development plan implementation for MOHRA was fully implemented.	Accomplished
Indicator 4.2. Number of Mullahs participating in the capacity building trainings. Around 800 mullahs and Ulema participated in the capacity building training from all across the country.	Accomplished
Indicator 4. 3. Number of trained mullahs implementing their action plans All trained mullahs are implementing their plans and conducting awareness raising about women rights	Accomplished
Indicator 4.4. Number of students nationally which participated in the school competition on women's rights In total, around 3,000 students in 5 provinces participated in the school competitions on women rights.	Accomplished
Indicator 4.5. a) Number of women rights Campaign conducted by Youth-Mullahs Caravans In total 51 Youth Mullah Caravan campaigns are conducted	Accomplished
Indicator 4.5. b) Number of youth volunteers capacitated In total 90 youth volunteers were capacitated	Accomplished
Indicator 4.5. c) Number of Mullah volunteers capacitated In total, 43 Mullah volunteers were capacitated	Accomplished
Indicator 4.5. d) Number of community members reached by mullah caravans About 24,000 community members (8000 in 2017 and 16000 in 2018), were reached by Youth Mullah Caravans in Herat and Balkh provinces.	Accomplished

iv. Impact

The impact of the project is the positive and negative results generated by the project.

The project has in no doubt been impactful, it is said to be very innovative. The line ministries have received huge support from EGEMA that they have also been able to transform the lives of beneficiaries positively by building structures for Gender equality and women empowerment. Beliefs and Perceptions are gradually being changed to entrench the rights and dignity of Women and Girls according to the Islamic religion. Furthermore, women now have a voice through social, educational and economic empowerment.

The following is a summary of the main outputs and evidenced based outcomes with specific challenges and recommendations:

Output One: Policy and Gender Responsive Budgeting (GRB)

Achievements under Output One:

- The project supported the revision and development of 49 policies. The policies were reviewed and revised based on the integration of gender component into them.

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- 2 Sector Policy Gender Toolkit was developed
- 40 GRB Officers were hired under the output and are working in 20 different line ministries. For the first time, the Ministry of Finance (MOF) included in the national budget detailed Gender Budget Statement (GBS) which shows reflection of gender issues in the budget
- NAPWA 1 online database was developed
- An exposure visit on GRB to Indonesia was organized for 40 high-level government officials (10 females, 30 male) in cooperation with UN Women Indonesia.

Challenges under Output One:

- MoWA wants to have the ownership of the GRB as currently the ownership of the GRB is with the AOP.
- The recruited GRB specialists are not well received by the line ministries, and they are not fully supported.
- The NAPWA online database is developed but not in-use.

Recommendations for Output One:

- The next phase of the project should focus more on the implementation and monitoring of the developed and/or revised policies to ensure effective integration of the gender components. The recruiting and seconding of M&E specialist or mentors to MoWA will make sure the policies are implemented at ministries level.
- The NAPWA online database should be operationalize and technical support should be provided to MoWA in order to maintain the database and update it on regular basis.
- MoWA should continue to be the lead Ministry on the EGEMA project, it should be involved in all activities and interventions on the project and be allowed to perform a supervisory and Monitoring role on all the interventions.
- Train senior officials from the Budget departments of line ministries and put them on allowances for sometime for effective GRB.

Output Two: Gender Master's Programme:

Achievements under Output Two:

- In total, the project has supported 50 persons (36 females, 14 male) who have completed their studies of Master's Programme in Gender and Women Studies from Kabul University. Also there are currently 62 persons (34 females and 28 male) undergoing the same Master's Programme in the university.
- Also, the project provided gender training to 6 Kabul University teachers (1 female and 5 male) in India.
- Still under the project, 2 female students participated in the Post Graduate Diploma Programme in International Gender Studies at UNU-GEST, Iceland University.

- There is a new Joint Project with UNDP KZ: Supporting the Economic Empowerment of Afghan Women through Education and Training in Kazakhstan and Uzbekistan

Challenges under Output Two:

- The university's Gender Unit lack resources in local languages, which is very much needed to re-enforce learning in some students who are not good in English.
- There is no Gender department at Bachelor's level
- Need support for some of their Lecturers (Professors) to embark on Ph.D.

Recommendations for Output Two:

- The programme is not at full-fledged cost recovery, it's expected to recover its cost by 2021, should EGEMA stop its funding the program may not be able to recover its operational cost. Presently, the programme is on high demand as applications are now received in threefold yearly. This evaluation recommends the continuation of funding and close monitoring till 2021 when it can be self sustaining.

Output Three: Women's Economic Empowerment:

Achievements under Output Three:

A total number of 450 direct beneficiaries (women) were covered under output 3 including:

- 200 women beneficiaries covered under Beekeeping project in Dai Kundi Province.
- 150 under women beneficiaries were covered under the distribution of saffron-bulbs bank project in 5 districts of Herat province and
- 100 women beneficiaries were covered under the Production Demonstration & Training Centre (PDTC) project in Kabul

Challenges under Output Three:

- The small scale and selection of small number of beneficiaries in the targeted areas was one of the challenges under the Output. The project did not provide enough information on the selection of the beneficiaries while there is a big demand and need for economic development projects for women. Selection criteria was not known
- More women and families requested support from the UNDP/EGEMA project. Women especially needed more support in terms of economic empowerment.
- The beneficiaries do not have resources, technical skills or equipment to do proper processing and packaging of the local products, henceforth they are selling their products with very lower prices and cannot make maximum profit.

Recommendations for Output Three:

- There is big demand for Saffron production and other economic development projects such as Honey, Jams and Pickles production. With support, the women can easily benefit from the Income Generating Activities. Both the Directorates of Herat and Balkh Agriculture departments requested for extension and expansion of Saffron project which is said to be highly successful with a big market locally and internationally.
- The project should continue providing support and tools to the Livelihood support beneficiaries especially to produce quality products and earn decent income and to avoid damaging products or reducing the quality of the products.
- Establish processing and packaging centers to process and pack local products in proper manner and to find suitable markets for local products inside as well as outside of the country.
- Establish Regional Women Economic Development Unions to create networks empower women through promoting local products and find suitable local and international markets for Afghan products produced by targeted beneficiaries and vulnerable women.

Outcome Four: Awareness Raising and Behavioral Change:

Achievements under Output Four:

- The project mobilized about 90 volunteers including (52 females and 38 male) for the Youth Mullah Caravan Volunteers in Herat and Balkh provinces.
- 25,000 community members in Herat, Balkh and Kabul provinces were also reached by the Youth Mullah Caravan Volunteers which was the initiative supported by UNV
- The project trained 800 Religious leaders (Ulema and Mullah) on Women's Rights in Islam from leaders all over the country.
- The project established Afghanistan National Network of Volunteers and developed online database for national volunteers.

Challenges under Output Four:

- The number of selected Ulema and Mullahs was small, there is a big need and there are still majority of people not aware of women's right. A lot of people and need to be trained and educated on women's right in Islam. Awareness raising and behavioral change requires a lot of resources, time and efforts to bring change at community level or to change behavior towards women rights.
- The ownership of the volunteer's activities was not with Youth Affairs departments at the districts and they were not fully involved in the planning and designing of the activities.
- Some selected volunteers were not fully interested in the volunteerism job as they were recommended by center and were not effective enough in training other members or to

fully contribute to carrying out the intervention, as they were very much busy with their daily jobs.

Recommendations for Output Four:

- The Awareness Raising and Behavioral Change component of the project should continue and may be expanded to their regions and provinces to train more mullahs and Ulema in other provinces and regions. This component of the project is a good initiative and has brought positive change in the behavior of selected beneficiaries (Ulema and Mullahs) and communities trained on women rights. As a result of the successful implementation of the component four of the EGEMA project, the Ulema and Mullahs are now willing to talk about women rights and raising their voices in Juma prayers and Khutbas to educate people on women rights in Islam.
- Providing more exposure visits in and outside of the country will enable Ulema and Mullahs to increase their capacity and awareness about women rights in Islam and different approaches and methods applied by the religious scholars of other Islamic countries. Also establishing research centers (internet centers) at provincial level will help Ulema establish strong network amongst religious scholars and be able to find sufficient information and reading materials regarding women rights and women rights related books, fatwas, topics, magazines and other materials written by other Islamic scholars.
- Conduct media campaigns regarding women's right and use Ulema as effective awareness raising tools. Also conduct more school level competitions amongst students, especially girl students. This will help raise awareness about women rights in Islam and the school children will be used as an encouraging and effective resource to educate their peers, parents and other family members on women's right and gender mainstreaming.
- Conduct media campaigns regarding women rights in Islam by producing educating materials such as video and audio clips, printing magazines and articles about women rights in Islam as well as printing and publishing more books and booklets regarding women rights in Islam and to be distributed to Ulema across the country.
- The volunteer initiative is one of the successes of the project and it should be continued and expanded in the next phase of the project. The volunteers network and database encourages more youth and Mullahs to enroll and contribute in the volunteerism initiatives and to raise awareness about women rights and gender mainstreaming.
- As a result of the Volunteers network initiative more youth and mullahs are motivated to come together, raise awareness about women rights and to conduct advocacy regarding other sensitive issues in their respected provinces. Discontinuation of the volunteerism activities at this stage will discourage volunteers and they may not continue with the same initial momentum again.

