



2014:2:II

Sida Decentralised Evaluation

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[Name protected]
[Name protected]

Evaluation of [Name protected]

Final Report

Evaluation of [Name protected]

**Final Report
December 2013**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Abbreviations and Acronyms

	[Name protected]
ANDS	Afghanistan National Development Strategy
	[Name protected]
CSO	Civil Society Organisation
EVAW	End Violence Against Women
HRBA	Human Rights Based Approach
NPP	National Priority Programme
OECD-DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
Sida	Swedish International Development Cooperation Agency
USD	United States Dollars

Preface

The Embassy of Sweden in Afghanistan commissioned this evaluation of the [Name protected] through Sida's framework agreement for reviews and evaluations. [Name protected] is an independent non-profit policy research organization which Sida has been supporting since 2011.

The evaluation was undertaken by Indevelop AB in collaboration with Tana Copenhagen between October – December 2013. Jessica Rothman was the Project Manager with overall responsibility for managing the implementation of the evaluation, and Riccardo Polastro provided quality assurance of the reports.

The independent evaluation team included the following key members:

- Mr. Erik Bryld, Team Leader
- Dr. Ian Christoplos, Evaluator and Researcher
- [Name protected], National Evaluator
- [Name protected], National Evaluator
- Ms. Dina Sinigallia

A draft report was circulated to the Embassy and [Name protected] for comments, which have been addressed in this final report.

Executive Summary

This report presents the findings and conclusions of the evaluation of the [Name protected] commissioned by Sida, performed in Autumn 2013 by Tana Copenhagen and Indevelop AB.

The evaluation was conducted in accordance with the OCED-DAC evaluation standards and criteria. Quantitative as well as qualitative techniques were applied in the evaluation. The team used multiple evaluation tools to ensure that the findings were triangulated; these include: (i) Theory of change assessment of the institution (and seeking a validation of this in the evaluation), (ii) Context-Timeliness-Relevance assessment which resulted in a mapping exercise of outputs against contextual developments and key development and political events in Afghanistan, (iii) document quality assessment against credibility, utility, attention to cross-cutting issues and the extent to which these apply a Human Rights Based Approach (HRBA), (iv) Quantitative assessment of quality, ownership and influencing parameters such as output/budget tracking, tracking of author nationalities as well as number of reports vs. dispatches (blogs)¹.

The team undertook data collection and an assessment of these through desk-based analysis and a field mission to Afghanistan from 24 October till 6 November 2013.

The team has evaluated [Name protected] in accordance with the agreements reached in the inception phase, as presented in the inception report. As such, [Name protected] has been evaluated against development standards as defined by OECD-DAC, which is appropriate in light of the fact that the organisation is funded using development cooperation resources.²

The team has found that [Name protected] is relevant to the international community's political decision-making processes, as it is one of the few analytical research organisations with an in-depth understanding of Afghanistan. Thematically, the work of [Name protected] is relevant to Sida and Sweden's priority areas in the country. However, the type of re-

¹When [Name protected] launched its new website, it changed the name of the short reports from 'blog' to 'dispatch', mainly because readers had kept complaining that the term 'blog' (usually understood as short opinion pieces) in no way described the short, well-researched pieces published on [Name protected] website.

² See details in the Inception Report attached to this report.

porting provided basically consists of up-to-date, thorough, news reporting and analysis, which makes it less relevant for direct use in analysing and planning development efforts. Opportunities to delve deeper into the implications of [Name protected] topics of research for development issues have not been taken up.

The relevance of [Name protected] to the international community is also reflected in the effectiveness of the organisation vis-à-vis this audience. Its products are assessed to be of high quality, accessible to the international audience through online media and in short format, timely and context relevant. The same parameters are equally relevant for the Afghan audience (except that there are still only a very limited number of publications in Dari and Pashtu). Afghan interviewees were, however, mostly not aware of [Name protected] or of the opinion that the reporting was not relevant for Afghans as ‘we already know’.

The effectiveness challenges, in terms of influencing the Afghan Government, affect the ability to identify related outcomes. Where the effectiveness is high, vis-à-vis the international community, there is evidence of influence on attitudes and discourse. Similarly, where the effectiveness is limited, vis-à-vis the Afghanistan Government and institutions, there is no evidence of the outputs having been used to generate expected outcomes, i.e. the organisation lacks a proactive strategy to achieve these forms of influence.

[Name protected] is working hard to capacitate its national staff and provide a basis for the Afghanisation of the organisation. However, the credibility of the organisation still rests with its main international authors. These are the personalities that the international community follows on the web and in conferences. They remain the *raison d’être* of the organisation, without which [Name protected] would risk becoming irrelevant.

The variation in the results of [Name protected] in the evaluation period is partly a consequence of the lack of clarity of the mandate of [Name protected] and its expected achievements. The [Name protected] constitution or programme document 2011-13 (and absence of a strategy) has been formulated with reference to thematic areas of reporting, but without clear targets and indicators of the organisation (except for number of reports and dispatches to be produced). The funding has been based on the presumption that the knowledge of leading individuals on Afghanistan and methodologies applied would enable regular reporting on areas of relevance to the Embassies, which would eventually impact policy-making in Afghanistan. The theory of change or the logical chain of inputs, outputs and results remain elusive. Donors and [Name protected] will need to agree on the rationale and expected outcomes of the support to the organisation to ensure that there is an agreement on the desired results. This will also eventually determine the rationale for Swedish funding (or continuation of funding) for the organisation. This evaluation has been tasked with analysing the relevance of support to [Name protected] for development efforts rather than political decisions. Whilst development efforts need to be relevant in the political context, the extent to which investments in this analysis are of direct relevance for Sida (as opposed to the Ministry of Foreign Affairs) deserves careful attention.

The evaluation recommends that Sida, together with the Ministry of Foreign Affairs of Sweden, discuss the rationale for funding to [Name protected]. If funding is continued by Sida, expected results and targets of the support should be more clearly defined and linked to Sweden's specific development objectives in Afghanistan.

For [Name protected], the team recommends that the organisation more clearly define its mandate and elaborate this in a multi-year strategy with clearly defined goals and indicators against its thematic focus areas. Part of the strategy should focus on increasing the Afghanisation of [Name protected], externally by providing outputs in Dari and Pashtu, and internally through an increased transfer of managerial responsibility to Afghan nationals and continued striving to use Afghans as lead authors of its publications.

1 Introduction

This report presents the findings and conclusions of the evaluation of [Name protected] commissioned by Sida, performed in Autumn 2013 by Ta-na Copenhagen and Indevelop AB.

In the following, we present a brief overview of the methodology and limitations to the evaluation, followed by a presentation of findings, evaluative conclusions and recommendations for [Name protected] and Sida for the future.

The team would like to extend its appreciation of good cooperation by [Name protected] through-out the evaluation; we value the time and resources set aside to inform the evaluation team of the organisation.

1.1 METHODOLOGY

The evaluation methodology is described in the inception report that is attached to this document. The inception report is the evaluation team's response to the Terms of Reference (ToR) of the evaluation. Based on this, evaluation questions have been focused, discussed and agreed upon with the Embassy of Sweden in Afghanistan. [Name protected] provided comments to the report and have been accepted by the team. The final inception report thus outlines the agreed upon evaluation questions (presented in the evaluation matrix) which formed the basis for this evaluation.

The team evaluated the impact, relevance and timeliness of research initiatives, quality of publications and sustainability. A total of 24 specific questions were posed as part of the ToR. In agreement with Sida, these questions were joined, focused, and realigned with the OECD-DAC evaluation criteria. The issue of efficiency was specifically not assessed (as per the ToR) as the Embassy wanted the team to pay attention to the remaining four evaluation criteria (relevance, effectiveness, impact and sustainability).

The evaluation was conducted in accordance with the OCED-DAC evaluation standards and criteria. Quantitative as well as qualitative techniques were applied in the

evaluation. The team used multiple evaluation tools to ensure that the findings were triangulated, these include:

- 1) Theory of change assessment of the institution (and seeking a validation of this in the evaluation).³
- 2) Context-Timeliness-Relevance assessment which resulted in a mapping exercise of outputs against contextual developments and key development and political events in Afghanistan.
- 3) Document quality assessment against credibility, utility, attention to cross-cutting issues and Swedish development goals (gender mainstreaming, environmental sustainability, perspectives of the poor) and with this the extent to which these reflect concerns embodied Swedish commitments to a Human Rights Based Approach –HRBA (transparency, accountability non-discrimination and participation).
- 4) Quantitative assessment of quality, ownership and influencing parameters such as output/budget tracking, tracking of author nationalities as well as number of reports vs. blogs.

The team undertook data collection and assessment of these through:

- 1) Desk based analysis of documents provided by [Name protected], Sida as well as through internet search.
- 2) Field mission to Afghanistan in the period 24 October till 6 November 2013.⁴ During the field mission interviews were undertaken with selected interviewees identified by [Name protected] (and [Name protected]), Sida as well as the team itself based on previous knowledge of Afghanistan as well as recommendations from other interviewees.

In 2012 alone, [Name protected] published 137 blogs, three thematic reports and three briefing papers covering a broad range of themes. To enable the evaluation team to undertake a more focused evaluation, the team agreed with the Embassy and [Name protected] to focus on a limited number of thematic areas for more in-depth analysis. [Name protected] suggested elections and political institutions as one area, which was agreed by the team. The team suggested to include women's empowerment and gender equality as a second area.⁵

³ A short Theory of Workshop was held with [Name protected] professional staff in Kabul at the outset

⁴ of the mission. Field mission of Erik Bryld, Dina Sinigallia, [Name protected] and [Name protected].

⁵ To optimise the resource use and give due attention to detail, the team agreed with the Embassy and [Name protected] to focus on a limited number thematic areas. The team asked for inputs from [Name protected] and then agreed on the final focus area with the Embassy vis-a-vis Sida areas of relevance. [Name protected] suggested 1) Elections, incl building political institutions, 2) Peace, conflict and reconciliation, 3) Humanitarian law and human rights (Contact persons: Kate and [Name protected], incl [Name protected]). The team decided to focus on elections (which is characterised by interviewees as a key area of [Name protected]) and gender equality and women's empowerment in light of the relevance to Sida and the Afghan context. The team has however assessed material and interviewed stakeholders on [Name protected] related work beyond the two identified themes as well, as reflected in the report.

Both areas are aligned with Sweden's overall policies and the objectives of Sweden's country strategy for Afghanistan.

1.2 LIMITATIONS

There were a number of limitations to the study, outlined below; however, the team assesses that none of these impacted the evaluation in a way that would compromise the findings of the evaluation. Limitations include:

- 1) The evaluation was done simultaneously with the evaluation of the [Name protected]. This limited the time available for an in-depth evaluation of each organisation. However, the key interviewees were, in nearly all cases, relevant to both organisations. To ensure clarity on what was being evaluated, the team designed separate interview matrices⁶ and also organised the interviews so that each organisation was discussed separately. The interviews were thus divided so that the team first discussed one organisation and then the other.
- 2) To avoid duplication of work and double bookings on the schedule, the team accepted to have [Name protected] arrange the meetings in the field. Initially, this resulted in [Name protected] only informing interviewees that the evaluation related to [Name protected]. This was rectified mid-way through the evaluation, and the team ensured that the interviewees were fully aware that two evaluations were being conducted in parallel and that [Name protected] was one of these.⁷
- 3) Focusing on two [Name protected] themes has enabled the team to undertake more in-depth analysis, but at the risk of overlooking findings in documentation related to other thematic areas. To compensate for this, the team has undertaken interviews more broadly than related to the two themes, and read additional documentation. In addition, further analyses beyond the two themes have been undertaken, incl. on the issue of number of Afghan authors of [Name protected] papers following an [Name protected] made suggestion at the mid-term briefing of the evaluation.
- 4) The team has endeavoured to get as wide a representation of interlocutors as possible. However, a number of institutions could not be accessed.⁸ The team however believes that by asking other interlocutors to reflect on these institutions' interaction/use of [Name protected], it has been able to achieve a good representation of this question.⁹
- 5) The high turnover of (international) staff in Afghanistan means that the team met a number of individuals who were new to Afghanistan and hence had lim-

See Inception Report.

All interviewees were interviewed specifically on [Name protected], with explicit questions referred to

⁶ AAN only. So,

⁷

while some may not have *'been able to think about what they might want to say about [Name protected]'* in advance, they were all given ample time to reflect on this during the interview.

⁸ Specifically the Ministry of interior declined to meet with the mission.

⁹ The team has used the list provided by [Name protected] (and [Name protected]) to identify interviewees and then add to this list as recommendations were provided by different interviewees.

ited knowledge of the environment or limited institutional memory. In order to overcome this, the team also thought to engage individuals who had left the country, using Skype. This issue was further compounded by the mobility of staff who have worked in Afghanistan for a longer period of time and who have multiple organisational affiliations. The team has sought to reflect this in the list of persons met by adding a column “additional affiliation”. The team believes that these multiple affiliations however allowed to access a greater diversity of experiences and to further triangulate discussions.

2 [Name protected] Background

[Name protected] is an independent non-profit policy research organisation registered in Germany and Afghanistan. It was founded in by the current three co-directors¹⁰ in February 2009 to ‘bring together the knowledge, experience and drive of a large number of experts to better inform policy and to increase the understanding of Afghan realities.’

[Name protected] relies on core funding for almost all of its work. Sweden contributed to the establishment of [Name protected] in 2009 (through the Ministry of Foreign Affairs). Sida has been supporting [Name protected] since 2011. Since 2010 Norway has joined Sweden in financing the organisation. In 2011, a donor consortium was created (Sweden, Norway, Denmark and the Netherlands). The consortium is led by Sweden. Sida’s current funding covers the period from 1 February 2011 to 31 January 2014. The organisation has since 2011 had an annual budget of around USD 1 million.¹¹

The current [Name protected] 3-year (2011 - 2013) programme¹², entitled “Afghanistan’s Transition: Unpacking Local, National and Regional Politics” aims (1) to provide independent, timely, detailed and in-depth political analysis and policy research, on Afghanistan, to a wide range of policy makers and researchers, as well as to the general public; and in doing so (2) contribute to greater understanding of the country and its region and to (3) contribute to the formulation of policy interventions that contribute to long-term stability in Afghanistan.¹³ Key research areas have been identified as political developments in Afghanistan (and increasingly the region), security and governance/rule of law (program document, p. 3)

A small workshop was held during the evaluation to establish the theory of change of the programme. The workshop revealed that, while there was initial reluctance to accept actively influencing as an objective of the work of [Name protected], it later became more a

¹⁰ Martine van Bijlert, Sari Kouvo and Thomas Ruttig.

¹¹ While the annual budget is around USD 1 mill. (912,000 in 2011 and 1.14 mill. In 2012), the actual expenditures have been around 30% less of the budgeted primary due to unused funding for security and translation services.

¹² There is no strategy for this period, and thus the joint donor programme document is the closest [Name protected] comes to a strategy.

¹³ Note that the goal in the [Name protected] constitution is limited to: *the promotion of research on current political and social developments in Afghanistan and the neighbouring countries with the aim of improving the international understanding in this region and in the world*

question of process and extent of influencing. Rather than influencing directly, [Name protected] hopes that the information it provides to decision-makers will inspire these to act. By research and documentation, [Name protected] hopes to influence the agenda by injecting information and knowledge into the discussion.¹⁴ The primary audience was, according to [Name protected], at first the international community inside and outside Afghanistan. While this remains true, the audience has now also spread to decision-makers, academia and media in Afghanistan.

The key outputs are the reports, dispatches (former labelled blogs), informal briefings and formal presentations at conferences and seminars internationally and locally. An overview of this theory of change can be found in table 2.1 below.

Table 2.1 [Name protected] Theory of Change

Level	Theory of Change
Presumed need	There is a lack of understanding (or unwillingness to admit to) of the political, cultural and economic context of Afghanistan. This leads to unfavorable decision-making and rights violations, which could have been avoided if decision-makers were properly informed.
Input	To address this, [Name protected] undertakes analysis and reporting in political, economic and socio-cultural areas that are of relevance to the agenda of Afghanistan or topics which should be addressed but have been ignored.
Output	This leads to the production of research reports, dispatches (blog posts) and briefings which are distributed and discussed through social media, websites and presentations abroad and in Afghanistan.
Outcome	This results in new items being put on the agenda or a change in approach to ongoing agenda items of the media, international community and Afghan Government and changes in discourse and attitudes.
Impact	This eventually prompts the Government of Afghanistan and the international community to revise policies and practices and improve the political, development and rights situation in the country.

¹⁴ Including changing the course of development by revealing malpractices or violations.

3 Findings

The findings of the evaluation of [Name protected] are presented in accordance with the OECD-DAC evaluation criteria of relevance, effectiveness, impact and sustainability.

3.1 RELEVANCE

Questions from Evaluation Matrix:

R.B.1 Are the topics and timings (research strategy and implementation) of the [Name protected] research relevant to the political and contextual developments in Afghanistan? Given that Sweden's development cooperation is aligned with the Afghanistan National Development Strategy and the National Priority Programmes, how has [Name protected] research agenda reflected these entry points for policy development?

R.B.2 Are [Name protected] areas of engagement relevant to Sweden's country strategy under the sectoral objective of democracy, human rights and gender equality and Sweden's overall policies related to democracy, human rights and gender equality, including attention to the perspectives of the poor?

R.B.3 How does [Name protected] contribute to the realisation of Sweden's development agenda in Afghanistan?

Relevance is first and foremost assessed against the context of Afghanistan and the timeliness with which [Name protected] delivers its outputs in this context. Second, relevance is assessed against the Swedish policies of support to Afghanistan as defined in the country strategies as well as in the overall Swedish development objectives, and finally [Name protected] contribution to these objectives (i.e. the extent to which the outputs of [Name protected] are aligned with these).¹⁵

¹⁵ The overall objective of Swedish development cooperation in Afghanistan is to enable people living in the poverty, particularly women, girls and young people, to enjoy better living conditions in a peaceful, democratic and legally secure society.

The sector strategies are as follows:

Sector 1. Democracy, human rights and gender equality

- Strengthened democratic institutions and systems for public financial management, and greater transparency in central government administrations.
- Strengthened ability of women to enjoy their human rights and influence the development of society.

Understanding [Name protected]

The questions related to relevance, effectiveness and impact of [Name protected], are based on a number of assumptions in the funding agreements with donors and in the ToR. These talk of [Name protected] being a *research think tank* with substantial elements of *policy influencing* as part of its mandate.

[Name protected] staff members, on the other hand, have themselves provided different interpretations of the organisation, and when discussed with senior staff, the nature and man-date of the organisation is only vaguely defined. Examples of varying definitions of [Name protected] and its mandate are presented in the table below (3.1).

Source	Defintion of [Name protected]	Mandate of [Name protected]
[Name protected] Con	An association. No definition	The promotion of research on current political and social developments in Afghanistan and the neighbouring countries with the aim of improving the international understanding in this region and in the world. Focus: international community
[Name protected] web	A policy research organisation	Inform policy and increase the understanding of Afghan realities.
Interviews with [Name protected]	A research organisation analysing the context and in particular major current events concerning Afghanistan (interpreted median of different views). Open to different thematic foci	Undertake research of interest to Afghanistan for the international and national community. Be a witness to the political developments in Afghanistan and inform the international community. Lately the general public in Afghanistan has also become a target.
[Name protected] 2011 proposal	A political think tank	Provide: 1) In-depth analysis for policy makers and general public, 2) greater understanding of the country, and

- The presence of viable actors in civil society and free, independent media capable of contributing to greater accountability and a more transparent public administration.

Sector 2. Education

- Increased access to primary education of good quality, with special focus on girls' right to education.
- More trained teachers.
- Increased literacy among women aged 15 – 24. – Revised development cooperation strategy – Afghanistan January 2012 – December 2014

Source	Definition of [Name protected]	Mandate of [Name protected]
		3) contribute to policy formulation.

Clarity about the definition and mandate of [Name protected] are important to ensure that the organisation is assessed against the appropriate criteria. This furthermore allows a common understanding of what the organisation prioritises and does among internal and external stakeholders. Assessment of [Name protected] documents carried out by the team, indicate less of an academically anchored think tank undertaking, less of an exercise of synthesising extensive research or explicitly applying emerging research, and more of a thorough, high quality journalistic reporting service approach (see further below).

Regarding its research focus, [Name protected] does define specific thematic areas in its programme proposal. These all relate to the political, security and democratic context of Afghanistan, with a few exemptions related to cultural, social or nature related articles. There are however only limited reflection on the actual expected outputs and outcome of the activities and no indicators beyond input (no. of reports, dispatches etc.).

This vagueness regarding definition, mandate as well as thematic focus should be taken into consideration when reading the analysis of this evaluation.

Context, timeliness relevance

To better understand the relevance of [Name protected] outputs, the team has mapped the topics and timings of outputs of [Name protected] against major developments and events in Afghanistan during the period under review.¹⁶ Examples are presented in the

Date	Event	[Name protected] publications
28/03/2009		Publication of state-building and rule of law in Afghanistan
31/03/2009	The Hague Conference on comprehensive strategy	
08/2009		Publication: 'How to win an election'
20/08/2009	Presidential and provincial council elections	
8+21/01/2010		Two discussions papers on the state of the Afghan state and regional governance

¹⁶ The CTR matrix covers a more broad set of criteria including Afghan events, but is too extensive to include as an annex. For a full electronic version of the matrix, please ask team leader for a copy via e-mail: eb@tanacph.com

28/01/2010	London International Conference on Afghanistan
13/12/2011	Discussion paper on the Taleban and State Education
10/01/2012	Taleban agree to open office in Qatar as a move towards peace talks
17/05/2012	Thematic paper on progress on transition
20/05/2012	Nato Chicago summit on troops withdrawal

In addition to the above, [Name protected] blogs covered the main themes that shaped developments in and around Afghanistan: the Presidential and Provincial Council elections 2009; the formation of the new Cabinet and the related votes in the Parliament; the debates on the new US strategy for Afghanistan and Pakistan; militias and community defence forces; corruption; warlords; talks with the Taleban; donor conferences (e.g. London, Tokyo) and the German domestic debate on Afghanistan. Its coverage of the provincial council elections seems to be unique in its depth. The conflict con-text is a cross-cutting theme throughout [Name protected] work.

Given the political nature of the reporting and the more limited focus on development policy per se, analysis of [Name protected] documents shows that the organisation only in rare instances delves into topics that relate directly to the Afghanistan National Development Strategy (ANDS) and National Priority Programmes (NPPs)¹⁷, even if the documents provide information that is of significant indirect relevance to development policies and programmes. The bulk of the analyses relate to political issues and only in some instances explicitly discuss the broader implications of these political processes for development policies and interventions (see next section).

Relevance to Sweden's country strategy and contribution to Sweden's development agenda in Afghanistan

[Name protected] defines its research/reporting areas as relating to regional, national and local politics; insurgency and reconciliation; implications of conflict; governance and rule of law, security systems reform and human rights and justice explicitly in the programme proposals to donors (or in its constitution). The topics are of general rele-

¹⁷ A read through key documents show limited reference to ANDS and NPPs. An internet search on the [Name protected] website provides only one reference to NPP (a dispatch which relates to the legitimacy of NPPs). [Name protected] is not specifically requested to align with these by Sida. However, given the fact that [Name protected] is funded with development cooperation resources implies that it must be relevant to the development context. In the case of Afghanistan the ANDS and the NPPs are the key development planning instruments to which development partners align or relate to (also with critique).

vance to Sweden's strategy for Afghanistan, though the main issues of poverty, gender, women and a human rights based approach have not been systematically made explicit.¹⁸

To clarify the degree of relevance further, the Team has assessed the actual publications of [Name protected]. Thematically, the team considers [Name protected] areas of work to be relevant to the objectives under pillar 1 of Sweden's country strategy (democratic governance and human rights):

- (i) strengthened democratic governance, including strengthened administration
- (ii) increased respect for human rights, with particular focus on the position of women and their opportunities to enjoy human rights

Within these areas, [Name protected] focuses on elections and politics, as well as specific pieces on issues relevant to human rights and international humanitarian law.

When analysing the content of the outputs, relevance is, however, less evident. While [Name protected] reports on politics and political developments in a conflict context, as well as elections and human rights issues, issues covered are, in many cases, related to personalities within the power circles of Afghanistan, the role of the Taliban and 'who is who'. As such, whilst the analysis is relevant with regard to important background information, the depth and type of information reflected are only indirectly development related.

The audience (as is evidenced below) is primarily the international community, and the nature of reporting is of more journalistic nature (as is evidenced below) with a high degree of relevance to the political sections of the embassies in Kabul (and foreign ministries abroad), but less so for the development sections.¹⁹

The finding should, however, be nuanced. [Name protected] does point to failures of e.g. the electoral system or on women's rights bills. It does provide high quality, if short, inputs to understanding the situation in Afghanistan, particularly the context related to conflict and security, which may enhance the capacity of international aid actors in the country.

¹⁸In the donor proposal dated 5 December 2010, page 4, [Name protected] come with a reflection of what the blogs will contain (1 of 4 types of outputs of the organisation): 'reporting on elections, appointments, national and sub-national governance, security, the insurgency, detentions, the international state-building effort, and a wide range of Afghan views and opinions'. There is no mentioning of women or gender.

¹⁹ This finding is based on interviews with diplomatic missions in Afghanistan as well as the evaluators observations made during a regular briefing between [Name protected] and donors. These confirmed the high emphasis on the politics of Afghanistan and very limited attention to the specific implications of these political processes for development issues.

The team has assessed the extent to which development is reflected in [Name protected] documents by assessing a selection of these within the development related fields of (1) democracy and elections, and (2) women and gender.

The challenge is more or less in directly relating this high-quality reporting to decisions that need to be made by Afghan policy makers and the international community regarding how to address the problems presented in reports. From a perspective of Swedish development cooperation (globally as well as for Afghanistan) this involves questions related to (1) enhancing the equitable voice of poor and marginalised men and women, (2) increasing transparency in these processes, (3) using this participation and transparency to strengthen the accountability of duty bearers to rights holders, and (4) applying this knowledge to overcome gender and ethnic discrimination. The team's findings suggest that [Name protected] contributes to transparency (albeit overwhelmingly among international actors) and indirectly may be interpreted by readers in such a way as to contribute to the other three components of Sweden's human rights based approach (HRBA), these aspects due not come across clearly in [Name protected] reporting (see table 3.7 below).

3.2 EFFECTIVENESS

Questions from Evaluation Matrix:

E.B.1 How and to what extent do institutions judge that [Name protected] work has influenced their attitudes, discourse, procedures, actual policies and policy implementation?

E.B.2 Which aspects of [Name protected] work (publications, seminars, dialogue, etc.) do stakeholders perceive as being most/least credible and useful?

E.B.3 What are the factors that determine the utility and credibility of different aspects of [Name protected] work?

E.B.4 Is [Name protected] cooperation with other Afghan research institutions contributing to [Name effectiveness?

In the absence of an overall [Name protected] strategy or a logframe²⁰ for the organisation's work, effectiveness cannot be assessed in traditional ways, and will instead relate to the degree to which [Name protected] is able, with its activities and outputs, to influence, i.e. the extent to which the work of [Name protected] contributes to an improvement in the development

²⁰The ToR requires the evaluation team to assess the effectiveness and impact of [Name protected] 'against its organisational and programme goals'.

situation of Afghanistan (defined as influencing attitudes, discourses, procedures, actual policies and policy implementation).

The parameters ensuring that a think tank, research institution or similar entity is effective in influencing attitudes, discourses, policies and policy implementation can be assessed against five interdependent parameters:

- 1) The target audience²¹ must be aware of the existence of the organisation and its activities.
- 2) The target audience must have an interest in the themes discussed and presented by the organisation.
- 3) The outputs of the organisation must be easily accessible and in a format that is adapted to the target audience's needs.
- 4) The organisation must be perceived as having a high integrity and the outputs as credible and of high quality.
- 5) The outputs must be presented at the appropriate time to be relevant (analysed in the section above).

In sheer numbers, there is a good level of awareness among interviewees of the existence of [Name protected]. As shown in table 3.4 below, only seven interviewees, had not heard of the organisation before. Moving to the next parameter, an additional five had heard of the organisation, but did not find the outputs useful for their organisation. The re-maining organisations from the sample interviewed found them useful, and of these six were actively using the information in their work.

The data shows a high number of Afghan organisations (Government and CSOs)²² that were either not aware of the [Name protected] analysis or did not find it useful. The users of [Name protected] analysis were confined to the international community. An extensive number (eight) of Afghan and international interviewees stated that [Name protected] was 'producing outputs for the international community only'. This was, according to interviewees, underpinned by the fact that the reports were produced in English only. For the Afghan interviewees there was a common agreement that the information provided by [Name protected] was not new to Afghans and therefore of little use in their daily work. The organisations that were not aware of [Name protected] were all Government ministries or state institutions (in addition to one international donor). *De facto* this means that the bulk of the Afghan audience interviewed for this evaluation, who play a role in terms of policy formulation are not accessing [Name protected] information. Consequently, the parameters of

²¹ In this case, first and foremost the policy maker, however, it may also relate to the ability to influence actors, which again influence policy makers.

²² Including two Afghan media institutions.

knowledge and use of [Name protected] (and their activities and outputs) are ineffective *vis-à-vis* these institutions.

The remaining donor group all found the work of [Name protected] useful and timely. While none suggested that it influenced their attitude or discourse, all of them referred to using them in reporting back to headquarters and in looking at a different perspective on current issues. For this group, there is a considerable higher level of effectiveness. A full over-view of the knowledge and utility of [Name protected] outputs is presented in table 3.4 below.

Awareness and use	Government/ State	Donors*	Other**
Aware of [Name protected] and give examples of use in organisation		7	
Aware of and read documents	1	2	5
Aware of but to little use	4		3
Not aware of [Name protected]	3	1	

* This includes international organisations funding activities in Afghanistan

** Civil society (and media), international and national.

While the assessment of the utility may differ, close to all interviewees that knew of [Name protected] referred to their website, which was easily accessible and easy to use. Facebook and twitter were also often referred to. For the interviewees that read and used [Name protected] products, the bulk referred to [Name protected] dispatches. These were assessed as being easy to read, of a length that made them digestible and meeting the immediate need of having to respond to events as they unfold (timeliness). Very few had, however, read the longer reports (a number of interlocutors were not aware of the existence of such reports) and there were limited reflections on these by interviewees.²³

When it comes to the themes in focus in this evaluation (elections and gender), several interviewees expressed appreciation of the thematic dossier on elections, which provided institutional memory to organisations with high turnover. Several internationals working in this field referred specifically to reading through this dossier as good briefing background papers. None of the interviewees however, referred to gender and women as a key topic when discussing [Name protected] themes (see also separate section on gender further below).

²³ Most frequently referred exception was the report by van Bijlert (2009): 'How to Win an Afghan Election, perceptions and practices'

The bulk of interviewees, and particularly internationals, assessed the dispatches (blogs) of [Name protected] as being of high quality and credibility. Of particular importance to the credibility is the thorough knowledge of the international country of key researchers as well as the access to the field and to key informants.

Among the Afghan interviewees, some referred to the [Name protected] publications as being opinion pieces and ‘not real research’, while other Afghans referred to the pieces as being ‘thoughtful’. However, there was general agreement among Afghan interviewees that the dispatches were mostly targeted at the international community.

Several interviewees pointed to the lack of [Name protected] publications in Dari and Pashtu. This was interpreted as being a barrier to accessing [Name protected] documentation even for Afghan decision-makers. This is further compounded by the fact that [Name protected] website is only available in English. [Name protected] is aware of this deficit and has, in the past, tried to expand the number of translated publications, but has found it difficult to ensure that the quality of translation is of a standard that is acceptable to [Name protected]. Interviewees also inquired about the availability of printed copies of [Name protected] reporting, stressing the limited penetration of internet outside the big urban centers.

The team has undertaken an independent assessment of [Name protected] outputs to assess their quality related to credibility and utility. Twenty-six documents were selected from the election theme and 18 from the gender and women’s theme. The selection was based on suggestions from [Name protected]. The findings are presented in table 3.5 below.

Theme	Credibility			Utility		
	Good	Weak evidence/ unclear	Opinionated impressions	Readable for broad audience	Readable for specialists	Difficult for most readers
Elections	26	0	0	22	4	0
Gender	18	0	0	18	0	0

For detailed analysis see Annex E

Qualitative assessment on elections: The documents reviewed and assessed by the evaluation team provide a very good, timely presentation of information about current events with important orientation for observers. They are clearly written, but in a few instances with too many idioms, which may make reading difficult for non-native English speakers. The team found that in a few places the tone of the articles could be perceived as somewhat cynical, in such a way as to discourage interest from Afghan readers as the text could be seen as condescending (but this is not a general problem). Overall, this is very high quality analysis

The outputs appear to be anchored in a generally solid evidence base, but there is a significant (and generally unacknowledged) Kabul/urban bias, although this may be related to the themes selected for analysis. Articles are relatively well referenced and links are provided to related themes.

Compared to the election theme, some of the issues covered with relation to gender can be characterised as more “research-oriented” or “human interest-oriented” and less focused on current events. There is less of a Kabul/urban bias. The reporting on the Elimination of Violence Against Women law was very timely and drew attention to facts around a process that was presumably hard for outsiders to otherwise understand.

It should be added that gender is not systematically addressed in articles that are not specifically focused on gender, i.e., the implications of the issues raised related to elections or other themes (e.g., disability) for gender roles and the capacity of women to influence duty bearers and take advantage of opportunities are rarely mentioned.

To enhance cooperation in the Afghanistan think tank community, [Name protected] used to arrange think tank barbeques (which included more formalised discussions) for Afghan and international think tanks in Kabul. These events were mentioned and appreciated by many interviewees, though their outcomes are less clear. The barbeques have now ceased, since no other organisation volunteered to take the initiative forward. There is no other formalised cooperation between [Name protected] and any other Afghan research institution, though informal contacts exist.