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- The ownership of the Volunteers network and volunteerism activities should be given to DMOYA, MOIC.
- The volunteerism activities should be planned at provincial level and all the needs and priorities of the volunteer's network should be incorporated in the annual work plans of the project. Volunteers at provincial level, department of youth affairs, Hajj and Religious Affairs and Women Affairs should be involved in the planning

v. Sustainability

This is the Probability that the benefits of the intervention will continue in the long term. The extent to which decision-making bodies have undertaken necessary course of actions and decision to continue and retain ensure sustainability of the effects of the project

Sustainability deals with questions such as the likelihood of the sustenance of the achievements after the withdrawal of external support, the extent to which counterparts are able to continue erstwhile with supported activities, and the extent to which the project has built human and institutional capacities, the continued commitment of stakeholders, including government and civil society to the project in terms of sustaining the momentum that has been generated.

The project has obtained mixed results in sustainability, a lot has been achieved in the area of systems strengthening and capacity building among the beneficiaries in Afghanistan, that there are indications that the development environment necessary for Gender equality and sustainable growth is gradually being established. National institutions now have capacities to generate analyze and disseminate gender responsive data needed for evidenced base decision-making. Government is increasingly giving attention to the formulation of policies, plans, strategies and other needed tools and mechanisms that will provide the platforms for implementation of interventions that address gender inequality at regional, provincial and district priorities. Capacities of key umbrella organizations were developed in the area of Gender, Human rights and Livelihood.

However, it may be difficult to sustain interventions that involve funds such as capacity development, purchasing of equipment etc. Especially if there was no exit (sustainability) strategy developed. However, the MA Programme in Gender and Women Studies of Kabul University has developed such exit program.

vi. Coverage

Which area/group was reached by the project?

The different groups supported through the EGEMA project include Ministries of MOWA, MOHRA, MAIL, MOIC, 20 GRB pilot ministries, Kabul University and AOP. The project also reached Women, Adolescent girls and Boys, Men such as the Mullahs and Children. Furthermore, the project's coverage includes Kabul, the provinces of Herat, Daikundi and Balkh and some districts such as Dehdade in Balkh and Engeel in Herat.

Table IV: Geographical Coverage

S/N	PROVINCE	DISTRICTS COVERED
1.	Kabul	Kabul City
2.	Balkh	Dehadadi
3.	Herat	Engeel Pashtun Zarghoon Ghoryan Robat Sangi Kohsan Gozara
4.	DaiKundi	Nili Sangtakht Mira moor Khadeer

vii. Coordination

Effect of Coordination or Lack of Coordination on the project

There is an existing collaboration between the UN system and GoIRA, this has been explored on previous programmes and it was further explored on the EGEMA. There is also a Gender Working Group (GWG) amongst the UN Country Team (UNCT) and a Gender Focal Point Meeting in UNDP in particular. The project also partnered with UN Women to carry out training of GRB officials in the Ministry of finance (MOF). Also, there is significant coordination between the UNDP-EGEMA project and its funding partners including Embassy of Korea and UNV. Furthermore, the EGEMA Project is in partnership with a lot of other ministries and parastatals including: MOWA, MOHRA, MAIL, MOIC, AOP as well as the Kabul University where the GEP II supported the establishment of the Master's Programme in Gender and Women Studies. The EGEMA Project is financially supporting the salary of 14 lecturers of the Social Science Faculty of Kabul University teaching the Master's Programme in Gender and Women Studies. From 2019, there is coordination among UNDP Kazakhstan and UNDP Uzbekistan for support the Afghan Women and girls in higher education (Master's, Bachelors and Vocational Training) in in Kazakhstan and Uzbekistan.

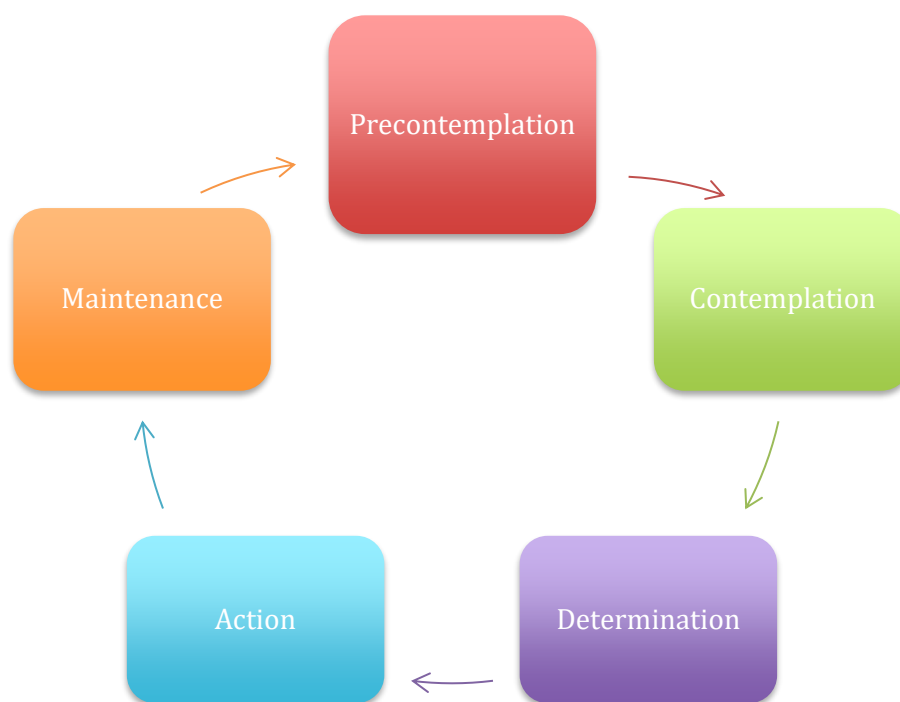
5. Conclusion

The evaluation has observed and subsequently concludes that the EGEMA Project has performed reasonably well in relation to its objective to develop capacity and lay good grounds for gender mainstreaming towards the achievement of gender equality and women empowerment in the Country.

The project constituted a relevant and an effective intervention considering that it also helped to mainstream gender in policies, trained national gender experts, involved religious leaders and scholars in gender awareness, strengthened and encouraged community integration and volunteerism. The value of the project has been more in laying good grounds for socio-cultural and behaviour change, and empowerment of vulnerable groups. However, the impact of the project may not be feasible because behavior change may take a longer period. Perhaps, additional time may be needed to yield lasting result.

Below are the five (5) different stages of Behavior Change as agreed by Social Scientists:

THE FIVE STAGES OF BEHAVIOUR CHANGE



People who have successfully made positive change in their lives go through the above five specific stages namely²:

1. Precontemplation
2. Contemplation

² Reference: Cecelia Health: The Five Stages to Successful Behavior Change

3. Determination
4. Action
5. Maintenance

6. Challenges & Lessons Learnt

- Security was a huge challenge to effective programming in Afghanistan, it was very difficult to implement programmes at district level and in certain provinces.
- Funding constraint was another challenge that affected implementation. Scaling up or funding of certain activities could not be done due to lack of funds
- Staff attrition was another challenge on the project as project staff moved on to better opportunities elsewhere. As a matter of fact, EGEMA project had been managed by the Office in Charge.
- Developing Separate Sector Policy Toolkit for each ministry is a waste of time and resources. It is recommended that one general Policy Revision Toolkit can be adapted for gender mainstreaming policies, strategies, projects, rules and regulations in the Country.
- To Programme in the area of Strategic Behavior Change requires a lot of investments to re-enforce and maintain new behavior. The right resources are crucial for effective behavior change, the capacity development and other support given to Ulema and the youth volunteers made a lot of positive impact, so also the Kabul University Programme.
- The project showcased UNDP's unique expertise and comparative advantage in promoting Gender equality and Human Right issues and in building sustainable development

7. Recommendation

1. Explore ways of aligning EGEMA with other UNDP/UN projects. It is important to build synergy with other programmes in UNDP/UN, especially Gender is a cross cutting area in the UN. A joint UN Programme/Project is a step towards 'Delivering as One'.
2. It is important to have Specific, Measurable, Achievable, Realistic and Time bound (SMART) indicators at the initial stage of the project and let partners understand the specific and targeted objectives in order not to make unnecessary capacity building demands and hence deviate from your focus.
3. Learning from mistakes, it is important to have clear criteria for implementation of project and selection of beneficiaries especially in sub national level of insecurity. Involve every necessary stakeholder and follow up as often as it is possible by visits, phone calls and email correspondence (copying every stakeholder involved). This is to

enable transparency and commitment. Most Ministries now have a plan, it is usually a success to harmonise your plans with theirs.

4. Conduct thorough research on interventions before developing a Project and involve IPs right from Project design. Always design an exit strategy when developing the Project. This is to ensure that project is sustained and continues, even after funding has ended. The design of the project should be more encompassing and explicit. The existence of a clear and well-structured design and implementation framework (durations, resources, beneficiaries and partners) including M&E framework at the outset of the project is a key factor for successful implementation.
5. Be prepared for long term commitments when carrying out a strategic Behavior Change Programme and plan well for human and material resources to maintain behavior change and curtail relapses. Appoint qualified project staff from the regions to oversee regional offices especially where you have large-scale interventions that security may not permit you to visit often.
6. With permission from higher authority, conduct institutional capacity assessment of MOWA and support the Ministry by providing them with a mentoring Programme geared at building a high level workforce for the public service.
7. Finally, grow deeper instead of spreading thinly. Concentrate on doing a few things very well.
8. Based on the recommendation of the stakeholder UNDP support should continue in gender equality and women empowerment because it takes a long time to change people's attitude and Afghanistan needs assistance in this area. It is therefore recommended that the project be extended.

Appendix

List of Interviewees

No	Name	Position	Organization	Location
1	Spogmai Wardak	Deputy Minister	MOWA	Kabul
2	Nafisa Kohistani	M&E Director	MOWA	Kabul
3	Farida Mashal Quraishi	Director of Policy and Planning	MOWA	Kabul
4	Monasa Jalai	Health Specialist	MOWA	Kabul
5	Semin Aminzai	Economic Specialist	MOWA	Kabul
6	Fariba Barakzai	Complaints Officer	MOWA	Kabul
7	Khadija Rasooli	GRB Specialist	MOWA	Kabul

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8	Halima Paktianai	Director of Economic Development	MOWA	Kabul
9	Aimal Zalland	Programme Analyst	UN Volunteers	Kabul
10	Saifullah Sais	Former UNV Coordinator of EGEMA project	UNDP	Kabul
11	Liya Perepada	former EGEMA Project Manager	UNDP	Kabul
12	Ryazullah Sabir	Director of Religious Studies	MOHRA	Kabul
13	Qais Fazli	Director	CSFO	Kabul
14	Jasim Aslami	Director	Tarh-e-Sabz	Kabul
15	Abdul Ghani Amin	Programme Officer	UNDP	Kabul
16	Zalmei Sherzad	Planning & Policy Specialist	EGEMA	Kabul
17	Hyun Kyung Park	Project Manager	EGEMA	Kabul
18	Nilofar Tawana	GRB Specialist	MOE	Kabul
19	Firooza Omar	GRB Officer	MOIC	Kabul
20	Numan Sharifzai	GRB Coordinator	AOP	Kabul
21	Marzia Hussaini	GRB Specialist	MAIL	Kabul
22	Douglas Armour	Head of Governance for Peace Pillar	UNDP	Kabul
23	Laiq sha Zadran	Dir. Culture Affairs & Volunteers Youth	MOIC	Kabul
24	Nazira Rahman	Home Economy Dir.	MAIL	Kabul
25	Lailoma Alberi	Head of Food Security & Nutrition	MAIL	Kabul
26	Ramazan Mehdiyar	Adviser, Home Economics Direct	MAIL	Kabul
27	Prof. Khalid Habibi	Coordinator, Gender Programme	Kabul University	Kabul
28	Soomaya Anayatkhan	UNV Network Coordinator	EGEMA	Kabul
Herat				
1	Anisa Sarwari,	Statistics Support Officer	DOWA	Herat
2	Faqirullah Attaie	Chief Executive Officer	DOHRA	Herat
3	Nilofar Foshanji	Deputy Home Economy	DAIL	Herat
4	Abdul Tawab Mobarez	Head of Youth Affairs	Youth Affairs, MOIC	Herat
5	Elnaz Azimi	Team Leader	Youth Mullah Caravan	Herat
6	Amanullah Quraishi	Team Leader	Youth Mullah Caravan	Herat
7	Sayed Kabir Hussaini	Team Leader	Youth Mullah Caravan	Herat

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8	Ghulam Haider Gulrani	YMVC Member	Youth Mullah Caravan	Herat
9	Abdul Saboor Zamani	YMVC Member	Youth Mullah Caravan	Herat
10	Hedayatullah Hanafi	YMVC Member	Youth Mullah Caravan	Herat
11	Anahita Saqib Karimi	YMVC Member	Youth Mullah Caravan	Herat
12	Nadia Naib	YMVC Member	Youth Mullah Caravan	Herat
13	Nilofar Adeeb	YMVC Member	Youth Mullah Caravan	Herat
14	Gulab Shah Roshanyar	Focal Point	Tarh-e-Sabz Company	Herat
Balkh				
1	Shala Adeel	Director	DOWA	Balkh
2	Maulawi Mohammad Danishjo,	Director	DOHRA	Balkh
3	Nilofar Foshanji	Deputy, Home Economy	DAIL	Balkh
4	Hakim Moqbel	Head of Youth Affairs	Youth Affairs, MOIC	Balkh
5	Rashid Sarwari	Team Leader	Youth Mullah Caravan	Balkh
6	Qais Said Ahmad Azadi	Team Leader	Youth Mullah Caravan	Balkh
7	Behzad Habibyar	Member	Youth Mullah Caravan	Balkh

Table 2: Evaluation Matrix

The evaluation matrix presents a summary of the components that were be reviewed, including the indicators that informed performance areas of each component, and the data collection tools that were be used to collect data associated with each component.

<u>Evaluation Criterion 1: Relevance/appropriateness of the project –</u> The extent to which Objectives of the intervention are consistent with the needs and interest of the people, the needs of the Region/Provinces and the Country as a whole.		
Evaluation questions	Indicators	Data sources and collection methods
1.To which extent did the project design address the substantive	• Outputs and outcomes addressing priorities identified	• KII, FGD and Documents Review

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problem that the project was intended to address? How useful are the project outputs to the needs of the target beneficiaries?	<ul style="list-style-type: none"> in National development plans • Government and other stakeholders in Afghanistan, supporting project • No/% of Target groups/beneficiaries whose capacity were developed • Types and No. of socio-economic/Interventions activities created and on-going 	(Annual, Quarterly, Monthly reports, Reports from Meetings & Workshops etc)
2.To what extent did the “Theory of Change” correspond to the changing environment?	<ul style="list-style-type: none"> • No. of people/group who report positive results due to project interventions • People/group whose life has been touched by the project • Project outputs and outcomes address priorities identified in regional and district development plans • Stakeholders and beneficiaries – particularly women, widows and youths expressing satisfaction or improved quality of life 	<ul style="list-style-type: none"> • Documents review KII with Stakeholders & Target Groups
3.How did the project react to the changing environment?	<ul style="list-style-type: none"> • Types of support continuously given by the project • Situation analysis /Evaluations conducted prior to the design of the project as conducted prior to design of the project • M&E plan available and being implemented 	<ul style="list-style-type: none"> • M & E plan, Past evaluations and other Reports • KII with Stakeholders (UNDP, UNV & Government) Document review
4.Is there enough government/ stakeholder commitment to enforce and implement the mechanisms, strategies, agreements, monitoring systems etc. prepared and agreed upon under the project?	<ul style="list-style-type: none"> • No of meetings including monitoring visits held during implementation with government/stakeholders • No of activities held by/with the government to implement new mechanisms and agreement 	<ul style="list-style-type: none"> • Minutes of meetings with Government officials and other stakeholders • KII with stakeholders
5.What is the value of intervention in relation to the national and international partners’ policies and priorities (including SDG, UNDAF and UNDP Corporate Strategic Plan; NAPWA, ANPDF/NPPs, etc)?	<ul style="list-style-type: none"> • Interventions relevant to achieving the SDG, UNDAF, UNDP and also mentioned in other plans as being of value 	<ul style="list-style-type: none"> • Review of Documents including SDG, UNDAF, UNDP Corporate Plan, NAPWA etc