3.3 IMPACT

Questions from Evaluation Matrix:

I.B.1 How and to what extent has [Name protected] contributed to influence policies and policy process in Afghanistan?

I.B.2 Has [Name protected] contributed to a greater understanding of the realities facing duty bearers and rights holders in Afghanistan and have these ‘realities’ been disaggregated to reflect the conditions facing women and men, and different age and ethnic groups?

I.B.3 How has [Name protected] contributed to the ‘provision of a platform for individuals with in-depth knowledge of Afghanistan to promote greater understanding of Afghan realities’ and who (in relation to gender, age, ethnicity, government/civil society/academia, etc.) is part of these platforms?

I.B.4 Do [Name protected] policy influence efforts take into account the implications of proposed changes in relation to environmental sustainability, gender equality, creation of institutional environments conducive to minimising corruption and factors related to conflict? How influential were these in relation to policy actors?

In the ToR for this assignment, impact is first and foremost related to influencing policies and policy process in Afghanistan. However, as discussed in the inception report, the focus of the evaluation is first and foremost on outcomes (changes in attitudes and discourses as outcomes, which are likely to impact policies).

Irrespective of the high quality, timeliness and relevance of the work of [Name protected], the team has not been able to identify any direct influence on the attitudes and discourses of the Government of Afghanistan, or for that matter, policies or processes. This is a natural consequence of the limited effectiveness [Name protected] has in respect to communicating with the Afghan Government. It is assessed that there are four factors contributing to this limited degree of outcome:

- 1) The policy processes in Afghanistan are defined by interviewees (international as well as national and Government sources) as internal processes and overwhelmingly influenced by patronage, which are only rarely based on evidence, analysis and inputs from independent organisations outside of the Government.
- 2) [Name protected] does not engage in advocacy work targeting the Government of Afghanistan.
- 3) The *de facto* audience of [Name protected] is the international community.
- 4) Only in rare cases does [Name protected] explore development issues in a long-term perspective, as it is more focused on current events (see section on relevance).

If the focus of this section is broadened to include policies and process of the international community operating in Afghanistan as well, the team is better positioned to document high probabilities of outcomes related to influence.

Among the majority of international donors that knew of [Name protected], the bulk of these (six out of seven) stated that they would use the information of [Name protected] when reporting back to headquarters on the political situation in the country. In addition, several of them participated in regular briefings, to which [Name protected] is invited to brief on the situation (the team participated in one such briefing, and witnessed the interest of the embassies' political sections, especially with regard to the political developments in the country).

While few donors state that the dispatches and briefings influence their attitudes, several donor interviewees referred to how the timeliness of the [Name protected] dispatches coincided with the donor political reporting and were used as background for these. There is thus a high probability that donor discourse is influenced by [Name protected]. Furthermore, as donors engage in policy dialogue with the Government of Afghanistan, this influencing is likely to be reflected in the more contextually informed nature of this dialogue, and may have an indirect impact on the Government of Afghanistan, the extent to which is assessed differently by the interviewees,²⁴

²⁴ There is a general assessment among interviewees that the United States have substantial impact on Afghan policies but that this is less outspoken with Nordic+ donors.

The same degree of possible influencing can be found in the substantial quoting of [Name protected] in leading (international) newspapers and magazines, as well as on social me-dia. [Name protected] has also been interacting and quoted to some extent by national media. [Name protected] has in the last months been rigorous in compiling this data, and an overview can be found in table 3.6 below.

Table 3.6 [Name protected] data on media referencing of [Name protected] in

Type	Data
Website visits monthly	22,470
Twitter followers	11,670
Monthly average mentioning by other Twitters	622
Tweets and retweets by decision-makers	Examples: Carl Bildt, Rob Crilly, Thomas Wiegold
Facebook likes	3,945
Afghan/international ratio of likes on Facebook	620/3660 or 17%
Citations in academic journals in 2013	27

A search on the BBC News websites provides 5 articles with quotes of, or reference to, [Name protected], 6 in the Economist, and 33 articles with direct reference to [Name protected] in The New York Times. Of these the bulk relate to the peace process and/or Taliban, while a total of nine related to elections.²⁵

A number of specific examples were provided by interlocutors as to where [Name protected] has had specific impact. These include issues of detention, protection of civilians (including the specific case of targeted killings in Takhar. Takhar and a challenge in the UK of the legality of British involvement in the compilation and operation of a “kill list” in Afghanistan²⁶) and there were indications that the views of the international community on elections were impacted by [Name protected] reporting on electoral fraud in 2009.

As part of the review of the 26 elections and 18 gender documents an assessment was also made of probable influence on Swedish development cooperation. On elections, the implications of reviewed documents for Swedish programming are unclear, even though they provide a good contextual perspective. Opportunities to relate analysis of

²⁵ The team notes that [Name protected] has additional research on [Name protected] being used by international media, which

shows considerably higher numbers. The Team does not dispute these, which just emphasise the credibility of the [Name protected] reports and their substantive usage as a news source for the international media organisations.

²⁶ see: <http://www.afghanistan-analysts.org/targeted-killing-in-takhar-the-family-of-a-victim-takes-the-uk-government-to-court>

election and related political processes to the outcomes of these processes in relation to gender equality, livelihoods, economic development, environmental sustainability, etc. are not exploited by [Name protected]. It is natural that these issues are not mentioned in every article, but the fact that they are not mentioned at all limits the utility of the documents for Sida.

For the gender documentation, reporting on conflict appears to be good with the chosen scope (primarily related to civilian casualties and dynamics between different factions), but these reports themselves lack analysis of much of the underlying factors generating conflict, such as natural resource management conflicts, market dynamics, etc. or the implications in relation to impacts on the poor, women, etc. This makes it difficult to draw conclusions that are directly applicable in relation to Swedish development programming.

The documented and probable outcome of influencing are illustrated in table 3.7 below.

Table 3.7 Influence on the international community

Influencing	Evidence
Documents read by (political sections of) donors, and international organisations and briefings demanded by the same	Interviews with donors and external resource persons
[Name protected] used as background and context in international and to some extent local media	Interviews and desk review of Articles in media
Documentation from [Name protected] and as well as media reports are used by donors for political reporting	Interviews with donors and external resource persons. References to [Name protected] in reporting
Reporting influences the attitudes and discourses of donors	Not possible to document directly. However, substantial referencing to [Name protected] has a high probability of influence
Change in donor approaches in Afghanistan	Probability high given the evidence at output and outcome level, not possible to document in the evaluation

The three different channels of influencing and their effect is also illustrated in the figure below.

Figure 3.1 [Name protected] influence and probability of the same

The team was asked to assess the extent to which [Name protected] is providing a platform for individuals to enhance their understanding of Afghanistan. [Name protected] is in itself such a platform, and also occasionally draws on external international experts in their work. However, except for the five Afghan researchers employed by [Name protected], there is limited evidence to suggest that [Name protected] is actively creating a broader platform beyond the organisation in Afghanistan. This is substantiated by the fact that [Name protected] has no formal cooperation with other organisations in Afghanistan.

The substantial participation of, in particular the international staff of [Name protected], in inter-national conferences outside Afghanistan evidently contributes to enhanced discussion on Afghanistan internationally.

In terms of cross-cutting issues, 26 election and gender documents were assessed.²⁷ The findings of the screenings are summarised in the table below.

²⁷ Assessed by team member Ian Christoplos from a selection of documents recommended by [Name protected].

Table 3.8 Screening for cross-cutting issues

Assessment criteria	Elections	Gender
Gender clear	5	7
Gender weak	20	10
Participation clear	25	12
Participation weak	0	5
Accountability clear	25	11
Accountability weak	0	6
Non-discrimination clear	7	11
Non-discrimination weak	18	7
Transparency clear	25	13
Transparency weak	0	4
Perspective of the poor clear	1	8
Perspective of the poor weak	24	9
Environmental Sustainability clear	0	0
Environmental Sustainability weak	25	14

At the outset it should be stressed that, in the short articles reviewed, it comes as no surprise that some of these issues are excluded as ‘everything cannot be about everything’. The data presented here is intended to suggest trends in areas of focus. As can be seen in the table above, there is more attention to some cross-cutting issues than others (transparency stronger, some reference to (ethnic) non-discrimination). Even if gender equality issues are perhaps self-evident, it is notable that this is not mentioned in election documents except in the discussions of the election law. Some absence of “gender equality” in such short pieces is understandable, but in reviewing the election theme the systematic failure to refer to gender equality outcome implications is problematic.

The gender equality reporting in the gender documents reviewed refers specifically to women and largely the enforcement of legal frameworks. While useful and important, this does not represent a comprehensive perspective on gender equality. It is problematic that [Name protected] addresses gender from such a narrow perspective. Here again, this in many respects relates to the brevity of the articles and is therefore inherent in the [Name protected] modus operandi, but there is a risk that readers in the development community could interpret this to suggest that narrow approaches to addressing these concerns are sufficient.

The implications of electoral processes for the inclusion of the poor and attention to their perspectives is assessed to be weak. Some reference to marginalised ethnic groups (Kuchi, Hazara) might carry with it a measure of implicit links to poverty, but this is not spelled out. Here again, this may have to do with the theme and is not meant to suggest that poverty analysis is lacking in [Name protected] other reporting. This finding refers to a failure to address elections per se from the perspectives of the poor.

No attention is given to the potential implications of the political process for strengthening certain groups interested in (unsustainably) exploiting Afghanistan's considerable natural resources. Perhaps this is because such implications are too unclear to assess, but it should nonetheless be noted that these concerns are absent, despite the fact that the outcomes of the electoral process may have substantial implications on water conflicts, illegal land acquisitions, etc. Here again, it is not suggested that 'everything should be about everything', but it is noted that the links to these issues are not reflected in the sample chosen.

3.4 SUSTAINABILITY

Question from the Evaluation Matrix:

S.B.1 Is [Name protected] a sustainable organisation?

The sustainability of [Name protected] can be assessed in terms of financial as well as institutional sustainability. With regard to financial sustainability, [Name protected] does not charge fees for its publications or services, and all funding therefore relies on the donors. [Name protected] has run a surplus for the last years (of around 30% unspent funds every year) and the recent system audits shows that it has basic financial systems and procedures in place. Future financial sustainability will require continued core funding from donors and/or various foundations. [Name protected] is considering applying for funding from the latter. Core funding is key to ensuring the independence of [Name protected]. If no core funding is provided by donors and/or various foundations, [Name protected] will not be able to operate in the future.

Institutional sustainability refers to the extent to which [Name protected] is sustainable as an organisation. There are different parameters which will ensure institutional sustainability. These include:

- 1) Clear mandate and strategy
- 2) Systems and procedures in place
- 3) Institutional transfer of knowledge internally (institutional memory)
- 4) Degree of Afghan ownership²⁸

²⁸The discussion of Afghanisation has two elements, which both relates to the origin of funding of [Name protected]: (1) developing local human resource and organisational capacities is an integral part of virtually all Swedish development cooperation (and most other development agencies) in partner countries (as opposed to using international technical expertise for 'implementation'), this suggests an institutional change processes for an organisation such as [Name protected] to demonstrate a trajectory towards integration with Afghan institutions (needless to say this will also contribute to the longer term stability of Afghanistan); (2) the organisation would therefore be expected to become more Afghanised over time, with emphasis on the leadership of the organisation. The evaluation team is not aware of any other example of non-humanitarian think tank support being provided at national level in partner countries that is as strongly

There is, among [Name protected] staff, an internal understanding of what [Name protected] is, but there is not an organisational strategy as such (there has been an internal organisational brain-storming exercise, but no formalised strategy) with clear outputs and indicators identifying targets against which the organisation will work. There is, in other words, a sense of direction, but without a formulation of this strategic direction.

On a more operational level, the organisation does have systems and procedures in place, which are assessed to be satisfactory given the limited size, budget and activities of the organisation.²⁹

In terms of knowledge generation, transfer and institutionalisation, there is an extensive peer reviewing and quality assurance process within [Name protected]. This means that several researchers will read and comment on each other's articles. This is first, and foremost to ensure quality, but has a spin-off effect, which results in knowledge generation across the organisation. Similarly, frequent short meetings are held on the agenda and prioritisation of the organisation with all staff, which again improves the common understanding of immediate priorities and serves to share information between staff members.

The degree of Afghan ownership is assessed to be increasing in the institution, but from a very low level of initial engagement and ownership of Afghan staff. The organisation originally employed the three founding members of [Name protected] (all internationals) and have since expanded so that there are now five international analysts (depending on how the staffing and hours are counted) and five national analysts. All management level positions are held by internationals as is the Advisory Board³⁰.

Interviews show that [Name protected] is undertaking several capacity development activities (including research training, individual English language writing classes and mentor-ing for individual articles, internal research method trainings and shorter media training) to increase the capacity of the national staff. Furthermore, there is recognition among the national staff of their increasing role in higher level activities, such as analysis and report writing. The progress is, however, more difficult to trace in the publications. Of the 75 publications related to the election dossier only 10 included Afghan researchers, and of these only 5 have Afghans as the sole author. The distri-

'for and by' internationals and which lacks an explicit strategy for capacity development and transformation.

The latest follow-up on the [Name protected] System Audit by EY dated 15 October 2013, shows that [Name protected]²⁹ has

implemented 32 and is in the process of implementing 18 recommendations of the system audit with only two not implemented.

³⁰According to stakeholder list provided to the evaluation team by [Name protected].

bution across the years do not indicate an increase in the publications of Afghans in this field (4 in 2010, 3 in 2011 and 3 in 2013). Tables 3.9 and 3.10 below provide an overview of authors of [Name protected] products (table 3.10 referring to dispatches specifically), this shows that the number of Afghan authors remains low throughout the period of operation of [Name protected].

Table 3.9: Authors of [Name protected] reports (note: one report can have several authors)

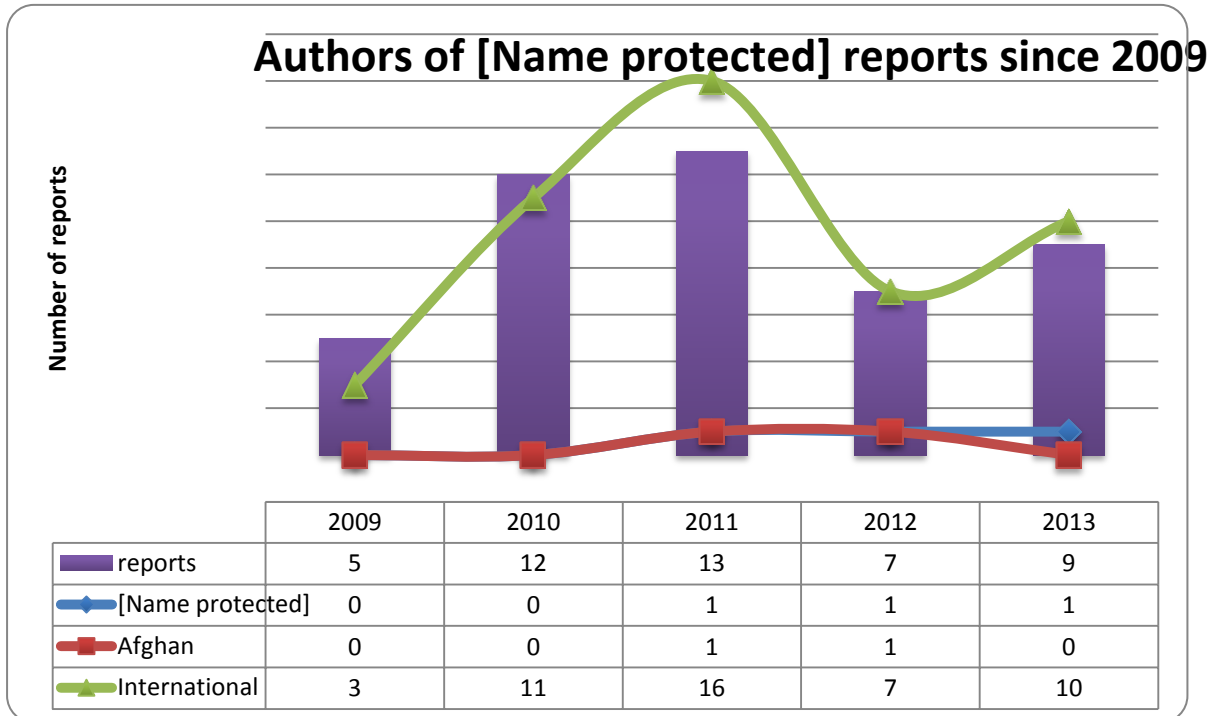
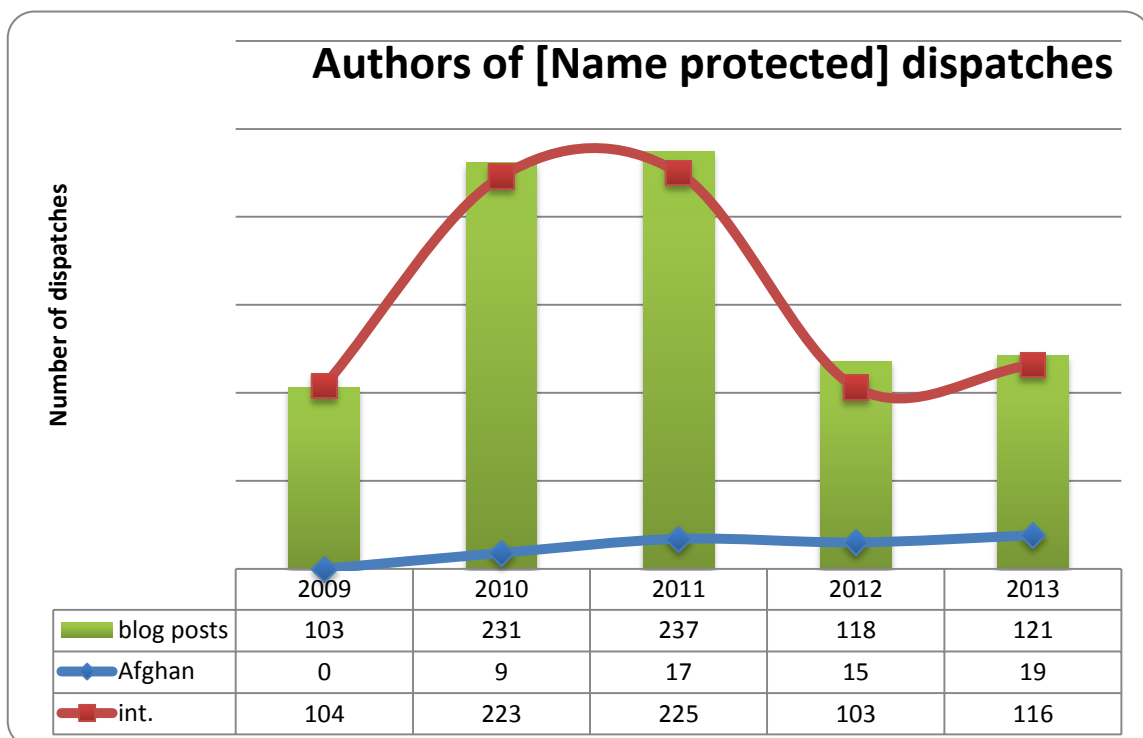


Table 3.10: Authors of [Name protected] dispatches (note: one dispatch can have several authors)



The challenges with Afghanising the organisation are exacerbated by the perception of [Name protected], among the international and national interviewees (except for [Name protected] and Advisory Board members), as being an organisation of a few international individuals. Several interviewees stated that they follow individual researchers (most internationals) rather than [Name protected] as such.