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Evaluation Criterion 2: Efficiency		
Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results		
Evaluation questions	Indicators	Data sources and collection methods
6. Are the project objectives consistent with substantive needs, and realistic in consideration of technical capacity, resources and time available?	<ul style="list-style-type: none"> Financial and technical resources available and on time throughout duration of the project Information flows easily and decision making channels flows without hindrance 	<ul style="list-style-type: none"> Review of Financial reports & other technical reports KII with stakeholders
7.To what extent is the project logic, concept and approach appropriate and relevant to achieving the objectives?	<ul style="list-style-type: none"> Project Logic concept and approach addressing societal needs % of planned activities carried out % of planned budget actually spent on activities 	<ul style="list-style-type: none"> Financial reports Progress reports M & E Report KII
8.To what extent were adequate resources secured prior to project implementation?	<ul style="list-style-type: none"> Secured fund prior to implementation 	<ul style="list-style-type: none"> Financial report Interview with UNDP focal person Monitoring reports
9.Did the project use the resources in the most economical manner to achieve its objectives?	<ul style="list-style-type: none"> Proportion of project cost compared to operational cost Cost of similar project in other Countries 	<ul style="list-style-type: none"> Financial reports & Literature review
10.To what extent were project start-up activities completed on schedule?	<ul style="list-style-type: none"> No of activities completed on schedule Time taken to transfer support from UNDP to Target groups/stakeholders Appropriateness of disbursement method 	<ul style="list-style-type: none"> Project document, M & E report Progress reports & KII
11.How well is the project managed, and how could it be managed better?	<ul style="list-style-type: none"> Project Management group available and meeting frequently 	<ul style="list-style-type: none"> KII with UNDP and Stakeholders Progress & Financial reports
12.Is there an appropriate mechanism for monitoring the progress of the project?	<ul style="list-style-type: none"> M & E personnel available on the project Monitoring system in place 	<ul style="list-style-type: none"> KII with UNDP & Stakeholders

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	<ul style="list-style-type: none"> • Frequency of the project being monitored 	<ul style="list-style-type: none"> • M & E reports
13.What is the project status with respect to target outputs in terms of quality and timeliness?	<ul style="list-style-type: none"> • % of project plan implemented to date • Quality of implementation • Timeliness of implementation 	<ul style="list-style-type: none"> • KII, Annual, Quarterly & Meetings reports
14.What is the potential that the project will successfully achieve the desired outcomes?	<ul style="list-style-type: none"> • Evidence of completion of planned activities • Acceptance & Support from the Government & Communities • % of People reporting Change after implementation 	<ul style="list-style-type: none"> • KII & FGD with Stakeholders • Documents review
15.What are the potential challenges/risks that may prevent the project from producing the intended results?	<ul style="list-style-type: none"> • Challenges & Risks as identified by stakeholders and target groups (If any) 	<ul style="list-style-type: none"> • FGD, KII • Reports
Evaluation Criterion 3: Effectiveness Extent to which objectives of the intervention have been achieved, the extent to which the project contributed to the attainment of development.		
Evaluation questions	Indicators	Data sources and collection methods
16.Are the project's objectives and outcomes clearly articulated, feasible and realistic?	<ul style="list-style-type: none"> • % of Acceptance by Government, Other stakeholders & target groups • Outputs aligned with desired outcomes and Objectives 	<ul style="list-style-type: none"> • Project reports • KII & FGD
17.Are the underlying assumptions on which the project intervention has been based valid?	<ul style="list-style-type: none"> • Evidence of joint planning with stakeholders • % of Support and contributions from other stakeholders • % of similar activities on-going or carried out without project support 	<ul style="list-style-type: none"> • Progress report, • KII & FGD with stakeholders and target groups
18.To what extent did the project start-up activities adhere to the agreed approach and methodology?	<ul style="list-style-type: none"> • Evidence of joint planning with National partners • Time taken to implement project activities • Evidence of deviation from initial plans 	<ul style="list-style-type: none"> • Planning reports • Joint meeting reports • KII with Stakeholders
19.If there were delays in project start-up, what were the causes of delay, and what was the effectiveness of corrective measures undertaken? Do start-up problems persist?	<ul style="list-style-type: none"> • Evidence of delays and causes of delay in project implementation • Evidence of corrective measures taken • Partners reporting delays • % of complains at national and field levels reported 	<ul style="list-style-type: none"> • KII with UNDP and other Stakeholders • Project Reports •

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20.To what extent has the project implemented activities as envisaged? To what extent have those activities contributed to achieving the project objectives?	<ul style="list-style-type: none"> • Stakeholders and Beneficiaries perception of the project • Evidence of satisfaction by stakeholders involved in project design 	<ul style="list-style-type: none"> • KII with Stakeholders & Beneficiaries • Document review
21.What factors have contributed to achieving/not achieving the intended results?	<ul style="list-style-type: none"> • Reports of stakeholders perception of the project • Evidence of satisfactory or unsatisfactory performances from interviews and reports 	<ul style="list-style-type: none"> • KII & FGD with stakeholders including UNDP & UNV • Reports (Meetings, M & E etc)
22.To what extent have the project implementation modalities been appropriate to achieve the overall objectives?	<ul style="list-style-type: none"> • Evidence of Stakeholders Satisfaction about UNDP's management and implementation of the project 	<ul style="list-style-type: none"> • KII & FGD with Stakeholder & beneficiaries
23.To what extent has the project managed to implement activities across the target project locations?	<ul style="list-style-type: none"> • % of activities carried out across target locations compared to planned activities 	<ul style="list-style-type: none"> • Progress reports & M & E reports from 2016 to date • KII with Stakeholders
24.To what extent do external factors, such as logistical or security constraints, have impact on project implementation?	<ul style="list-style-type: none"> <input type="checkbox"/> Trend in Social & political arena <input type="checkbox"/> Evidence of Social, Political or Logistic constraint affecting project 	<ul style="list-style-type: none"> • M&E reports • Interviews with UNDP's' focal persons • KII with Stakeholders
Evaluation Criterion 4: Impact – Positive and Negative results generated by the Project		
Evaluation questions	Indicators	Data sources and collection methods
25.What is the wider perception of the project, its image, applicability and performance? Are project communications effective in positively promoting the project to a wider audience?	<ul style="list-style-type: none"> • Evidence of effective communication to promote the project to a wider audience 	<ul style="list-style-type: none"> • Document review, • KII with Advocacy & Communication officer
26.What are the results (or preliminary results) of the intervention in terms of changes in the lives of beneficiaries against set indicators?	<ul style="list-style-type: none"> • Proportion of groups & beneficiaries reporting improved socio-cultural, economic and religious relationship 	<ul style="list-style-type: none"> • Progress reports • FGD discussions and KII interviews with target groups & individual beneficiaries