4 Evaluative Conclusions

The team has evaluated [Name protected] in accordance with the agreements reached in the inception phase, as presented in the inception report. As such, [Name protected] has been evaluated against development standards as defined by OECD-DAC, which is appropriate in light of the fact that the organisation is funded using development cooperation re-sources. [Name protected] is, however, not a conventional development think tank, and the funding agreements (or the [Name protected] constitution of mandate) do not spell out clear targets and indicators related to development cooperation goals, but are limited to the anticipation of contributing to policy formulation.

The work of [Name protected] is highly relevant for analysing the political context in Afghanistan. According to interviewees and the team's own assessment, it provides timely and high quality analysis and reporting on major political events in Afghanistan. They are assessed by the political sections of the diplomatic community to be relevant and useful in their work, enable these to analyse and report on the country and are likely to influence this audience's policy dialogue with the Government of Afghanistan. Influence does not occur through direct advice (since [Name protected] does not, with very few exceptions, provide recommendations in its reports), but through information and analysis of the contextual situation.

In light of this, [Name protected] has achieved results vis-à-vis the the second evaluation question, i.e. influencing international policy on Afghanistan. The results on the first requirement of the evaluation are, however, less pronounced. In short, the team has not found evidence of influence on policies of the Government of Afghanistan. In its current function, [Name protected] primarily operates to inform the international community about the politics, conflict and security situation and governance in Afghanistan to enable these actors to undertake better decision-making when working with Afghanistan. [Name protected] does not classify itself as an advocacy organisation and their influence will therefore have to be through making the findings of [Name protected] attractive and relevant enough to be read by the Government of Afghanistan or by ensuring that the media and the international community take the findings of [Name protected] further.

To summarise, the evaluation has found that [Name protected] is relevant to the international community's political decision-making processes, as it is one of the few think tanks with such timely, in-depth understanding of Afghanistan. Thematically, the work of [Name protected] is relevant to Sida and Sweden's priority areas in the country. However, the type of reporting read by the development actors interviewed in this evaluation consists of up-to-date, thorough reporting and analysis on current events and emerging issues; but it is harder to discern its direct relevance for analysis of development planning and programming. Opportunities to delve deeper into the implications of

[Name protected] topics of research for the overarching goals, policies and principles of Swedish development cooperation.

The relevance of [Name protected] to the international community is also reflected in the effectiveness of the organisation vis-à-vis this audience. Its products are assessed to be of high quality, accessible to the international audience through online media and in short format, timely and context relevant. The same parameters are equally relevant for the Afghan audience (except that there is still only a very limited number of publications in Dari and Pashtu). However, Afghan interviewees were mostly not aware of [Name protected] or of the opinion that the reporting was not relevant for Afghans as ‘we already know’.

The effectiveness challenges affects the ability to identify outcomes in terms of influence to [Name protected]. Where the effectiveness is high vis-à-vis the international community, there is evidence of influence on attitudes and discourses. Similarly, where the effectiveness is limited vis-à-vis the Afghanistan Government and institutions, there is no evidence of the outputs having been used to generate expected outcomes.

[Name protected] is working hard to capacitate its national staff and provide a basis for Afghani-sation of the organisation. However, the credibility of the organisation still rests with its main (three to four) international authors. These are the personalities that the international community follow on the web and in conferences. They remain the *raison d’être* of the organisation, without which [Name protected] would risk becoming irrelevant.

The variation in the results of [Name protected] in the evaluation period is partly a consequence of the lack of clarity of the mandate of [Name protected] and its expected achievements. The [Name protected] programme proposal is not a substitute for a strategy. It has been formulated without clear targets and indicators of the organisation. Instead, the funding has been based on the presumption that the knowledge of the leading individuals on Afghanistan would enable regular reporting on areas of relevance to the Embassies, which would eventually impact policy-making in Afghanistan. The theory of change or the logical chain of inputs, outputs and results remain elusive. Donors and [Name protected] will need to agree on the rationale and expected outcomes of the support to the organisation to ensure that there is an agreement on the (yet-to-be-defined) desired results. This will also eventually determine the rationale for the decision on why Sweden funds (or continue to fund) the organisation: to achieve or contribute to identifiable development outcomes or provide contextual analysis and inputs for political reporting?

5 Recommendations for Future Support

Recommendations have been divided between Sida and [Name protected].

It is recommended that **Sida**:

- Consider the findings of this evaluation and agree on the circumstances under which it can continue funding [Name protected], i.e. the extent to which the change of funding from the Ministry of Foreign Affairs to Sida (as described in the ToR) is appropriate in light of the political scope and utility of the work of [Name protected]. Considerations should include reflections on the degree of development impact of [Name protected] (identified in this report) versus the need for informed political, security and conflict analysis for development cooperation in Afghanistan. The team recommends that potential continued funding by Sida should include – at a minimum – demands to [Name protected] of a strategy from, which clearly outlines, influencing considerations, targets and indicators, as well as a plan for Afghanisation of the organisation. This reflection should be complete prior to a decision on continued funding to [Name protected] in 2014.

It is recommended that **[Name protected]**:

- Continue its internal process to explicitly define its mandate and role in Afghanistan. This should include explicit reflections on goals and audience and specific discussions on how to achieve these goals. As part of this discussion, [Name protected] must relate to whether it sees itself as a vehicle for influencing or limited to witnessing, and the extent to which [Name protected] undertakes advocacy as well as capacity development activities (beyond internal staff).
- The definition process should result in a clear strategy, and outline goals, targets and indicators against which the organisation wants its results to be measured.
- Work more extensively on translating all reports and dispatches into Pashtu and Dari to reach a greater Afghan audience.
- Communicate on its role and mandate, including on its approach to analysis and research to its user group from donors to civil society.
- Work more strategically on the Afghanisation of the organisation. This should include promoting Afghan representation in the management of [Name protected]. It is suggested that a plan be developed to define how the organisation will proceed with this process and move beyond capacity development to engage in a process of including more formalised Afghan leadership in management as well as in the Board, and continuing the process of Afghan lead research initiatives.

Annex 1 – Terms of Reference

Terms of Reference for impact evaluation of [Name protected] and [Name protected]

Date: 2013 08 14 [Name protected] - 13/000986

Case number: [Name protected] - 13/001024

1. Background

Sida has been supporting [Name protected] and [Name protected] under the sector objective of ‘democracy, human rights and gender equality’ since 2002 and 2011 respectively. Moreover, Sweden (through Ministry of Foreign Affairs) has contributed to the establishment of [Name protected] in 2009 and extended its support in 2010 as well.

This ToR is for two different evaluations of two different organisations, namely [Name protected] and [Name protected] and it shall result in two separate final reports for [Name protected] and [Name protected]. The reasons why they are both put under the same ToR are:

- Both organisations are research think-tanks aiming for better and informed policy making in Afghanistan.
- Both organisations have very similar target audience, hence making it possible for the evaluators to assess both at the same time.
- It saves time, cost and resources.

1.1 [Name protected] - Background

[Name protected] is an independent Afghanistan-based research institute. Its mission is to in-form and influence policy and practice through conducting high-quality, policy-relevant research and actively disseminating the results, and to promote a culture of research and learning. To achieve its mission [Name protected] engages with policymakers, civil society, researchers and students to promote their use of [Name protected] research and its library, to strengthen their research capacity and to create opportunities for analysis, reflection and debate.

As an impartial Afghanistan-based voice dedicated to research excellence, [Name protected] aspires to contribute to the development of inclusive and transparent policymaking processes, driven by the priorities of the Afghan people, with the aim to give rise to better informed policies and programmes that improve Afghan lives. To achieve this vision [Name protected] works to promote inquiry, inspire debate and enhance analysis. [Name protected] seeks to foster a work environment of mutual respect, inclusion and learning for all, which engages a diverse, experienced team united in its purpose. [Name protected] commitment to building capacity today is expected to shape the future face of research in Afghanistan.

This evaluation was foreseen in the 2010 agreement between Sida and [Name protected] for implementation of [Name protected] Strategic Plan 2010 – 2012.

Sida has been supporting [Name protected] with core support since 2002. This evaluation is expected to cover the activities of [Name protected] between 2002 until 2013. The evaluation is commissioned by Sida (only) but due to the fact that Sida has been one of the donors providing core funding to [Name protected], the evaluation will cover all [Name protected] activities in general and will not be confined merely to Sida-funded activities.

1.2 [Name protected] – Background

[Name protected] is an independent non-profit policy research organisation registered in Germany and Afghanistan. It was founded in February 2009 on the premise that the need for information, analysis and strategic policy advice about Afghanistan is steadily increasing due to several factors, including:

- a highly complex and deteriorating political, social and security environment (including an increasingly assertive insurgency, rising popular disaffection, widespread rearmament and a weak and factionalised government) leading to a widely shared sense of urgency;
- increased realisation that long-term positive change cannot be affected without a better understanding of realities on the ground;
- high turn-over of international staff and decreasing mobility and access to the countryside, leading to a lack of knowledge and understanding of local dynamics;
- lack of common purpose and clear strategy within the international community, leading to a fragmented and piece-meal approach in the field of sustainable development and long-term state-building;
- The limitations of most currently available analysis, which often lacks the relevant level of detail or timeliness required for policy planning, and often has no follow-up on the ground.

[Name protected] was established with the aim to (1) provide independent, timely, detailed and in-depth political analysis and policy research on Afghanistan to a wide range of policy makers and researchers, as well as to the general public; and in doing so to (2) contribute to a greater understanding of the country and its region and to (3) contribute to the formulation of policy interventions that contribute to long-term stability in Afghanistan.

The current [Name protected] 3 years (2011 - 2013) programme under implementation ‘Afghanistan’s Transition: Unpacking Local, National and Regional Politics’ aims to achieve (1) to consolidate [Name protected] position as reputable, influential and credible source of information and analysis on Afghanistan and (2) to expand the level of analysis and range of subjects to match the increasing complexity of a country in transition.

The current programme has the following objectives:

- 1) To promote greater understanding of Afghan realities through field-based research, unbiased analysis and high-quality publications;

- 2) To provide a platform for individuals with in-depth understanding of Afghanistan to contribute to (1), through blogs, publications, seminars, etc.
- 3) To ensure the inclusion of a broad range of ‘Afghan voices’ in policy discussions.
- 4) To inform and influence international policy-making on Afghanistan through additional briefings for decision-makers, participation in conferences and high-level meetings, media presence, etc.

[Name protected] is not an advocacy organisation, but it seeks to influence policy makers and media by ensuring that they have access to independent, accurate and grounded analysis and research findings.

Sida contributed to the establishment of [Name protected] in 2009 (through Ministry of Foreign Affairs) and continued its support in 2010. Sida has been supporting [Name protected] since 2011.

2. Evaluation Purpose and Objective

2.1 [Name protected] - Evaluation Purpose and Objective

Overall Objective:

The evaluation should assess the **impact**, relevance, timeliness and quality, of [Name protected] research. It shall also assess organisational and financial sustainability of [Name protected]. The scope and impact of [Name protected] contribution to ‘development of inclusive and transparent policymaking processes, driven by the priorities of the Afghan people, which give rise to better informed policies and programmes that improve Afghan lives’ – as [Name protected] vision states and more simply [Name protected] capability to influence policy making in the Afghan public sector is the overall objective of this evaluation.

The findings of the evaluation will enable Sida to make an informed decision for the assessment of future contribution to [Name protected] after the current one year bridge funding period ends by May 2014. It is also very much likely that the findings will be used during development of and browsing of ideas for the new country strategy for Afghanistan.

Specific Objectives:

1. **Impact** – To assess the impact of [Name protected] work is a key objective of this evaluation. After supporting [Name protected] for many years, it is vital to assess the impact of [Name protected] work in relation to policies developed and adopted and development decisions made in Afghanistan (example would be level/extent of influence on the results of a number of international conferences held in the past decade on Afghanistan). Impact could be assessed for example through [Name protected] direct input in the policy making process, utilisation of [Name protected] publications as input into policy preparation, demand for training by institutions entrusted with policymaking. Evidence of influence on different Afghan government ministries who prepare policies and legislation, the parliament, ministry of finance (as the main government institute entrusted with policy discussion on development dialogue (with donors) in Afghanistan) is to be assessed.

It would be vital for the evaluation team to meet with as many policy actors as possible to get a grasp of [Name protected] level of influence and outreach.

2. **Relevance and timeliness of research initiatives** – To assess how research initiatives and prioritisation within initiatives relate to the major policies undertaken and developed in Afghanistan, such as ‘a number of international conferences that have taken place that shaped the theme and direction of development efforts in Afghanistan, the latest being the Tokyo conference in July 2012’ and the subsequent follow up events. Differentiation should be made between political and development policies as the assessment goes on (keeping in mind Sida is a merely a development entity). More specifically, how do they relate to Sida’s overall³¹ and specific sector³² development goals in Afghanistan as outlined in the ‘Revised country strategy for Afghanistan (2012 – 2014)’. Timeliness of research initiative in relation to the time of important raised critical issues, policies and development decisions is also to be assessed.
3. **Quality of [Name protected] publications** – To assess quality of [Name protected] publications using quantitative methods such as citations’ index and publications in recognised journals as well as qualitative assessment such as utilisation of research by academic institutions. Quality assessment of [Name protected] publications should also include the team’s own assessment of carefully selected sample of [Name protected] publications which have not been reviewed or published in journals.
4. **Sustainability** – To assess [Name protected] organisational and financial sustainability in the light of changing economic and political environment in the country. [Name protected] funding base is to be assessed as to how broad or on the contrary how dependent it is on core funding from donors. [Name protected] relation and long term status/position in relation to principal government research institutions is to be explored and clarified, including [Name protected] cooperation and position to [Name protected] or other relevant institutions.

³¹ The overall objective of Swedish development cooperation in Afghanistan is to enable people living in poverty, particularly women, girls and young people, to enjoy better living conditions in a peaceful, democratic and legally secure society. -

³² Sector 1. Democracy, human rights and gender equality

- Strengthened democratic institutions and systems for public financial management, and greater transparency in central government administrations.
- Strengthened ability of women to enjoy their human rights and influence the development of society.
- The presence of viable actors in civil society and free, independent media capable of contributing to greater accountability and a more transparent public administration.

Sector 2. Education

- Increased access to primary education of good quality, with special focus on girls’ right to education.
- More trained teachers.
- Increased literacy among women aged 15 – 24. – Revised development cooperation strategy – Afghanistan January 2012 – December 2014

5. National ownership is an important aspect to look at. Ratio of national versus international staff; efforts to build competence among national staff; nature, quality and content of tasks handled by Afghan staff is to be assessed.