Evaluation Criterion 5: Sustainability – Probability of the benefits of the intervention continuing in the long term. Extent to which the decision-making bodies have undertaken necessary decisions and course of actions to ensure sustainability of the effects of the project?		
Evaluation questions	Indicators	Data sources and collection methods
27.What are the Implementing Partner’s resources, motivation and ability to continue project activities in the future?	<ul style="list-style-type: none"> • Evidence of Regional, Provincial, Community & Institutional support to the project and continuous implementation of the project after its expiration • Evidence of adequate capacity development and system strengthening provided • % of project budget spent on training and capacity development • Number of persons trained 	<ul style="list-style-type: none"> • KII & FGD with stakeholders and target beneficiaries
28.Was there adequate all-party commitment to the project objectives and chosen approach?	<ul style="list-style-type: none"> • Evidence of involvement of all parties to project design, meetings and activities 	<ul style="list-style-type: none"> • Project development plans with signatures of stakeholders • KII with stakeholders • Progress reports
29.To what extent was there constructive cooperation among the project partners? What are the levels of satisfaction of government counterparts, donors and beneficiaries?	<ul style="list-style-type: none"> • Evidence of consistent Yearly, Quarterly and Monthly meetings with project partners, donors and government 	Progress report
30.What has been the quality of execution of the implementing partner, and if applicable where are there specific areas for improvement?	<ul style="list-style-type: none"> • Level of project execution by implementing partners, challenges and way forward 	KII with Stakeholders including IPs Reports
31.What is the likelihood that the project results will be sustainable in terms of systems, institutions, financing and anticipated impact?	<ul style="list-style-type: none"> • % of system strengthening, institutional capacity development support available to the Government and other stakeholders • Evidence of Financial, Human & Material support available 	KII with Stakeholders including Government & UNDP
32.What is needed for the project intervention to be adapted/replicated further?	<ul style="list-style-type: none"> • Analysis of the needs for the project to be adapted and replicated 	KII with Stakeholders including IPs

Evaluation Criterion 6: Coverage – Which area/group was reached by the project		
Evaluation questions	Indicators	Data sources and collection methods
33.To what extent could the project cover targeted areas?	<ul style="list-style-type: none"> Needs Assessment and situation analysis of targeted areas for type of support needed 	<ul style="list-style-type: none"> Report of meetings KII & FGD
34.To what extent did the project cover and reached its planned beneficiaries?	<ul style="list-style-type: none"> Evidence of stakeholders and/or beneficiaries reached, their location and the support received 	<ul style="list-style-type: none"> Project document Reports KII
35.Did the project implement its planned activities and achieved its indicators?	<ul style="list-style-type: none"> Evidence of complete implementation of planned activities and indicator achievement Monitoring and progress reports 	<ul style="list-style-type: none"> Documents review KII with UNDP & IPs
Evaluation Criterion 7: Coordination – Effect of Coordination or Lack of Coordination on the project		
Evaluation Questions	Indicators	Data sources and collection methods
36. How strengthened was the coordination between the stakeholders and the project (between the project and MOWA, MOHRA and MOIC)?	<ul style="list-style-type: none"> Evidence of communications between MOWA, MOHRA and MOIC Evidence of joint planning and joint implementation 	<ul style="list-style-type: none"> KII & FGD with MOWA, MOHRA and MOIC and others Reports of joint meetings & activities
37.What problems were experienced in relation to coordination for implementation of project activities?	<ul style="list-style-type: none"> Evidence or lack of it, of problems encountered at joint coordination meetings and joint activities 	<ul style="list-style-type: none"> Minutes of meetings, Reports and KII
38.Did coordination exist between the project and its beneficiaries?	<ul style="list-style-type: none"> Evidence of coordination or lack of coordination between project and beneficiaries 	<ul style="list-style-type: none"> Minutes of meetings, Reports KII with UNDP & FGD with beneficiaries
Evaluation Criterion 8: Coherence – Evidence of coherence across policies guiding the different actors, e.g. the security, developmental, military and humanitarian spheres?		
Evaluation questions	Indicators	Data sources and collection methods
39.To what extent were	<input type="checkbox"/> Evidence of beneficiaries	<ul style="list-style-type: none"> KII & FGD

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beneficiaries involved in planning, monitoring and implementation of project activities?	involvement in planning, monitoring and project implementation	<ul style="list-style-type: none">• Project Document Design• Progress reports• Monitoring reports• Project plans
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CONSENT NOTE

This particular tool is a field research tool that aims to assess the Enhancing Gender Equality and Mainstreaming in Afghanistan (EGEMA) scheme carried out in.....Afghanistan. The tool is to be administered by the Evaluator. There is a background instruction on Section and signed/written consent is obtained before proceeding.

Background:

The UNDP EGEMA project will conduct an assessment on Stakeholders and beneficiaries of the project.

The objectives are:

- To assess the relevance and appropriateness of the project.
- To assess the effectiveness and efficiency of the project
- To find out the challenges and determine the best way to implement similar project.

Instructions:

- The assessment is to be administered one on one or in groups in a language appropriate to clearly understand the questions.
- The Evaluator/interviewer will read the consent form prior to any interview. Before interviewing a person, the interviewer will first introduce herself as follows:

Statement:

Hello! My name is _____I am evaluating the Enhancing Gender Equality and Mainstreaming in Afghanistan project (EGEMA). As part of the evaluation process, I have series of questions that I will like to ask you. The questions are intended to help us learn more about how the project and similar projects can be improved upon.

I want to assure you that the information that you will provide will be highly confidential and will be collected in complete privacy. No part of this information will be used to intimidate or victimise you.

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Should you have questions later or require further clarification about this, please do not hesitate to call me on _____.

Do you have any questions or you need further clarifications at this time?

Would you like to take part in this important survey? Yes / No

This certifies that I read and explained the purpose of this survey to the respondent, and answered all his or her questions or concerns. He/she voluntarily consented or declined to take part in the survey.

Full Name and Signature of the Interviewer & Date:

Participant' Signature

QUESTIONNAIRE FOR STAKEHOLDERS (UNDP, UNV, UNWOMEN)

1. To which extent did the project design address the substantive problem that the project was intended to address? How useful are the project outputs to the needs of the target beneficiaries? Does the project outputs and outcome fit? Did they address the objectives?
2. To what extent can you justify the theory of change, is there any change after implementation?
3. What are the results of the intervention in terms of changes in the lives of beneficiaries against set indicators?
4. To what extent were adequate resources secured prior to project implementation? Can you say the resources were economically utilized?
5. How committed is the Government to the project? Can you explain
6. please
7. To what extent has the project implemented activities as planned? Where there challenges? Kindly explain the challenges please
8. If there were also delays in project start-up, what were the causes of the delay, and what were the corrective measures undertaken? Did the problems persist during implementation?
9. To what extent have those activities contributed to achieving the project objectives?

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10. Did the project implement activities across all the targeted locations?
11. If not, what were the reasons?
12. How well is the project managed, and how can it be managed better?
13. Was there adequate commitment from all partners? To what extent was there constructive cooperation among the project partners? What are the levels of satisfaction of government counterparts, donors and beneficiaries? Please explain
14. How has been the quality of interventions executed by implementing partners? Are there specific areas that need improvement?
15. Do Implementing Partners have resources, motivation and ability to continue project activities in the future?
16. Did the project Objectives and chosen approach get the approval and commitment from all partners prior to implementation? What were the roles played by each partner on the project? a. MOWA, b. MOIC, c. Kabul University, d. AOP
17. Did the project implement its planned activities and achieved its indicators?
18. To what extent were beneficiaries involved in planning, monitoring and implementation of project activities?
19. How strengthened was the coordination between the stakeholders and the project (between the project and MOWA, MOHRA and MOIC)? What problems were experienced in relation to coordination for implementation of project activities?
20. Where there challenges working with the above groups? Kindly explain please
21. Where there some Challenges, Lesson's learnt and also Success stories on the project? Kindly explain please
22. Kindly give recommendations on scaling-up of this project or implementing similar project

QUESTIONNAIRE FOR IMPLEMENTING PARTNERS (MOWA, MAIL, MOHRA, MOIC, KABUL UNIVERSITY & AOP)

1. How useful has the project been to the people, government, and entire Country?
2. What positive change has it brought?
3. What kind of support did you receive? Were the supports adequate (Institutional, Management and Financial support)? Please explain
4. Where there some challenges in terms of management and execution of the project?
5. How committed are they (the Government) to the project? Can you explain please? Would they have performed better? What do they need to make them perform better?
6. To what extent were beneficiaries involved in planning, monitoring and implementation of project activities?
7. Did the project implement all its planned activities?

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8. How often were you called for meetings or consulted? Did you receive adequate supervision? Were you able to air your views or did you feel you were not listened to at anytime during the project?
9. How strengthened was the coordination between all stakeholders on the project (between the project and MOWA, MOHRA and MOIC)? What problems were experienced in relation to coordination for implementation of project activities?
10. What were the challenges encountered and how were they overcome?
11. If the project has to be scaled – up or another project introduced what will you do differently? Can you sustain interventions you are implementing or have implemented? Please explain further
12. What are your recommendations for effective partnering with UNDP and for future projects

QUESTIONNAIRE FOR BENEFICIARIES

1. How useful has the project been to you? Do you think you have fulfilled a need?
2. What support did you receive and for how long?
3. What change has this brought to you? Please Explain
4. What would you want to be differently done in future projects?
5. What initial challenges did you encounter and how did you handle it?
6. Do you have a success story or a lesson learnt?

EGEMA Policies

1. National Security Policy
2. National Security Strategy
3. National Mineral Policy of the Ministry of Mines and Petroleum
4. Gender and Human Rights Strategy of MOPH
5. Gender Policy, Ministry of Water and Power
6. The SAARC Regional Charter for the Rights of Widows, for the Government of Afghanistan
7. Gender policy, Ministry of Hajj and Religious Affairs
8. Five-year Strategic Plan of the Ministry of Rural Rehabilitation and Development (MRRD)
9. Gender policy of the Ministry of Agriculture, Irrigation and Livestock
10. Gender strategy of the Ministry of Agriculture, Irrigation and Livestock
11. Women Literacy Policy drafted by MOWA
12. Gender policy, Ministry of Transport
13. Policy on women ownership and access to inheritance
14. MOWA Strategy on Economic Rights and Protecting Women Businesses

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15. Policy on Increasing women participation in Government of Independent Administrative Reform Civil Service Commission
16. Policy on Population Control of the President office
17. Technical Support provided to MOLSAMD in developing gender and sexual harassment policies
18. Inheritance Policy of Women
19. Election Policy of Women and
20. Policy of Protection of Women in War and Emergency situations
21. Land Policy
22. Energy Efficiency Policy
23. Pollution Policy
24. Population Policy
25. Media Policy for Women's shelters.
26. Gender Strategy' of IDLG
27. 'Strategic Plan' of the Ministry of Education
28. 'Gender Policy' of the Ministry for Rural Rehabilitation and Development
29. Policy on Partnership between Private and Public Sectors' of the Ministry of Finance

REFERENCES:

1. Afghanistan Country Programme Document
2. Gender Policy of the Supreme Court
3. Sustainability Plan for Master of Gender & Women Studies: Transitioning from Donor dependency to Self-sustainable Program (Khyber Khishki, Ph.D.)
4. Paris Declaration on Aid Effectiveness and Accra Agenda for Action (2005)
5. The Five Stages to Successful Behavior Change (Cecelia Health).
6. In Continuation of Conducting Mental Competition among Students of Official and Religious Schools of Afghanistan: Women's Rights in Islam
7. Sustainability Plan for Master of Gender & Women Studies
8. Report on reviewing policies of three ministries for engendering

EGEMA PROJECT FINAL EVALUATION

3.1. Expert Rating Key

The Expert rating table is a brief summary analysis of the Project's performance within the evaluation criteria. Achievement beneath or amounting to 24.5% of the indicator's requirement gets the lowest rating; between 25% and 49.5% (inclusive) gets the next level score. The third level score gets anything between 50% and 74.5% while the highest rating is reserved for any change that meets the 75% to 100% (inclusive) threshold of the indicator's requirement.

Table 5: Expert Rating Table

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Lowest - - -to - - - Highest					
00	Numerical weight	1	2	3	4
01	Relevance/Appropriateness: The design and focus of the Project in achieving of Afghanistan's National Development Goals	Highly Not Relevant	Not Relevant	Relevant	Highly Relevant
<i>Comments/Responses:</i>					
02	Efficiency: Extent to which the Project is a mechanism to achieve coherent response that minimizes transactions costs	Highly Not Efficient	Not Efficient	Efficient	Highly Efficient
<i>Comments/Responses:</i>					
03	Effectiveness: Extent to which the Project is a means of achieving key results	Highly Not Effective	Not Effective	Effective	Highly Effective
<i>Comments/Responses:</i>					
04	Project Outcome/Impact: The extent to which the results of the interventions affect or has brought changes to the lives of individuals, communities and institutions (Gender, Age, Key populations, Disabled etc.)	Highly No Impact	No Impact	Impact	Very High Impact
<i>Comments/Responses:</i>					
05	Sustainability: (Extent to which results achieved by the project during the period under Evaluation are likely to be sustained (i) Likely to contribute to National development and (ii) Likely to be replicated and adapted	Highly Not Sustainable	Not Sustainable	Sustainable	Highly Sustainable
<i>Comments/Responses:</i>					
06	Partnership & Coordination: Effect of coordination or lack of coordination between	Highly Not Coordinated	Not Coordinated	Coordinated	Highly Coordinated

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EGEMA, GoA and other partners e.g. UNV.				
Comments/Responses:				
Any other Comment:				



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE/TERMS OF REFERENCE
Title of Individual Consultant: International Consultant (Final Project Evaluation Specialist) Duration of assignment: One Month (With maximum 19 working days) Name of Project: Gender Equality and Mainstreaming in Afghanistan (EGEMA) Duty station: Kabul, AFGHANISTAN Budget available for this IC: YES
BACKGROUND
UNDP Global Mission Statement: <p>The United Nations Development Programme (UNDP) is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. UNDP is on the ground in 166 countries, working with national counterparts on their own solutions to global and national development challenges.</p> Organizational context: <p>UNDP supports stabilization, state-building, governance and development priorities in Afghanistan. UNDP support, in partnership with the Government, the United Nations system, the donor community and other development stakeholders, has contributed to institutional development efforts leading to positive impact on the lives of Afghan citizens. Over the years UNDP support has spanned such milestone efforts as the adoption of the Constitution; Presidential, Parliamentary and Provincial Council elections; institutional development through capacity-building to the legislative, the judicial and executive arms of the state, and key ministries, Government agencies and commissions at the national and subnational levels.</p> <p>UNDP has played a key role in the management of the Law and Order Trust Fund for Afghanistan (LOTFA), which supports the Government in developing and maintaining the Afghan National Police (ANP) and the Central Prisons Department (CPD) in efforts to stabilize the internal security environment. Major demobilizations, disarmaments and rehabilitations and area-based livelihoods and reconstruction programmes have taken place nationwide. UNDP Programmes in Afghanistan have benefited from the very active support of donors. UNDP Afghanistan is committed to the highest standards of transparency and accountability and works in close coordination with the United Nations Assistance Mission in Afghanistan and the UN system to maximize the impact of its development efforts on the ground.</p> Organizational context of the position: <p>Based on experiences and lessons learnt built from the GEP-II, the new phase of the Gender Equality Project was</p>

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developed as Enhancing Gender Equality and Mainstreaming in Afghanistan (EGEMA) with four pillars:

- Institutional Strengthening of the Ministry of Women Affairs (MOWA);
- Creating a national pool of Gender Experts;
- Women's livelihoods strengthening and;
- Gender Transformative approaches.

The goal of capacity building will be achieved through a strategy based on the principles of 1) strengthening the Capacity of National and Sub-National Partners to deliver the goal and objectives of EGEMA; 2) promote and contribute to the coordination of gender-related activities and program coherence within the UN system; 3) enhancing the capacity of government institutions; 4) facilitate partnerships and synergies.

Implementation of the two-year EGEMA project started in May 2016 and its completion was planned by end of April 2018. As some of activities of the project were not completed, therefore, the Project Board in its meeting of January 2018 approved no cost extension of the project until 31 December 2018. Furthermore, for the second time the project duration is extended from 1/1/2019 to 31/12/2019 to enable UNDP work on post-report production activities namely replication of same project output and activities in the period reported 2016 to 2018. The extension is based on the request from the government counterpart – Ministry of Women Affairs (MOWA) following on for accomplishment of the uncompleted activities from 2018 and based on the consent from Senior DCD Programme.

Against this background, UNDP is hiring individual consultants one international and one national (ICs) to carry out the Final Evaluation of the EGEMA project which will be conducted through a consultative process with UNDP, MOWA, MAIL, MOHRA, Kabul University, Administrative office of the President, project donors (Government of Korea, UNV) and beneficiaries.

Overall objective of the consultancy:

In accordance with the project document, UNDP intends to conduct this Final Evaluation of the EGEMA project to provide a comprehensive independent assessment of project performance and governance arrangements and provide recommendations for the future generations of gender equality projects of UNDP.

SCOPE OF WORK AND DELIVERABLES

Objective of the Assignment:

Final Evaluation of the EGEMA project should cover all its four Outputs:

- Institutional Strengthening of the Ministry of Women Affairs (MOWA) and the Gender Responsive Budgeting (implemented jointly with the UN Women);
- Creating a national pool of Gender Experts (Masters Programme in the Kabul University);
- Women's livelihoods strengthening (business projects in Daikundi, Herat, Balkh, Kabul);
- Gender Transformative approaches (with religious leaders and the "Youth Mullah Volunteers Caravans").