2.2 [Name protected] – Evaluation Purpose and Objective

Overall Objective:

The evaluation should assess the **impact**, relevance, timeliness and quality, of [Name protected] research(blogs/dispatches and reports, background briefings, media interventions, public speaking). It shall also assess organisational and financial sustainability of [Name protected]. The scope and impact of [Name protected] contribution to ‘provide independent, timely, detailed and in-depth political analysis and policy research, on Afghanistan, to a wide range of policy makers and researchers, as well as to the general public; and in doing so to contribute to a greater understanding of the country and its region and to contribute to the formulation of policy interventions that contribute to long-term stability in Afghanistan.’ – as [Name protected] aim describes - and more simply [Name protected] capability to influence policy making or policy actors (in Afghanistan) and policy actors working on Afghanistan (capitals, headquarters) is the overall objective of this evaluation.)

The findings of the evaluation will enable Sida to make an informed decision for the assessment of future contribution to [Name protected] after the current agreement ends in January 2014. It is also very much likely that the findings will be used during development of and browsing of ideas for the new country strategy for Afghanistan.

Specific Objectives:

1. **Impact** – To assess the impact of [Name protected] work is a key objective of this evaluation. The evaluation is taking place at an important time (end of 3 year support to [Name protected]) and shall contribute to an informed decision on behalf of Sida for future cooperation with [Name protected]. The impact of [Name protected] work (research and publications) is to be assessed against its organisational and programme goals. Impact could be assessed for example through [Name protected] direct input in the policy making process, utilisation of [Name protected] publications as input into policy preparation.
Evidence of influence on different international community actors in Afghanistan (among other policy actors including the Afghan government) is to be assessed. It would be vital for the evaluation team to meet with as many policy actors as possible to get a grasp of [Name protected] level of influence and outreach.
2. **Relevance and timeliness of research initiatives** – To assess how research initiatives and prioritisation within initiatives relate to the major policies undertaken and developed in Afghanistan, such as a number of international conferences that have taken place that had shaped the theme and direction of development and politics in Afghanistan. Differentiation should be made between political and development policies and initiatives (keeping in mind Sida is a merely a development entity) as the assessment goes on. More specifically, how does [Name protected] and their work (research and publications) relate to Sida’s

overall³³ and specific sector³⁴ development goals in Afghanistan as outlined in the ‘Revised country strategy for Afghanistan (2012 – 2014). Timeliness of research initiatives in relation to the time of important raised critical issues, (political and developmental) is also to be assessed.

3. Strategically/timely planned research initiatives increase the potential for intended impact of research.
4. ***Quality of [Name protected] publications*** – To assess quality of [Name protected] publications using quantitative methods such as citations’ index and publications in recognised journals as well as qualitative assessment such as utilisation of research by the target audience (policy actors in the country as well as in the capitals) academic institutions. Quality assessment of [Name protected] publications should also include the team’s own assessment of carefully selected sample of [Name protected] publications which have not been reviewed or published in journals.
5. Quality assessment of research publications links up with the degree of their intended impact.
6. ***Sustainability*** – To assess [Name protected] organisational and financial sustainability in the light of changing economic and political environment in the country. [Name protected] funding base is to be assessed as to how broad or on the contrary how dependent it is on core funding from donors.

3. Evaluation Questions and Criteria

3.1 Evaluation Questions and Criteria – [Name protected]

The evaluation questions are based on DAC criteria and connected to the relevance & timeliness, quality, sustainability (more of [Name protected] as an organisation and its financial

³³ The overall objective of Swedish development cooperation in Afghanistan is to enable people living in the poverty, particularly women, girls and young people, to enjoy better living conditions in a peaceful, democratic and legally secure society. -

³⁴ Sector 1. Democracy, human rights and gender equality

- Strengthened democratic institutions and systems for public financial management, and greater transparency in central government administrations.
- Strengthened ability of women to enjoy their human rights and influence the development of society.
- The presence of viable actors in civil society and free, independent media capable of contributing to greater accountability and a more transparent public administration.

Sector 2. Education

- Increased access to primary education of good quality, with special focus on girls’ right to education.
- More trained teachers.
- Increased literacy among women aged 15 – 24. – Revised development cooperation strategy – Afghanistan January 2012 – December 2014

base and future predictability) and impact of [Name protected] work and publications as out-lined in the objectives of the evaluation.

- **Impact**

How has [Name protected] contributed to ‘inform and influence policy and practice through ... research’ – as its mission states?

How has [Name protected] contributed to promotion of a ‘culture of research and learning’?

How has [Name protected] engaged with civil society, researchers and students in all aspects of their work?

‘[Name protected] creates opportunities for analysis, reflection and debate’ – How? Are there examples and tangible results out of these?

How has [Name protected] contributed to ‘development of inclusive and transparent policy making processes’?

Number of instances where to-be-developed or developed policies were influenced for better changes? An example would be development of the 22 National Priority Programmes (NPPs).

How has [Name protected] contributed to building capacity in order to ‘shape the future face of research in Afghanistan’ in their work so far?

Have [Name protected] included cross cutting issues such as environment, gender and anti-corruption, conflict sensitivity in their work? How influential were these in relation to policy actors?

How have [Name protected] publications influenced primarily government policies (proof of change of behaviour or policies) and also other main actors such as the World Bank?

How and to what extent does [Name protected] contribute to and influence better decision and policy making in Afghanistan?

Were there any unforeseen beneficial / detrimental impacts from [Name protected] work?

How does [Name protected] relate to and contribute to the realisation of Sida’s development agenda and goals in Afghanistan?

- **Relevance and Timeliness**

How strategic and timely were the decisions on research initiatives? How relevant and timely were the research initiatives in comparison to highlights of that time, upcoming policies, elections, expected legislation in the parliament, international donor conferences and so on.

How relevant are [Name protected] areas of engagement to Sida’s country strategy (overall goal and sector objectives)?

Evidence and extent of relevance and timeliness of research initiatives leading to better and more influence on policy actors?

- **Quality of [Name protected] publications**

The aim is to find out how good [Name protected] publications are by answering the follow-ings:

How and to what extent, do other institutions depend and refer to [Name protected] work and publications in their planning and analysis?

Number and type of academic journals referring to [Name protected] publications?

Have [Name protected] publications been reviewed by academic journals?

Evidence of [Name protected] publications use at universities and other academic organs.

How do government institutions (as primary policy makers for the country) see and use [Name protected] publications?

How does [Name protected] other target groups see and use [Name protected] publications?

How effective are [Name protected] methodologies for reaching out to its intended audience?

- **Sustainability**

How broad is [Name protected] financial base or on the contrary how dependent is [Name protected] on core funding of donors?

What happens if donors stop their core support to [Name protected], does [Name protected] have any plans to sustain if donors withheld their funding?

What happens to the vast accumulated knowledge / library that [Name protected] has gathered in its life time if donors withheld their funding?

Ratio of international versus afghan experts – How has [Name protected] developed national staff capacity to sustain its life on the long run?

Where does [Name protected] see itself in 5 – 10 years, how does it plan to operate (financially) during that time?

How does [Name protected] cooperate with other Afghan research institutes and think-tanks including government bodies such as Central Statistics Office?

The inception report shall suggest pertinent questions missing from the ToR.

Conclusions, recommendations on all of the above points and lessons learnt from [Name protected] many years of activities makes the most important feature and goal of this evaluation that will enable Sida to make a more informed decision on the future of cooperation with [Name protected] in 2014 and will be used for the development of next country strategy for Afghanistan.

Hence it is extremely important that the evaluation report draws precise and clear conclusions and recommendations as much as possible.

3.2 Evaluation Questions and Criteria – [Name protected]

- **Impact**

How does [Name protected] contribute to ‘formulation of policy interventions that contribute to long-term stability in Afghanistan’?

How has [Name protected] contributed to ‘greater understanding of Afghan realities’?

How has [Name protected] contributed to ‘provision of a platform for individuals with in-depth knowledge of Afghanistan to promote greater understanding of Afghan realities’?

How has [Name protected] ensured ‘inclusion of a broad range of “Afghan voices” in policy discussions’?

How has [Name protected] contributed to ‘development of inclusive and transparent policy making processes’?

Have [Name protected] included cross cutting issues such as environment, gender and anti-corruption, conflict sensitivity in their work? How influential were these in relation to policy actors?

How have [Name protected] publications influenced the international policy making in Afghanistan? Has their work led to better planning on the International Community part? For example have they pushed donors to reach to more deprived areas, or to be more cost effective, or to be more aligned with Afghan realities on the ground in their planning and analysis of their programming or while shaping their country strategies?

How [Name protected] demonstrates links to development issues in their publications?

Were there any unforeseen beneficial / detrimental impacts from [Name protected] work?

How does [Name protected] relate to Sida’s development agenda and goals in Afghanistan?

How do [Name protected] target audience (different policy makers) see and use [Name protected] publications?

How does [Name protected] cooperate with other and in particular local research organisations?

- ***Relevance and Timeliness***

How strategic and timely were the decisions on research initiatives? How relevant and timely the research initiatives were in comparison to highlights of that time, upcoming policies, elections, expected legislation in the parliament, international donor conferences, transition and so on. Research on issues at margins or neglected are to be considered as relevant as well

How relevant are [Name protected] areas of engagement to Sida’s country strategy (overall goal and sector objectives)?

Evidence and extent of relevance and timeliness of research initiatives leading to better and more influence on policy actors?

How effective are [Name protected] methodologies for reaching out to its intended audience?

- ***Quality of [Name protected] publications***

The aim is to find out how good [Name protected] publications are by answering the followings:

How and to what extent, do other institutions depend and refer to [Name protected] work and publications in their planning and analysis?

Number and type of academic journals referring to [Name protected] publications?

Have [Name protected] publications been reviewed by academic journals?

Evidence of [Name protected] publications use at universities and other academic organs.

How do government institutions (as primary policy makers for the country) see and use [Name protected] publications?

How do [Name protected] other target groups see and use [Name protected] publications?

- **Sustainability**

The evaluators should assess [Name protected] sustainability as an organisation.

The inception report shall suggest pertinent questions missing from the ToR. Conclusions, recommendations on all of the above points and lessons learnt from [Name protected] many years of activities makes the most important feature and goal of this evaluation that will enable Sida make a more informed decision on the future of co-operation with [Name protected] in 2014 and will be used for the development of next country strategy for Afghanistan.

Hence it is extremely important that the evaluation report draws precise and clear conclusions and recommendations as much as possible.

4. Scope and Delimitations

The scope of the evaluation can be seen as rather broad as [Name protected] and [Name protected] areas of engagements are broad. However the evaluation is intended to focus more on the effects and more longer-term ‘impact’ of [Name protected] and [Name protected] work which requires observation, study and analysis of trends of policy making and development decisions taken over the years (as covered by the evaluation) including current status of affairs of these issues.

Relating [Name protected] and [Name protected] different research initiatives to the evolution of decision making and policy development in Afghanistan during the past decade or so, will likely to be challenging and demand focused and prioritised work and deep study of all these evolved trends and policies. At the same time, there will be a lot of interaction between the evaluators and external stakeholders (policymakers, donors, the World Bank, civil society, researchers, academic institutions and students) besides working closely on all matters with [Name protected] and [Name protected] themselves, as the nature of the evaluation (impact) suggests. Thus it is extremely important for the evaluators to focus, prioritise and plan how to conduct the evaluation after an initial and vital desk study by the end of which they will develop an inception report.

The evaluation is not intended to consider and study all policies developed in the country during the activity period covered, but the evaluators should keep in mind the end results (of research initiatives), signs of behaviour change, influence in decision making, either directly or indirectly, as a result of [Name protected] and [Name protected] work. The evaluation is to be realistic as to what can and cannot be achieved i.e. to consider external uncontrollable factors (existing in Afghanistan) that may hamper or constrain policy change in Afghanistan which are beyond [Name protected] and [Name protected] ability, scope and mission.

5. Methodology

Based on OECD/DAC's criteria for evaluations, the evaluation should focus on relevance & timeliness, quality, sustainability, and more importantly on impact of [Name protected] and [Name protected] work for which adequate attention needs to be paid to the evolution process of different major policies in the country that are close to [Name protected] and [Name protected] areas of work. [Name protected] and [Name protected] rational and criteria for selection and prioritisation of re-search initiative are to be compared with needs and important / critical issues at the time when initiatives were commenced. Rationale for not focusing on certain research topics could be considered and analysed as well.

The evaluation will receive input internally from [Name protected] and [Name protected] as well as during different interactions with other external institutions such as [Name protected] and [Name protected] target groups i.e. policy making institutions (primarily at the government), the World Bank, sister organisations, other donors (but not limiting to core support providers), civil society organisations, universities and libraries.

Hence the evaluation shall be carried out as follows:

During the first week, the evaluation team will conduct a desk study. All required information and documents such as [Name protected] and [Name protected] statute, strategic plans, annual work plans, audit reports, any other internal and external assessments / evaluation(s) conducted in the past, major publications and any other specific information request-ed by the evaluation team, are to be sent digitally to the evaluation team by [Name protected] and [Name protected] and Sida (if needed). The evaluation team is expected to prepare an inception report based on their desk study and this ToR. The inception report is to be shared with Sida immediately after the desk study.

After the desk study, the team is expected to arrive in Kabul. And subsequently meet with Sida office in Kabul to discuss the inception report and clarify any pending issues.

The rest of the how-to will depend on the inception report and the clear and detailed methodology proposed there.

For the remaining evaluation process and reaching out to stakeholders, a combination of face to face, mail or telephone conversations can be used as appropriate (with regard to time, cost and response effectiveness).

At this point Sida does not foresee the need to visit provinces as most agencies/policy actors are based in Kabul. But this could change and the actual methodology will depend on the detailed plan drafted in the inception report.

The whole evaluation process should be as inclusive as possible and should reach the maximum number of stakeholder institutions (policy making institutions (primarily at the government), the World Bank, sister organisations, other donors (but not limited to core support providers), civil society organisations, universities and libraries, etc...) while maintaining and ensuring enough time and resources for proper analysis

of findings, reflections and drawing precise and reliable conclusions for the evaluation team.

Thus; Sida keeps it open for the evaluators to add aspects which they consider pertinent to the evaluation.

6. Time Schedule and Qualifications of Consultants

The evaluation process shall start October 1st 2013. The time is proposed to be spent as follows:

October 1 st – 7 th	Desk study at home (wherever the evaluation team is located) by the end of which an inception report detailing the methodology, work plan and distribution of tasks among the evaluators is to be drafted. It will also clarify any unclear issues with the evaluation questions.
October 8 th	The evaluation team meets with Sida office in Kabul to discuss the inception report and any other pending and unclear issues with the methodology and so on. And starts carrying out their activities based on the proposal in the inception report.
October 8 – 20	The evaluation team carries out its forecasted activities in the country.
October 21 st	Prior to their departure, the evaluation team meets with Sida office in Kabul and presents their initial findings. Sida may invite other embassy colleagues or other stakeholders such as other donors to this session.
October 28 th	The evaluation team sends draft evaluation report to Sida.
November 4 th	[Name protected] and [Name protected], Sida Kabul and HQ, the embassy and (maybe other stakeholders) send their feedback and comments to the evaluation team.
November 14 th	The evaluation team sends out the final evaluation report.

Note: The consultants are responsible for all the logistical arrangements for their trip to Afghanistan, including visas and while in Afghanistan, setting up appointments with stakeholders, transport, security and accommodation.

Qualification of Consultants

The evaluation shall be carried out by a team of international and local consultants with expertise in conducting evaluations, international development cooperation and policy analysis and/or development.

Considering that this is an evaluation of two research institutions of many years of experience in Afghanistan, we expect the team leader to be of expert knowledge of development in conflict and post-conflict countries and specifically who has vast

knowledge (recommended also working experience) of Afghanistan. Additionally having experience of evaluations of think-tanks or other types of research institutions is crucial.

Additionally, considering that many national stakeholders are involved i.e. various policy development and practicing entities at the government, it is highly recommended that the team consists of an expert Afghan national to ensure no communication problems occurs. A national expert is also vital for understanding and analysing reports produced in local languages. Additionally, the local expert should have proper knowledge of women and their issues in Afghanistan to understand the impact of both [Name protected] and [Name protected] work on this cross cutting issue.

Additional qualifications of the team shall be:

- Documented qualified experience from evaluations within relevant fields such as development cooperation, policy analysis and research projects/organisations.
- Knowledge of and experience of qualitative assessments, inspection and evaluation focusing on research, policy development and analysis.
- Knowledge and experience in interpretation of statistical information on broader range of issues and sectors.
- At least Master's degree in public policy or other relevant fields with a minimum of 5 years of professional experience.
- It is recommended that the team be gender balanced.

7. Reporting and Communication

Reporting timing and methods are explained above under heading 6 'Time Schedule and Qualifications of Consultants'.

The final report should specify and explain the methodology used in the final report. The final report should also specify explicitly all limitations and their consequences. The draft as well as the final reports shall be produced in electronic versions, the final report in PDF format. The main document of the final report shall not exceed 40 pages (excluding annexes) for each of the organisations and the report shall be written in English.

8. Resources

The budget for the evaluation should not exceed.