The specific tasks shall be the following:

The International consultant will assist the international consultant in conducting the final evaluation of the project with the following details:

Evaluation Objectives

The Evaluation will assess progress towards the achievement of the project objectives and outcomes mentioned above and as specified in the Project Document and Extension Document and assess project success or failure. The Evaluation will also review the project's approach and methodology, its risks to results impact and sustainability and make recommendations on the future generations of gender equality projects.

The questions regarding aspects of relevance, efficiency, effectiveness, impact and sustainability of the project will cover the design, start-up, project management, and project implementation phases from May 2016 to December 2018.

Evaluation Approach and methodology

The Evaluation must provide evidence-based information that is credible, reliable and useful. The evaluation specialists should review and if required translate in local languages all relevant sources of information including documents (reference the 'Documents to be consulted' section below). The Consultant will work together with the international consultant to interview all relevant stakeholders including all parties who have been contracted by the project or participate in meetings and discussions with the project. Collaborative and participatory approach ensuring close engagement of all stakeholders (See section below: 'Evaluation Target Groups and sources of information') should be ensured.

Based on a review of all relevant documents and initial consultations Evaluation Inception Report should be produced by the consultant and it needs to be presented to the UNDP Governance Unit (owner of the evaluation) for comments and then the Governance Unit will share it internally.

In addition to the Evaluation inception report, following should be produced: a) an Initial findings presentation on the final day of the in-country mission to Afghanistan, b) a Draft evaluation report, and c) a Final evaluation report based on below evaluation criteria and feedback received.

Evaluation questions:**Relevance:**

- To which extent did the project design address the substantive problem that the project was intended to address? How useful are the project outputs to the needs of the target beneficiaries;
- To which extent did the "Theory of Change" corresponded to the changing environment;
- How did the project react to the changing environment;
- Is there enough government/stakeholder commitment to enforce and implement the mechanisms, strategies, agreements, monitoring systems etc. prepared and agreed upon under the project;
- What is the value of intervention in relation to the national and international partners' policies and priorities (including SDG, UNDAF and UNDP Corporate Strategic Plan; NAPWA, ANPDF/NPPs, etc).

Efficiency:

- Are the project objectives consistent with substantive needs, and realistic in consideration of technical capacity, resources and time available;
- To what extent is the project logic, concept and approach appropriate and relevant to achieving the objectives;
- To what extent were adequate resources secured prior to project implementation;
- Did the project use the resources in the most economical manner to achieve its objectives;
- To what extent were project start-up activities completed on schedule;
- How well is the project managed, and how could it be managed better;
- Is there an appropriate mechanism for monitoring the progress of the project;
- What is the project status with respect to target outputs in terms of quality and timeliness;
- What is the potential that the project will successfully achieve the desired outcomes;
- What are the potential challenges/risks that may prevent the project from producing the intended results.

Effectiveness:

- Are the project's objectives and outcomes clearly articulated, feasible, realistic;
- Are the underlying assumptions on which the project intervention has been based valid;
- To what extent did the project start-up activities adhere to the agreed approach and methodology;
- If there were delays in project start-up, what were the causes of delay, and what was the effectiveness of corrective measures undertaken? Do start-up problems persist;
- To what extent has the project implemented activities as envisaged? To what extent have those activities contributed to achieving the project objectives;
- What factors have contributed to achieving/not achieving the intended results;
To what extent have the project implementation modalities been appropriate to achieve the overall

objectives;

- To what extent has the project managed to implement activities across the target project locations; To what extent do external factors, such as logistical or security constraints, have impact on project implementation.

Impact:

- What is the wider perception of the project, its image, applicability and performance? Are project communications effective in positively promoting the project to a wider audience;
- What are the results (or preliminary results) of the intervention in terms changes in the lives of beneficiaries against set indicators?

Sustainability:

- What are the Implementing Partner's resources, motivation and ability to continue project activities in the future;
- Was there adequate all-party commitment to the project objectives and chosen approach;
- To what extent was there constructive cooperation among the project partners? What are the levels of satisfaction of government counterparts, donors and beneficiaries;
- What has been the quality of execution of the implementing partner, and if applicable where are there specific areas for improvement;
- What is the likelihood that the project results will be sustainable in terms of systems, institutions, financing and anticipated impact;
- What is needed for the project intervention to be adapted/replicated further.

Coverage

- To what extent the project could covered the area targeted by the project;
- To which extent the project covered and reached its planned beneficiaries;
- Did the project implemented its planned activities and achieved its indicators?

Coordination:

- How strengthen the coordination was between the stakeholders and the project (between the project and MOWA, between the project and MOHRA and the project and the project and MOIC);
- What problems were experienced in relation to coordination for implementation of project activities;
- Did coordination exist between the project and its beneficiaries.

Coherence

- To what extent beneficiaries were involved in planning, Monitoring and implementation of project activities.

In addition to assessing the evaluation questions above, the team should analyze any other pertinent issues that need addressing or which may or should influence future project direction and UNDP engagement in the country.

Conclusions and Recommendations:

- The Evaluation will include a section of the report setting out the evaluation's evidence-based conclusions, considering the findings;
- What corrective actions are recommended for the design, start-up phase, managerial arrangements and project implementation, including sustainability, of the project? A recommendation table should be put in the report's executive summary;
- What actions are recommended to follow up or reinforce initial benefits from the project;
- What are the main lessons that can be drawn from the project experience that may have generic application.

Evaluation Target Groups and sources of information:

The evaluation team should strive to reach as many people as possible, ensuring diversity of various stakeholder groups, as well as to review existing reports and data for an enriched evaluation.

A provisional list of stakeholder groups that should be consulted during the evaluation is given below and will be updated once the consultant is on board:

- Government of Afghanistan: Ministry of Women's Affairs (MOWA), and its various departments including relevant Directorates at the central level;
- Admin Office of the President;
- 12 sector ministries for the GRB ³(2-3 can be spot-checked).
- Faculty of Social Science of Kabul University managing the GSI programme
- Ministry of Agriculture, Irrigation and Livestock (MAIL) at central level and its Departments in Herat, Daikundi provinces;
- Beneficiaries: direct beneficiaries in Kabul, Herat and Daikundi, MOWA, MAIL, AoP;
- International Organizations: UN Volunteers, UN Women (GRB);
- Donor: Government of the Republic of Korea, UN Volunteers;
- UNDP Country Office;
- EGEMA Project Staff in Kabul.
-

Expected Outputs and Deliverables; Estimated duration to complete and Payment percentage:

The following key deliverables are expected from this assignment:

Deliverable 1, Inception Report due (3working days in Kabul) after signature of contract;

Evaluation inception report 20%: An inception report should be prepared by the evaluators before going into the fully-fledged data collection exercise. It should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables for each task or product. The inception report provides UNDP and the evaluator with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset. The Evaluation inception report should outline a clear overview of the mid-term review approach, including:

- The purpose, objective, and scope of the review;
- The approach should include a summary of the data collection method, and the criteria on

^{3 3} Ministries under GRB pilot:

- Ministry of Economy;
- Ministry of Finance;
- Ministry of Education;
- Ministry of Higher Education;
- National Environmental Protection Agency;
- Ministry of Rural Rehabilitation;
- Ministry of Agriculture, Irrigation and Livestock;
- Ministry of Labour, Social Affairs, Disabled and Martyrs;
- Ministry of Information and Culture;
- Ministry of Public Health;
- Independent Directorate of Local Governance;
- Ministry of Women's Affairs (as advisory, oversight and monitoring body only);

which the methodologies were adopted;

- A proposed work plan including a schedule of tasks, activities, and deliverables;
- A final evaluation matrix, specifying the main review criteria and the indicators or benchmarks against which the criteria will be assessed;
- Any limitations for the mid-term review.

Deliverable 2: Initial Findings Presentation and report (10 working days in Kabul, Herat and Daikundi); 30%

- **Initial findings presentation:** An initial findings presentation and report, presented on the last day of the MTE mission.

Deliverable 3, (3 working days) after submission of Initial findings presentation and report; 20%

- **Draft evaluation report:** Full draft report and annexes should be submitted, UNDP and key stakeholders in the evaluation will review the draft evaluation report to ensure that the evaluation meets the required quality criteria. See section below 'Suggested Template for Final Evaluation Report'.

Deliverable 4, (3 working days) after the submission of the Draft Final Report; 30%

- **Final evaluation report:** Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final Evaluation report.

Payment Modality:

Payments under the contract shall be delivery based and be made on receipt of the specific milestone reports indicated above. These shall be made upon approval by EGEMA and Governance Unit. The draft report of the evaluation and recommendations will be reviewed by EGEMA and Governance Unit. Upon receipt of final comments, the consultant shall finalize the evaluation for formal acceptance by UNDP at which point the final payment shall be released.

UNDP reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines.

End products:

- Final Evaluation Report, which should include:
 - Executive summary;
 - Methodology: description of sampling and evaluation methodology used, assessment of methodology and its limitation, data collection instruments, and data processing (analysis methodology, and quality assurance);
 - Findings;
 - Conclusions;
 - Recommendations;
 - Lessons learned;
 - Annexes: List of indicators, questionnaires, and if survey, table of sample size and sample site as appropriate.
- The report should be provided in both hard copy and electronic version in English in the required format;
- Completed data sets (filled out questionnaires, records of individual interviews and focus group discussion, etc.);

The evaluation report will be required to follow and will be rated in accordance with "UNEG Evaluation Report Standards" and UNEG Evaluation Technical Notes.

WORKING ARRANGEMENTS

Institutional Arrangements:

Institutional Arrangements

The International Consultant will work under the overall supervision of the EGEMA Project Manager and in close consultation with the Deputy Minister for Policy and Planning.

The Governance Unit and the EGEMA Project will provide office space, internet, logistical and other support services including transport and security for UNDP international personnel. However, the consultant is expected to bring his/her own laptop and mobile phone and meet local communications costs (Governance Unit will provide a local pre-paid SIM card). Costs to arrange meetings, workshops, travel costs and *Daily Subsistence Allowance* (DSA) during field visits (if any), etc. shall be covered by the EGEMA Project.

Duration of the Work

Duration of the consultancy is one month with maximum 19 working days.

Duty Station

The Work will be carried out in-country. The duty station for the consultant shall be Kabul With field visits to Balkh, Herat and Daikundi Provinces of Afghanistan. All the activities will be implemented in Kabul. The EGEMA Project will cover expenses of all official field missions within the country, upon receiving the prior approval from the EGEMA Project Manager and Governance Unit. When in Kabul, the consultant will be based at UNOCA/EGEMA Project and report regularly to EGEMA Project Manager and Governance Unit at the United Nations Office Complex in Afghanistan (UNOCA) during working hours, security conditions permitting;

The Consultant will follow the working hours and weekends applicable to UNDP Country Office (CO) staff. The Consultant's movement for meetings and consultations shall be coordinated by the Governance Unit and EGEMA Project;

The Consultant is at all times required to observe UNDP security rules and regulations.

Existing information sources:

Identify relevant information sources that exist and are available, such as:

- Monitoring systems and/or evaluations, surveys and studies (provide an appraisal of quality and reliability);
- Project documents and reports for the period May 2016-November 2018;
- Trip reports of relevant programme/project staff;
- Surveys, studies, evaluations for the period of May 2016-November 2018;
- Data from government offices;
- Meetings with MOWA, MAIL, Administrative Office of the President, UN Women, UN Volunteers.

Process and recommended methodology:

The Evaluation and evaluation report will follow UNDP and UN Evaluation Group (UNEG) Norms and Standards for Evaluations.

During field visits observations, interviews (structured/unstructured) survey or focus group discussions are relevant to be applied. Sampling should be done given the number of direct beneficiaries for women's economic empowerment component (140 women in Herat, 200 women in Daikundi, 100 women in Kabul), direct beneficiaries of the Gender Masters Programme (60 students), indirect beneficiaries include Government Officials,

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11 pilot ministries for Gender Responsive Budgeting initiatives.

Accountabilities:

UNDP project staff will be accountable for coordination of stakeholders involved, organizing field-visits, focus groups, and other logistical issues. UNDP CO/programme staff will be accountable for reviewing/approving of the final evaluation results. The evaluator shall be independent in evaluation exercise, however considering sensitive issues which may arise while assessment. There are no specific concerns related to conflict of interest.

The EGEMA team will serve as the primary contact with the consultant. Technical guidance will be provided both from the Governance Unit, Programme Strategy & Results Team (PSRT) as well as the Regional M&E Advisor (or equivalent). The Programme Unit together with **EGEMA team** will coordinate the e.g. key informant interviews, consultative meetings and field visits with duty-bearers and rights-holders. The Office M&E team will also serve as a consultative body, which will review the preliminary findings and draft report. The Head of the Governance Unit will give approval for the final Evaluation report.

REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

Academic Qualifications:

Master's Degree in political science, sociology, international relations, international economics, law, public administration, social science, evaluation, or other closely related field from an accredited university.

Years of experience:

- At least 10 years of working experience in evaluation and social research is, with at least 5 years of working with developing countries and a demonstrated understanding of the challenges and opportunities faced by post conflict countries;
- Proven experience in evaluating projects/programmes of UN or development agencies (preferably UNDP and with gender equality focus, policymaking, gender responsive budgeting, women's economic empowerment);
- Strong analytical and research skills with sufficient understanding of quantitative/qualitative methods and data analysis;
- Familiarity with UNEG evaluation norms and guidelines and processes required;
- Work experience related to women's rights, local employment focused on women, academic programmes on gender and gender equality, is an advantage;
- Experience working in Afghanistan an advantage.

Language:

- Excellent command of written and spoken in English language.

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

Functional Competencies:

- Ability to lead Policy review process through consultation with stakeholders;
- Good knowledge of policy analysis and revision;

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- Experience in formulating and reviewing policies and strategies for gender mainstreaming
- Ability to manage time and meet tight deadlines;
- Focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates strong oral and written communication skills;
- Builds strong relationships with clients and external actors;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities.

Management and Leadership:

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates openness to change and ability to manage complexities;
- Demonstrates strong oral and written communication skills;
- Remains calm, in control and good humored even under pressure;
- Proven networking, team-building, organizational and communication skills.

PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

The Consultant shall submit a price proposal as below:

- **Daily Fee** – The consultant shall propose a daily fee, which should be inclusive of her/his professional fee, local communication costs and insurance (inclusive of medical health insurance and evacuation). The professional daily fee, all inclusive of the above elements, shall be paid upon submission of timesheet. The number of working days for which the daily fee shall be payable under the contract is **19 working days maximum**;
- **UNDP will provide accommodation free of charge to the Consultant.** The Consultant is NOT allowed to stay in a place of his choice other than the UNDSS approved locations. UN will provide MORSS compliant accommodation in UNOCA to the Consultant;
- **Travel & Visa** – All airfare and travel within Afghanistan will be covered by the project. Costs for one Trip to and from the duty station, including visa on arrival charges, should be included in the consultant's financial proposal and daily rate.
- **Payment schedule** - Payments shall be done upon verification of completion of specific deliverables, upon approval by the EGEMA Project Manager.

EVALUATION METHOD AND CRITERIA

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and;
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

*** Technical Criteria weight 70%**

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* Financial Criteria weight 30%

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Technical Criteria 70 points

a) Technical Proposal (30 marks)

- i) **Technical Approach & Methodology (20 marks)** – This explain the understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. The Applicant should also explain the methodologies proposed to adopt and highlight the compatibility of those methodologies with the proposed approach;
- ii) **Work Plan (10 marks)** – The Applicant should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan;

b) Qualification and Experience (40 marks) [evaluation of CV shortlisting]

- i) Relevant education (10 marks);
- ii) Experience relevant to the assignment (20 marks);
- iii) Experience of working for projects/programmes funded by UNDP (10 marks).

Documents to be included when submitting the proposals:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document:

- Duly accomplished confirmation of Interest and Submission of Financial Proposal Template using the template provided by UNDP (Annex II);
- Personal CV, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.

Technical Proposal:

- Brief description of why the individual considers him/herself as the most suitable for the assignment;
- A technical approach and methodology, on how they will approach and complete the assignment and work plan as indicated above;
- Workplan.

Note: Incomplete application will not be considered, it will be disqualified automatically.

This TOR is approved by:

Signature _____

Name and Designation Douglas Armour, Chief of Governance Unit

Date of Signing _____