Annex 2 – Inception Report

1. Introduction

Indevelop has been contracted to undertake the evaluation of two research organisations in Afghanistan: the [Name protected] (2002-2013) and the [Name protected] (2009-2013). Both evaluations will be carried out simultaneously by Tana Copenhagen and Indevelop jointly. This inception report outlines the suggested approach and methodology for the two evaluations as well as reflections on the Terms of Reference (ToR) and the implementation planning.

Given the similarities between the two organisations and that the evaluations have quite similar objectives (see section 3) and that the methodology suggested in section 5 is similar as well, it was suggested that the two evaluations be combined to some extent. Furthermore, combining these assignments will allow saving time, resources and limit costs as well as drawing broader conclusions about the support to policy analysis in Afghanistan. The evaluations have similar objectives and types of questions (see section 3). This approach may also optimise opportunities for utilisation of the evaluation findings as the evaluations are expected to be of interest to similar audiences.

A number of differences between the two organisations should however be stressed from the onset. These include:

- Years of operation: [Name protected] has existed considerably longer than [Name protected]
- Type of organisation: [Name protected] is registered as a not-for profit independent re-search institution in Germany and Afghanistan, while [Name protected] is independent research organisation located in Kabul with diplomatic status
- Structure and governance: [Name protected] was set-up by the international community and hence has a board of directors with representation from the UN, NGOs, etc., while [Name protected] the executive board is composed of 3 co-directors and staff of the organisation
- Mandate: while [Name protected] aims both at informing policy and practice related to Afghanistan as well as promoting a culture of research, [Name protected] aims primarily at the former
- Funding: [Name protected] have received Swedish funding since 2002, [Name protected] since 2009. [Name protected] furthermore has a considerably larger budget than AAN.

The evaluations fall under the Swedish sector objective of ‘democracy, human rights and gender equality’. The objectives within this sector are:

- *Stärkta demokratiska institutioner och system för offentlig finansiell styrning samt ökad transparens i statsförvaltningen / Strengthening democratic in-*

stitutions and systems for public financial management and increased transparency in public administration

- *Kvinnor och flickors möjligheter att komma i åtnjutande av sina mänskliga rättigheter ska ha stärkts, liksom deras möjligheter att påverka samhällsutvecklingen* / Women's and girls' opportunities to enjoy their human rights should be strengthened, as well as their ability to influence the state and society
- *Livskraftiga aktörer i det civila samhället samt oberoende och fria medier som bidrar till ökat ansvarsutkrävande och en mer transparent förvaltning* / Viable actors in civil society, and independent and free media that contribute to greater accountability and a more transparent public management.

2. Background

Below are first reflection on the background of the evaluations in terms of Afghan context and initial introduction to the two organisations.

2.1 Afghan Context

The period covered by this evaluation(s) ranges from 2002 (for [Name protected] and 2009 for [Name protected]), shortly after the fall of the Taliban to 2013, in the midst of the withdrawal of foreign forces from the country and uncertainty about what lies ahead. While Afghani-stan made advances in those years, it remains a country facing immense development challenges and human rights violations. Women and girls are particularly affected.

Overall post-2001 context

After the 11 September 2001 attacks in the USA³⁵, the US initiated aerial attacks in Afghanistan in October 2001, paving the way for opposition groups to drive the Taliban from power and heralding a long-term, NATO-led military presence. UN Security Council in Resolution 1386 (December 2001) established an International Security Assistance Force (ISAF), which later came under NATO command. In January 2002, the first contingent of the NATO-led International Security Assistance Force (ISAF) arrived.

The UN-sponsored Bonn Conference in 2001 established a process for political reconstruction that included the adoption of a new constitution, a presidential election in 2004, and National Assembly elections in 2005. As a result of the Bonn Agreement, an interim administration took office. In June 2002, the United Nations over-saw an emergency loya jirga (gathering of representatives) that appointed a Transitional Administration (TA) to rule Afghanistan for a further two years. Interim leader

³⁵ This overview is based on BBC's Afghanistan overview, complemented by a number of other sources.

Hamid Karzai won the votes of more than 80% of the delegates to become president and head of the TA. In January 2004, the Loya Jirga adopted the new constitution, which provides for strong presidency. The October-November 2004 Presidential elections declared Hamid Karzai winner and in September 2005 the first parliamentary elections in more than 30 years were held.

Predictions of the Taliban's demise after the adoption of the new constitution in 2004 proved to be premature as violence increased.

In October 2009, Mr Karzai was declared winner of the August presidential election. The Presidential and provincial elections were marred by widespread Taliban attacks, patchy turnout and claims of serious fraud. The September 2010 Parliamentary polls were also marred by such violence, widespread fraud and a long delay in announcing results.

Amid a rising death toll and the increasing unpopularity of the conflict among Western voters, pressure grew for a withdrawal of foreign forces. In 2012, NATO backed plans to hand over combat duties to Afghan forces by mid-2013. Some 130,000 NATO-led combat troops will leave Afghanistan by December 2014. According to Human Rights Watch, “many Afghans feel enormous anxiety as the 2014 deadline for withdrawing international combat forces from Afghanistan looms and warlords and other powerbrokers jockey for position”³⁶.

Development challenges

Afghanistan faces immense development challenges. Afghanistan's Human Development Index (HDI) value for 2012 is in the low human development category (0.374, even low for the regional average), positioning the country at 175 out of 187 countries and territories. 36% of the population live below the poverty line. Poverty is particularly strong in rural areas. The country's human, physical and institutional infrastructure, long underdeveloped, has been crippled by over three decades of war. Despite significant improvements in the past decade, low capacity and ongoing conflict continue to undermine Afghan government institutions and their ability to deliver basic services, justice and security.

Afghanistan has a Gender Inequality Index (GII) value of 0.712, ranking it 147 out of 148 countries in the 2012 index. In Afghanistan, 27.6% of parliamentary seats are held by women, and 5.8% of adult women have reached a secondary or higher level of education compared to 34% of their male counterparts. For every 100,000 live

³⁶ Human Rights Watch Afghanistan Page, consulted in October 2013:
<http://www.hrw.org/en/asia/afghanistan>

births, 460 women die from pregnancy related causes; and the adolescent fertility rate is 99.6 births per 1000 live births. Female participation in the labour market is 15.7% compared to 80.3 for men.

Human Rights in Afghanistan

According to human rights observers³⁷, main human rights challenges include:

- Violence against women,
- While freedom of expression and association of the media and political parties were hailed as one of the few clear human rights success stories since 2001, these rights came increasingly under threat in 2012, including through new legislation, targeting of individual journalists and the crackdown on a political party that advocates prosecuting warlords.
- Protection of civilians: the country is exposed to widespread violence and civilian casualties remain alarmingly high. The Afghan Local Police commits numerous abuses. Taliban laws-of-war violations against civilians also continue.

Other violations include abuse of prisoners and detainees, preventing human rights defenders' work and curtailing transitional justice (especially the dismissal of 3 commissioners of the Afghan Human Rights Commission in December 2011). The US State Department *Report on Human Rights Practices for 2012*³⁸ adds pervasive official corruption; extrajudicial killings by security forces; ineffective government investigations of abuses and torture by local security forces; arbitrary arrest and detention, particularly of women accused of so called "moral crimes"; prolonged pre-trial detention; judicial corruption and ineffectiveness; violations of privacy rights; restrictions on freedom of religion; limits on freedom of movement; underage and forced marriages; abuse of children, including sexual abuse; discrimination and abuses against ethnic minorities; trafficking in persons; discrimination against persons with disabilities; societal discrimination based on race, religion, gender, sexual orientation, and HIV/AIDS status; abuse of worker rights; and sex and labour trafficking. Widespread disregard for the rule of law and official impunity for those who committed human rights abuses are also serious violations.

Afghanistan remains under preliminary analysis by the prosecutor of the International Criminal Court. Since 2007, the court has been looking into allegations of crimes, including killings, torture and other forms of ill treatment, use of human shields, ab-

³⁷ Human Rights Watch, *World Report 2013: Events of 2012*, Consulted in October 2013: <http://www.hrw.org/world-report/2013/country-chapters/afghanistan>, AIHRC Annual Report 1389, and UNHCR briefings.

³⁸ US Department of State, *Country Reports on Human Rights Practices for 2012: Afghanistan*, consulted in October 2013: <http://www.state.gov/j/drl/rls/hrrpt/humanrightsreport/index.htm#wrapper>

ductions, punishments by parallel judicial structures, recruitment of child soldiers, attacks on protected objects.

Civil society in Afghanistan

While the constitution provides for freedom of speech and of the press, the government restricts these rights in practice. The government also imposes restrictions on curricula and research it deems un-Islamic, requiring prior approval of “concerned ministries and institutions,” such as the Ministry of Hajj and Religious Affairs.

Since 2001, Afghanistan has witnessed an expansion of civil society. However, the latter’s relation to the power-holders in the country is under-developed and they are often looked at with suspicion.

Freedom House’s 2012 *Freedom in the World Report* stresses that the work of hundreds of international and Afghan nongovernmental organisations is not formally constrained by the authorities, but their ability to operate freely and effectively is impeded by the worsening security situation and increasingly restrictive bureaucratic rules. Civil society activists, particularly those who focus on human rights or accountability issues, continue to face threats and harassment.

A 2010 study on civil society development in Afghanistan carried out by LSE³⁹ found that CSOs expressed “feelings of powerlessness engendered by the deteriorating security situation with their views not being taken into account and the relatively little collective action”. It goes on to mention that The Government, like donors, were thought to be reluctant to consult or trust civil society. This included scepticism about the extent to which civil society was taken into consideration in conferences held to discuss the future of Afghanistan, despite the holding of a number of civil society conferences on the margins of these.

National and International Efforts

In line with the above, Afghanistan’s Poverty Reduction strategy Paper adopted in 2008 (*Afghanistan National Development Strategy* 2008-2013) is built on three pillars: i. Security, ii. Governance, Rule of law and Human Rights and iii. Economic and Social Development. As mentioned above, the government’s capacity to deliver required services is seriously constrained, and the situation is compounded by corruption, impunity and a general lack of rule of law.

³⁹ Winter, E., *Civil Society Development in Afghanistan*, June 2010, consulted in October 2013: http://www.lse.ac.uk/internationalDevelopment/research/NGPA/publications/winter_afghanistan_report_final.pdf

Since late 2001⁴⁰, Afghanistan has become a major site of concentration of international aid, security and military resources. Between 2002 and 2009, US\$26.7 billion in aid was spent in Afghanistan. By 2009, Afghanistan was the leading global recipient of official development assistance (ODA), for the second consecutive year. Afghanistan also hosts the world's largest and most costly international peacekeeping force. Volumes of funding in support of building the security sector and of counter-narcotics activities are difficult to trace but totalled at least US\$16.1 billion by 2009.

The UN has adopted a harmonised programme cycle in Afghanistan, first as a UN Integrated Transitional Assistance Programme (ITAP) prepared in January 2002, later a UNDAF the last of which supports the Afghanistan National Development Strategy and runs from 2010 to 2013. It is important to note that Afghanistan benefits both from humanitarian and Development assistance. The humanitarian community too has integrated its planning under the *Common Humanitarian Action Plan for Afghanistan* (CHAP).

A number of events, conferences and strategies should be mentioned to illustrate Afghanistan and in the International Community's efforts to address the country's challenges:

- 2002: Tokyo donor conference (recovery and reconstruction)
- 2004: Berlin Donor Conference (recovery, reform and development)
- 2006: Afghan Compact (poverty reduction, aid effectiveness - Successor to the Bonn Agreement; defined principles of cooperation for 2006–11. Agreed pillars of activity: security; governance, rule of law and human rights; economic and social development.)
- 2008: Paris declaration (reconstruction and development - Donors expressed commitments in support of the Afghan National Development Strategy).
- 2009: The Hague Conference (good governance, economic growth, security - Participants stressed the need for greater Afghan ownership of security and economic development.)
- 2010: London Conference (security, anti-corruption, reconciliation)
- 2010: Kabul Conference (security handover)
- 2012: Tokyo donors' conference (security, development, anti corruption, regional cooperation, private sector and civil society)

Human Rights Watch⁴¹ regrets that international support to the promotion of human rights has been insufficient and remarks amongst others that political pressure on the

⁴⁰ Poole, L., *Afghanistan: Tracking major resource flows, 2002-2010*, January 2011, consulted in October 2013: <http://www.globalhumanitarianassistance.org/wp-content/uploads/2011/02/gha-Afghanistan-2011-major-resource-flows.pdf>

⁴¹ Human Rights Watch, *World Report 2012*, Op. Cit.

government to respect women's rights has gone down in 2012, and that commitments to support human rights made during the 2012 Tokyo conference are "glaringly short on details". The organisation goes on to mention that "Diplomats admit behind closed doors that willingness to continue high-level support to Afghanistan is fading fast, and the planned military drawdown by 2014 is already prompting further disengagement when it comes to using political pressure and providing aid. Cuts in international aid are already leading to the closure of some schools and health clinics."

2.2 Background on the [Name protected]-Sida Cooperation

[Name protected] is an independent Afghanistan-based research institute.

[Name protected] aspires to contribute to the development of inclusive and transparent policymaking processes, driven by the priorities of the Afghan people, with the aim to give rise to better informed policies and programmes that improve Afghan lives. To achieve this vision [Name protected] works to promote inquiry, inspire debate and enhance analysis. [Name protected] commitment to building capacity today is expected to shape the future face of research in Afghanistan.

[Name protected] was established in 2002 by the assistance community working in Afghanistan and has a board of directors with representation from donors, the United Nations and other multilateral agencies, and non-governmental organisations. It was set-up building upon the international community's experience with the [Name protected] envisaged as part of the UN's 1998 Strategic Framework for Afghanistan.

[Name protected] donor's are: the Royal Norwegian Embassy, the European Commission, the Netherlands Embassy, the Finnish Embassy, Sida, United States Institute for Peace (USIP), UNWOMEN, the Overseas Development Institute, the International Development Research Centre, the Swiss Development Agency, the Danish Embassy and UNDP. [Name protected] receives both restricted and unrestricted grants. In 2012, 57% of the funds received (2.8 million USD) were unrestricted.

Sida has been supporting [Name protected] with core support since 2002. In 2012, Sida financed [Name protected] with over 750,000 USD, 90% of which were unrestricted. Sida was the organisation's largest unrestricted donor, with over 40% of [Name protected] unrestricted funds for that year. Sida's contributions made up 26.5% of [Name protected] contributions for 2012.

Box 1: [Name protected] mission

- Inform and influence policy and practice through conducting high-quality, policy-relevant research and actively disseminating the results,
- Promote a culture of research and learning.

To achieve its mission, [Name protected] engages with policymakers, civil society, researchers and students to promote their use of [Name protected] research and its library, to strengthen their research capacity and to create opportunities for analysis, reflection and debate.

2.3 Background on the [Name protected] and its cooperation with Sida

[Name protected] is an independent non-profit policy research organisation registered in Germany and Afghanistan. It was founded in February 2009 on the premise that the need for information, analysis and strategic policy advice about Afghanistan is steadily increasing.

[Name protected] functions on core funding. Sweden contributed to the establishment of [Name protected] in 2009 (through Ministry of For-

eign Affairs). Sida has been supporting [Name protected] since 2011.

Since 2010 Norway has joined Sweden in financing the organisation. In 2011, a donor consortium was created (Sweden, Norway, Denmark and the Netherlands). It is led by Sweden. Sida's current funding covers the period from 1 February 2011 to 31 January 2014.

Box 2: [Name protected] mission

- Provide independent, timely, detailed and in-depth political analysis and policy research on Afghanistan (political and social developments) to a wide range of policy makers and researchers, as well as to the general public; and in doing so to
- Contribute to a greater understanding of the country and its region and to
- Contribute to the formulation of policy interventions that contribute to long-term stability in Afghanistan.

The current [Name protected] 3 year (2011 - 2013) programme entitled “Afghanistan's Transition: Unpacking Local, National and Regional Politics” aims (1) to consolidate [Name protected] position as reputable, influential and credible source of information and analysis on Afghanistan and (2) to expand the level of analysis and range of subjects to match the increasing complexity of a country in transition.

3. Assessment of scope of the evaluation

The scope of the evaluation is based on the directions given in the ToR and the dialogue on the proposal between Sida and Indevlop.

3.1 Reflections on the ToR

According to the Terms of Reference (ToR), the purpose of this evaluation is to assess the impact, relevance, timeliness and quality of the [Name protected] as well as the [Name protected] research, as well as the organisational and financial sustainability of the two organisations against the specific questions outlined in the ToR. The findings and recommendations will provide inputs to the organisations to assist these in further enhancing their performance as well as to Sida to assist in the decisions on further support to the two organisations and feed into the new country strategy.

Specifically for both organisations, the team will assess:

- 1) Impact
- 2) Relevance and timeliness of research initiatives
- 3) Quality of publications
- 4) Sustainability

As mentioned in the proposal, the requirements and expectations outlined in the ToR are clear and concise to the team and will be responded to in the implementation of the assignment. The team notes that the following was agreed with the Embassy of Sweden in the proposal negotiation process:

- 1) OECD-DAC criteria will form the basis of the full methodology development to be outlined in this report.
- 2) A core challenge in the evaluation is to determine what constitutes the ‘Impact’ of policy analysis. Impact refers to the intended and unintended longer-term effects of the interventions assessed. Given the magnitude of assessing impact in this complex setting, where multiple factors beyond the research institutions influence impact, the evaluation will have a stronger focus on assessing outcomes (i.e. influence on decisions and/or creation of transparency and inclusiveness in decision-making process). This is also, closely aligned with the suggested questions under Impact on p 7 and 9 in the ToR.
- 3) In relation to (1) and (2), the ToR refers specifically to impact, relevance and sustainability but does not explicitly (though implicitly) refer to effectiveness and efficiency, though the questions related to quality can be understood as largely being congruent with effectiveness (i.e., does the work of [Name protected] and [Name protected] have appropriate qualities to exert intended policy influence). The evaluation questions have been realigned with all five criteria (see matrices be-low). This will include refocusing the quality questions to be more explicitly directed at effectiveness, e.g. the extent to which publications/inputs have been effective in informing and influencing decisions, as well as the extent to which they have contributed to an environment for policy formation that utilises evidence. A key element of this will include the extent to which the re-search processes, publications and other forms of outreach and interaction with decision-makers (non-publication activities) have been structured in a timely, inclusive and appropriate manner. The use of the five criteria allows for a realignment and simplification of the questions posed in the ToR to more explicitly refer to – and be measured against – the OECD-DAC criteria.

3.2 What to evaluate

The policies that [Name protected] and [Name protected] seek to influence⁴² include a range of formal and informal decisions, the trend of policy making, some documented and some not. Some of these processes are led by the government, whereas in many cases this influence is directed toward the decision-makers of the international community and the priorities of Afghan civil society. In the latter two cases this influence is on the organisations that in turn seek to influence the government and also in their own resource allocations that effectively enable or constrain government policy making and imple-

⁴²The team notes that [Name protected] stress that trying to influence policy developments in Afghanistan is also about ‘informing’ (embarrassing, witnessing, watchdog functions, etc.) as a form of influence.

mentation. [Name protected] and [Name protected] seek to exert this influence by using evidence about the social, political and economic changes underway in the country, and/or the ways existing policies are impacting on the people of Afghanistan and the societal changes that are underway. In some respects this evaluation can be seen as ‘evaluating the evaluators’. Note that [Name protected] has to some extent a regional dimension (transcending Afghanistan), which is however not the primary focus of the evaluation.

Jones⁴³ suggests that there are five processes that are targeted when influencing policy: attitudinal change, discursive commitments (i.e. the language used to frame arguments for a given policy), procedural change, policy content, and behavioural change (including policy implementation). The revised questions related to relevance, effectiveness and impact in Table 4.1 below are structured so as to better unpack outcomes in relation to these five processes.

The evaluation team is concerned that the questions proposed in the ToR may over-emphasise qualities of publications as conventionally judged in academia. Whereas peer reviewed publications and the academic discourse is one way to influence policy, in our initial review of the work of [Name protected] and [Name protected] we judge that this is not a major priority channel. We therefore suggest giving greater priority to first determining the theory of change⁴⁴ by which the two organisations intend to exert policy influence and then look at the extent to which stakeholders perceive the relevance, credibility and effectiveness of their work. In addition to the fieldwork in Afghanistan, the evaluation team will also assess a selection of the major publications of the two organisations regarding the plausibility that these publications will contribute to the five policy change processes noted above. This plausibility will be iteratively triangulated with the findings from the fieldwork. It should be stressed, however, that the evaluation team recognises that the actual publications may have less intrinsic value than the processes that surround the production of these outputs.

3.3 Utilisation and audience

The team would like to see full utilisation of the evaluation as a way of learning for the involved stakeholders. We expect that this evaluation will provide lessons learned to all key stakeholders including [Name protected], [Name protected], Sida and [Name protected] and [Name protected] partners in Afghanistan, including other donors.

Four activities and events are of particular importance to Sida and [Name protected] and [Name protected] lessons learning process:

⁴³ Jones, Harry (2011) A Guide to Monitoring and Evaluating Policy Influence. ODI Background Note February 2011.

⁴⁴ <http://www.theoryofchange.org/what-is-theory-of-change/#5>

- 1) The feedback on the inception report to ensure that [Name protected], [Name protected] and Sida will have an evaluation product, which fully live up to their expectations of utilisation
- 2) The discussions with the partners during the implementation, which will allow for reflection and learning of partners
- 3) The mid-term debriefing will enable reflections and learning on preliminary findings
- 4) The final report in December

The team also welcomes suggestions from Sida and [Name protected] and [Name protected] on how to engage different groups of stakeholders to better understand how they expect to use this evaluation in their work, what kinds of decisions the evaluation may support and what kinds of data/information are expected to be most useful for these decisions. Furthermore, it should be noted that the rephrasing of the evaluation questions related to quality/effectiveness in a more open-ended manner is intended to promote utility by ensuring that the stakeholders in the evaluation process feel that the focus is on ‘qualities’ that they perceive as relevant in relation to their work. Initial interviews have generated indications that an undue focus on academic criteria could be detrimental to ownership of the evaluation findings. This has been taken into account as indicated in the previous section on “what to evaluate”.

The team is aware of possible negative impacts and reputational risks the evaluation process could have (e.g. perceiving that the organisation no longer has donor support because critical questions are being asked), especially vis-à-vis government partners in Afghanistan and will take all relevant measures to minimise these.

4. Relevance and evaluability of evaluation questions

With the considerations outlined in the sections above in mind, we feel confident that the assignment is feasible and suggest it be implemented based on the methodology and implementation plan outlined in this document. That is, the time and resources available are assessed to suffice to make a qualitative evaluation in line with the ToR, however with a focus on outcome rather than impact.

The scope of the evaluation means that the findings will be based on desk studies combined with key informant interviews. The evaluation will thus first and foremost rely on qualitative data, but relate to quantitative data as well. Mapping adaptation of recommendations in policy and development priorities is best captured through qualitative assessments.

4.1 Data availability

As requested, the team has received requested information from [Name protected] and [Name protected]. The team will assess this documentation and revert to [Name protected], [Name protected] and Sida with requests for further documentation if required.

In addition to the desk study, the team will be collecting data during the field visit, as well as in the interactions with [Name protected], [Name protected] and Sida during the course of the im-

plementation. Finally, Skype-interviews with selected interviewees will provide additional data.

Assessment of evaluation topics and suggested evaluation questions

The team finds the evaluation questions clear and find the evaluation implementable if the questions are revised in accordance with the recommendations outlined in table 4.1 and 4.2 below (one for each evaluation). The revised questions are based on an assessment of the ToR as well as the initial dialogue with Sida on evaluation expectations. The revised questions also suggest pertinent questions missing.

A total of 28 evaluation questions to [Name protected] and 24 to [Name protected] are outlined in the ToR. While many similarities exist between the two sets of questions, differences are justified by the different mandates and characteristics of the organisations. To enhance focus and enable greater flexibility for the evaluation a number of these questions have been merged as suggested in the two tables below. This does not mean that the team will not be answering the evaluation questions outlined in the ToR to the same level of detail, but it will allow for a more coherent approach focusing on the individual questions as part of a larger evaluation issue. This will also be used as an interview guide for the team.

Table 4.1 Revised evaluation questions for [Name protected]

Evaluation topic identified in ToR	Comment	Suggested evaluation question
Relevance		
R.1.1 How strategic and timely were the decisions on research initiatives? How relevant and timely were the research initiatives in comparison to highlights of that time, upcoming policies, elections, expected legislations in the parliament, international donor conferences and so on	Agreed. Question focused	R.A.1 Are the topics and timings (research strategy and implementation) of the [Name protected] re-search relevant to the political and contextual developments in Afghanistan? Given that Sweden's development cooperation is aligned with the Afghanistan National Development Strategy and the National Priority Programmes, how has [Name protected] re-search agenda reflected these entry points for
R.1.2 How relevant are [Name protected] areas of engagement to Sida's country strategy (overall goal and sector objectives)?	Relevant. Slight revision	policy development? R.A.2 Are [Name protected] areas of engagement relevant to Sweden's country strategy sectoral objective of democracy, human rights and gender equality and Sweden's overall policies related to democracy, human rights and gender equality, including attention to the perspectives of the poor?

Evaluation topic identified in ToR	Comment	Suggested evaluation question
R.1.3 Evidence and extent of relevance and timeliness of research initiatives leading to better and more influence on policy actors?	Addressed under I.A.1 and E.A.2	
Effectiveness*		
E.1.1 How and to what extent, do other institutions depend and refer to [Name protected] work and publications in their planning and analysis?	E.1.1 – E.1.7 (except for E.1.5) all relate to the quality of [Name protected] processes and publications and are suggested merged as well as their use. It is suggested complemented with E.A.2	E.A.1 How and to what extent do institutions judge that [Name protected] work has influenced their attitudes, discourse, procedures, actual policies and policy implementation? E.A.2 Which aspects of [Name protected] work (publications, seminars, dialogue, etc.) do stakeholders perceive as being most/least credible and useful? E.A.3 What are the factors that determine that determine the utility and credibility of different aspects of [Name protected] work?
E.1.2 Number and type of academic journals referring to [Name protected] publications?	See E.A.1.1-3	
E.1.3 Have [Name protected] publications been reviewed by academic journals?	See E.A.1.1-3	
E.1.4 Evidence of [Name protected] publications use at universities and other academic organs	We suggest that this question is integrated under impact	
E.1.5 How do government institutions (as primary policy makers for the country) see and use [Name protected] publications?	See E.A.1.1-3	
E.1.6 How does [Name protected] other target groups see and use [Name protected] publications?	See E.A.1.1-3	
E.1.7 How effective are [Name protected] methodologies for reaching out to its intended audience?	From I.1.7.	E.A.4 Has [Name protected] been effective in developing the capacities of Afghan staff researchers and other collaborating Afghan researchers / research institutions?

Evaluation topic identified in ToR	Comment	Suggested evaluation question
Efficiency		
No questions posed in ToR	Will be included if evaluation findings indicate need for assessment of efficiency	
Impact (outcome)		
I.1.1 How has [Name protected] contributed to ‘inform and influence policy and practice through ... research’ – as its mission states?	Slight revision	I.A.1 To what extent has [Name protected] contributed to influence policies, policy processes and behaviour of key actors in Afghanistan (both government and other, including international)?
I.1.2 How has [Name protected] contributed to promotion of a ‘culture of research and learning’?	Slight revision	I.A.2 How, and with whom has [Name protected] contributed to creating a culture of debate and research? Are women, men and different ethnic groups part of this ‘cul-ture of research and
I.1.3 How has [Name protected] engaged with civil society, researchers and stu-dents in all aspects of their work?	Slight revision	learning’? I.A.3 To what extent do civil society and the Afghan academic community judge that [Name protected] has enabled them to act more effectively in influencing the government and donors in rela-tion to attitudes, discourse, pro-cedures, actual policies and poli-cy
I.1.4 ‘[Name protected] creates opportunities for analysis, reflection and debate’ –How? Are there examples and tan-gible results out	Effectively merged with I.A.2	implementation?
of these? I.1.5 How has [Name protected] contributed to ‘development of inclusive and trans-parent policy making processes’?	Slight revision	I.A.4 To what extent has [Name protected] contributed to enhanced trans-parency to generate greater ac-countability between rights holders and duty
I.1.6 Number of instances where to-be-developed or developed policies were influenced for better changes? An example would be development of the 22 National Priority Pro-grammes (NPPs).	It is not likely that this can be quantified. Case studies will be developed to illustrate these policy changes in relation to the other questions related to	bearers?

Evaluation topic identified in ToR	Comment	Suggested evaluation question
	impact	
I.1.7 How has [Name protected] contributed to building capacity in order to ‘shape the future face of research in Afghan-istan’ in their work so far?	Slightly revised and moved to effectiveness E.A.4.	
I.1.8 Have [Name protected] included cross cutting issues such as environment, gender and anti-corruption, conflict sensitivity in their work? How influential were these in relation to policy actors?	Slight revision	I.A.5 Do [Name protected] policy influence efforts take into account the implications of proposed changes in relation to environmental sustainability, gender equality, creation of institutional environments conducive to minimising corruption and factors related to conflict? How influential were these in relation to the perspectives and actions of policy makers and civil society efforts to influence policy?
I.1.9 How have [Name protected] publications influenced primarily government policies (proof of change of behaviour or policies) and also other main actors such as the World Bank?	Effectively covered under I.A.1 and I.A.3	
I.1.10 How and to what extent does [Name protected] contribute to and influence better decision and policy making in Afghanistan?	See I.A.1	
I.1.11 Were there any unforeseen beneficial / detrimental impacts from [Name protected] work?	Will be addressed across all questions and not defined as stand-alone	
I.1.12 How does [Name protected] relate to and contribute to the realisation of Sida’s development agenda and goals in Afghanistan?	Suggest that this is covered under relevance as R.A.2	
Sustainability		
S.1.1 How broad is [Name protected] financial base or on the contrary how dependent is [Name protected] on core funding of donors?	S.1.1, 1.2, 1.5 all relate to medium- to long-term financial sustainability and are suggested merged	S.A.1 What factors will determine the medium - to long-term financial sustainability of [Name protected]?
S.1.2 What happens if donors stop their core support to [Name protected], does [Name protected] have any plans to sustain if donors withheld their funding?	See S.1.1	

Evaluation topic identified in ToR	Comment	Suggested evaluation question
S.1.3 What happens to the vast accumulated knowledge / library that [Name protected] has gathered in its life-time if donors withheld their funding?	It is suggested that the focus is on the sustainability of the knowledge generated	S.A.2 How is the knowledge generated at [Name protected] sustained?
S.1.4 Ratio of international versus afghan experts – How has [Name protected] developed national staff capacity to sustain its life on the long run?	The international/national ratio discussion is based on an assumption of influence. It is suggested the question is revised towards capacity development. In addition the question also relates to relevance (must be relevant to be sustainable)	S.A.3 Are the capacity development efforts of [Name protected] as an institution (and for national staff) relevant and sustainable?
S.1.5 Where does [Name protected] see itself in 5 – 10 years, how does it plan to operate (financially) during that time?	See S.1.1	
S.1.6 How does [Name protected] cooperate with other Afghan research institutes and think-tanks including government bodies such as Central Statistics Office?	Given that the question ranks under ‘sustainability in the ToR’ it is suggested revised to focus on this	S.A.4 Is the cooperation with Afghan institutions (both government and research institutes) enhancing the sustainability of [Name protected] and leading to enhanced Afghan ownership and leadership in creating and maintaining a ‘culture of research and learning’ in Afghanistan?

** Quality will be included under effectiveness for assessment of research question*

Table 4.2 Revised evaluation questions for [Name protected]

Evaluation topic identified in ToR	Comment	Suggested evaluation question
Relevance		
R.2.1 How strategic and timely were the decisions on research initiatives? How relevant and timely the research initiatives were in comparison to highlights of that time, upcoming policies, elections, expected legislation in the parliament, international donor conferences, transition and so on. Research on issues at margins or	Agreed. Question focused. The issue of marginalised/orphaned topics is indirectly included in questions (and with [Name protected] as well)	R.B.1 Are the topics and timings (research strategy and implementation) of the [Name protected] research relevant to the political and contextual developments in Afghanistan? Given that Sweden’s development cooperation is aligned with

Evaluation topic identified in ToR	Comment	Suggested evaluation question
neglected are to be considered as relevant as well		the Afghanistan National Development Strategy and the National Priority Programmes, how has [Name protected] research agenda reflect-ed these entry points for policy development?
R.2.2 How relevant are [Name protected] areas of engagement to Sida's country strategy (overall goal and sector ob-jectives)?	Relevant. Slightly revised	R.B.2 Are [Name protected] areas of en-gagement relevant to Sweden's country strategy under the sectoral objective of democracy, human rights and gender equality and Sweden's overall policies related to democracy, human rights and gender equality, in-cluding attention to the perspec-tives of
R.2.3 Evidence and extent of relevance and timeliness of research initiatives leading to better and more influence on policy actors?	Addressed under I.B.1 and E.B.2	the poor?
R.2.4 How effective are [Name protected] methodologies for reaching out to its intended	Addressed under effectiveness E.B.3	
audience?		R.B.3 How does [Name protected] contrib-ute to the realisation of Swe-den's development agenda in
Effectiveness*		
E.2.1 How and to what extent, do other institutions depend and refer to [Name protected] work and publications in their planning and analysis?	E.2.1 – E.2.4 and E.2.5 all relate to the quality of [Name protected] processes and publications and are suggested merged as well as their use. It is suggested comple-mented with E.B.2	E.B.1 How and to what extent do institutions judge that [Name protected] work has influenced their attitudes, discourse, procedures, actual policies and policy im-plementation? E.B.2 Which aspects of [Name protected] work (publications, seminars, dialogue, etc.) do stakeholders perceive as being most/least credible and useful? E.B.3 What are the factors that determine that determine the utility and credibility of different aspects of [Name protected]

Evaluation topic identified in ToR	Comment	Suggested evaluation question
E.2.2 Number and type of academic journals referring to [Name protected] publica-tions?	See E.B.1-3	
E.2.3 Have [Name protected] publications been reviewed by academic journals?	See E.B.1-3	
E.2.4 Evidence of [Name protected] publica-tions use at universities and other academic organs	See E.B.1-3	
E.2.5 How do government institu-tions (as primary policy makers for the country) see and use [Name protected] pub-lications?	We suggest that this question is largely covered under E.B.1-3 and also integrated under im-pact	
E.2.6 How do [Name protected] other target groups see and use [Name protected] publica-tions?	See E.B.1-3	
	Question I.2.12	E.B.4 Is [Name protected] cooperation with other Afghan research insti-tutions contributing to [Name protected]
Efficiency		
No questions posed in ToR	Will be included if evaluation findings indicate need for assessment of effi-ciency	
Impact		
I.2.1 How does [Name protected] contribute to ‘formulation of policy interventions that contribute to long-term stability in Afghanistan’?	From an impact per-spective the question has been slightly refocused to policy influence	I.B.1 How and to what extent has [Name protected] contributed to influ-ence policies and policy process in Afghanistan?
I.2.2 How has [Name protected] contributed to ‘greater understanding of Afghan realities’?	Question has been refocused to be more explicit	I.B.2 Has [Name protected] contributed to a greater understanding of the re-alities facing duty bearers and rights holders in Afghanistan and have these ‘realities’ been disaggregated to reflect the con-ditions facing women and men, and different age and ethnic groups?
I.2.3 How has [Name protected] contributed to ‘provision of a platform for individu-als with in-depth knowledge of Af-	Slight revision com-bined with I.2.4 and I.2.5	I.B.3 How has [Name protected] contributed to ‘provision of a platform for individual s with in-depth

Evaluation topic identified in ToR	Comment	Suggested evaluation question
ghanistan to promote greater understanding of Afghan realities’?		knowledge of Afghanistan to promote greater understanding of Afghan realities’ and who (in relation to gender, age, ethnicity, government/civil society/academia, etc.) is part of these platforms?
I.2.4 How has [Name protected] ensured ‘inclusion of a broad range of “Afghan voices” in policy discussions’?	Covered as part of I.B.3	
I.2.5 How has [Name protected] contributed to ‘development of inclusive and transparent policy making processes’?	Covered as part of I.B.3	
I.2.6 Have [Name protected] included cross cutting issues such as environment, gender and anti-corruption, conflict sensitivity in their work? How influential were these in relation to policy actors?	Slight revision	I.B.4 Do [Name protected] policy influence efforts take into account the implications of proposed changes in relation to environmental sustainability, gender equality, creation of institutional environments conducive to minimising corruption and factors related to conflict? How influential were these in relation to policy actors?
I.2.7 How have [Name protected] publications influenced the international policy making in Afghanistan? Has their work led to better planning on the International Community part? For example have they pushed donors to reach to more deprived areas, or to be more cost effective, or to be more aligned with Afghan realities on the ground in their planning and analysis of their programming or while shaping their country strategies?	Addressed in I.B.1 and E.B.1-3	
I.2.8 How [Name protected] demonstrates links to development issues in their publications?	Assessed to be an assumption rather than impact	
I.2.9 Were there any unforeseen beneficial / detrimental impacts from [Name protected] work?	Will be addressed across all questions and not defined as stand-alone	
I.2.10 How does [Name protected] relate to Sida’s development agenda and	Suggest that this is slightly rephrased	

Evaluation topic identified in ToR	Comment	Suggested evaluation question
goals in Afghanistan?	and addressed under relevance as R.B.3	
I.2.11 How do [Name protected] target audience (different policy makers) see and use [Name protected] publications?	Addressed in E.B.1-3	
I.2.12 How does [Name protected] cooperate with other and in particular local research organisations?	The question relates more to ‘how’ than to a specific evaluation question. It is suggested moved to effectiveness and revised	
Sustainability		
S.B.1 The evaluators should assess [Name protected] sustainability as an organisation	Agreed. Minor revision	S.B.1 Is [Name protected] a sustainable organisation?

5. Proposed approach and methodology

The approach and methodology have been designed based on the ToR and as presented in the proposal. The key instrument for this evaluation will be the evaluation matrix, which will guide the evaluators in their work. This will be complemented by supporting methodologies such as Time-Context-Relevance analysis; and research quality analysis and be quality assured through a targeted interview identification process and evidence triangulation.

5.1 Evaluation matrix

The major evaluation tool designed for this evaluation will be the evaluation matrix. The matrix is aligned with the OECD/DAC criteria, and the team will use the OECD/DAC definitions of relevance, effectiveness, efficiency, impact and sustainability.

The matrix is an internal evidence tool, which ensures that all responses and desk work are captured and triangulated in accordance with the evaluation questions, and that these can be derived and aggregated for the report. All team members will use the same format for the data collection to ensure that all areas are covered and that there is consistency in the application of the methodology. A sample of the matrix is presented in table 5.1 below, while the two matrices (once for each evaluation) are presented in Annex 2.

Table 5.1 Matrix to be used for the evaluations of [Name protected] and [Name protected]

Suggested evaluation question	Answer from desk analysis or interview	Date and initials	Source	Comment
Relevance				
1.1 Example: R.A.2 Is [Name protected] areas of engagement relevant to Sida's country	Example: Desk review shows linkages between Sida priority	23/10/13 – EB	Desk review of G1	G1 in draft format only

Sida's country

Suggested evaluation question	Answer from desk analysis or interview	Date and initials	Source	Comment
strategy?	area XX and [Name protected]			
Effectiveness				
Efficiency				
Sustainability				

The matrix will serve as a background tool for the evaluation team and will not be shared beyond the team to ensure anonymity of interviewees.

Interviews will be conducted using a semi-structured interview guide aligned with the questions of the evaluation matrix presented above. This approach is aimed at ensuring that all questions are answered and at the same time leave room for the respondent to go more in-depth with issues of particular importance.

5.2 Quality and outcomes of policy influence

As highlighted above, policy influence will be assessed within an overall focus on five sets of targeted changes/processes: 1) attitudes, 2) discourse, 3) procedures, 4) policy content, and 5) behaviour. Review of [Name protected] and [Name protected] activities and outputs will be undertaken based on a light theory of change for achieving these outcomes. The latter will be developed together with [Name protected], [Name protected] and the Embassy of Sweden. The quality of the work of the organisations will be assessed in two ways, first, in relation to the perceptions of interviewees, and second by looking at the plausibility that published outputs will contribute to outcome achievements. The following approach will be applied to 2-3 case studies of policy initiatives undertaken over the past four years by each organisation.

1. Theory of change: What were the implicit and explicit assumptions regarding how the initiative was intended to contribute to changes in attitudes, discourse, procedures, policy content and behaviour?
2. Quality of outputs and activities: What were the contributing factors and to what extent were the outputs and activities seen by interviewees to have been credible and useful in contributing to changes in attitudes, discourse, procedures, policy content and behaviour?
3. Relevance of outputs (primarily publications): To what extent do outputs reflect inclusive analysis which brings out the implications of intended policy change in relation to enhancing the participation of right holders, the accountability of duty bearers, ethnic and gender (non)discrimination, environmental sustainability, and public sector transparency?
4. Perceived impact of the initiatives: Examples of changes in attitudes, discourse, procedures, policy content and behaviour.

It is foreseen that the majority of the case studies (3 case studies per organisation in total) will be selected in coordination with [Name protected] and [Name protected]. We argue that by using best practices identified by the respective organisations, useful information will be gathered regarding the process and important lessons can be learned. It is also clear that while the organisations will select examples which were successful according to their standards, critical elements are also likely to emerge as well. This will provide a basis for assessing the optimal case scenario of how far the organisations have come in their work processes. The organisations will be asked to submit a gross list of case studies to be examined further. The case studies will be chosen so as to represent contrasting topics in relation to sectoral focus, and contextual analysis versus direct policy focus. Emphasis will be given to case studies where there is an overlap with Swedish development concerns in Afghanistan.

When stakeholders report that certain factors are major determinants of credibility and utility, further analyses will be done of these factors (e.g., language of publication, readability, citations in peer reviewed publications, etc.). The evaluation team will enquire about these criteria in the course of the evaluation and respond accordingly. In addition, the evaluators will duly note any obvious inaccuracies, logical inconsistencies or other apparent deficiencies in the publications.

5.3 Timeliness and relevance

The effectiveness of the work of [Name protected] is very dependent on the extent to which research initiatives and specific dialogue activities and release of publications are timed in relation to windows of opportunity for greatest policy influence. The ToR therefore suggest that timeliness is an aspect of quality which should be given particular attention.

To assess this the team will undertake a mapping exercise across time. Through desk reviews and interviews the team will identify the timing of: relevant contextual developments in Afghanistan; key Government and donor dialogue initiatives; and the main activities and outputs of [Name protected] and [Name protected] respectively. These findings will be plotted into an annotated Time-Context- Relevance (TCR) diagram to illustrate relevance and probability of effectiveness (based on the assumption that the output must be relevant to be effective).

An indication of relevance will also be the internet usage of the products produced. Using web-based tools, the team will seek to assess this in a certain number of case studies.

A first overview of the TCR-diagram is presented in Annex 4.

5.4 Triangulation and sampling strategy

To enable the highest level of objectivity and ensure an evidence-based approach, the team will apply a method of triangulation in the evaluation as presented in table 5.2 below.

Source	Explanation
Desk review	Examination of documents from [Name protected] and [Name protected] respectively (e.g. internal documents such as statutes; strategic documents, annual reports, audits, studies reports and term reviews and external publications, blogs etc.), Sida (Sweden's country cooperation strategy, other relevant Swedish policy documents, field mission reports, [Name protected] and [Name protected] support documents and evaluations) and part-ners (research institutions, Government of Afghanistan, civil society, donors etc.). Advantage: Efficient way of obtaining information. Limitation: Difficult to assess validity and reliability of secondary data
Semi-structured interviews with [Name protected] and [Name protected] staff	Advantage: Flexible in-depth approach. Easy to implement. Limitation: Risk of biased presentation and interpretation of the interviewee
Semi-structured interviews with [Name protected] and [Name protected] clients/information users	Advantage: Flexible in-depth approach. Easy to implement. Limitation: Risk of biased presentation and interpretation of the interviewee

The same questions will be addressed through all three approaches presented in the table above and be assessed against each other.

Interviews will be conducted using the evaluation matrix as a semi-structured interview guide (Annex B). This approach is aimed at ensuring that all questions are answered and at the same time leave room for allowing the respondent to go more in-depth with issues of particular importance.

5.5 Two evaluations in one mission

The evaluation methodology presented in this report is similar for the two organisations being evaluated. Consequently, the team will also seek to enhance time and cost-effectiveness by using joint meetings and data collection across the two organisations. Irrespective of this the evaluation team is critically aware of the requirement of providing two separate independent evaluations in one report, which respects the diversity of the two organisations.

To ensure that cost-effectiveness is ensured while diversity is respected the team will apply the following strategy:

- 1) In communication of topics which are of relevance to [Name protected] as well as [Name protected] the evaluation team will communicate with both. This may include issues pertaining to logistics, sharing of common written inputs (such as this inception report).
- 2) Requests for information may be sent to both simultaneously but responded to bilaterally by the two organisations.
- 3) All communication related to substance will be on a bilateral basis.

- 4) During interviews with third parties, the team will clearly express when questions relate to [Name protected] and/or [Name protected] and ask respondents to specifically refer to the two individually.
- 5) No information will be cross-shared between the two organisations unless this is already public or agreed in advance.
- 6) Separate debriefings and reports will be produced and shared with Sida who will then share it with the respective organisation.

5.6 Implementation plan

The implementation of the methodology will follow three distinct phases.

- 1) *Inception phase (September-October 2013)*. The objective of the inception phase is to ensure that the grounds are established for a successful implementation of the assignment. This objective is achieved through, (i) methodology development, (ii) desk analysis of all relevant material in accordance with the assessment questions, and (iii) Skype-meetings with [Name protected], [Name protected] and Sida to assess information requirements, and agree on evaluation methodology. The findings from the desk analysis have been used for this inception report. Desk studies have included internal [Name protected], [Name protected] and Sida documents such as reports related to progress including feasibility studies, project document, field mission reports, progress reports, publications, blog reports etc. (still being collected and therefore reviewing is still in progress and will be included in final report).
- 2) *Implementation phase (October-November 2013)*. This phase will first and foremost comprise a field mission to Afghanistan. The mission will include meetings with [Name protected] and [Name protected] partners and any other relevant stakeholders, including Embassy of Sweden staff, other bilateral donors, Afghan Government, research institutions, CSOs and resource persons in the country. The list of persons to meet will be discussed with [Name protected] and [Name protected]. The team will hold a mid-term debriefing with the Embassy and each of the two organisations.
Review of [Name protected] and [Name protected] publications will be undertaken during the implementation phase and an iterative approach will be taken wherein the case studies will be built on combined documentation review and interviews.
During the implementation mission, the team will – when required – split into two teams to cover more respondents.
- 3) *Analysis and validation phase*. The objective of the analysis and validation phase is to synthesise findings and have these validated. Once all the information has been compiled the team will analyse the data in accordance with the methodology and draft findings. The findings will be compiled into the two draft evaluation reports and submitted for quality assurance in accordance with the QA system proposed in this proposal.

An updated implementation plan can be found in Annex 1.

5.7 Security

The evaluation will require a mission to Afghanistan, which has high levels of insecurity for undertaking fieldwork. Indevelop and Tana Copenhagen have extensive experience with implementing missions in fragile and conflict settings. These experiences will be applied for this mission. The general principles of engagement are the following:

- 1) Based on the most recent security updates, the field missions will be approved by Indevelop and Tana management. Updates are based on UN security reports and local networks. In this case the team requests that the Embassy of Sweden provides latest security updates (or reliable sources) before and throughout the mission.
- 2) The team members should be provided the same level of security as similar international organisations while in the field.
- 3) Transport in Kabul will be with armoured vehicles.
- 4) Accommodation will be in a UN designated safe place.
- 5) Any team member may decide to withdraw/disengage from a field mission at any point in time for security reasons.
- 6) All team members have appropriate insurance for working in Afghanistan.

Annex 1 – Implementation plan

						September		October					November				Dec	
	EB	IC	NP	NP	DS	W38	W39	W40	W41	W42	W43	W44	W45	W46	W47	W48	W49	W50
Contract signed with Sida																		
Desk review, dev. of methodology, preliminary interviews	8	4			5													
Drafting of inception report & planning	2	2			1													
<i>Submission of draft Inception Report</i>										14/10								
Feedback on inception report										18/10								
Stakeholder interviews, field visits, data collection (including travel)	12		13	13	12													
Debriefing Session with preliminary findings in Afghanistan	1		1	1	1													
Drafting of evaluation reports	8	4	1	1	3													
<i>Submission of Draft Reports</i>															27/11			
Comments from Sida, [Name protected] and [Name protected] draft reports																04/12		
Finalisation of report	1																	
<i>Submission of Final Report</i>																		13/12
Total days	32	10	15	15	22													

Annex 2 – Evaluation Matrices

Matrix 1 - [Name protected]

Suggested evaluation question	Answer from desk analysis or interview	Date and initials	Source	Comment
Relevance				
R.A.1 Are the topics and timings (research strategy and implementation) of the [Name protected] research relevant to the political and contextual developments in Afghanistan? Given that Sweden's development cooperation is aligned with the Afghanistan National Development Strategy and the National Priority Programmes, how has [Name protected] research agenda reflected these entry points for policy development?				
R.A.2 Are [Name protected] areas of engagement relevant to Sweden's country strategy sectoral objective of democracy, human rights and gender equality and Sweden's overall policies related to democracy, human rights and gender equality, including attention to the per-				
Effectiveness				
E.A.1 How and to what extent do institutions judge that [Name protected] work has influenced their attitudes, discourse, procedures, actual policies and policy implementation?				
E.A.2 Which aspects of [Name protected] work (publications, seminars, dialogue, etc.) do stakeholders perceive as being most/least credible and useful?				
E.A.3 What are the factors that determine that determine the utility and credibility of different aspects of [Name protected] work?				
E.A.4 Has [Name protected] been effective in developing the capacities of Afghan staff researchers and other collaborating Afghan				
Efficiency				
N/A at the moment				
Impact				
I.A.1 To what extent has [Name protected] contributed to influence policies, policy processes and behaviour of key actors in Afghanistan (both government and other, including international)?				

Suggested evaluation question	Answer from desk analysis or interview	Date and initials	Source	Comment
I.A.2 How, and among whom has [Name protected] contributed to creating a culture of debate and research? Are women, men and different eth-nic groups part of this ‘culture of research and learning’?				
I.A.3 To what extent do civil society and the Afghan academic community judge that [Name protected] has enabled them to act more effectively in influencing the government and donors in relation to attitudes, discourse, procedures, actual policies and policy implementation?				
I.A.4 To what extent has [Name protected] contributed to enhanced transparency to generate greater accountability between rights holders and duty bearers?				
I.A.5 Do [Name protected] policy influence efforts take into account the implications of proposed changes in relation to environmental sustainability, gender equality, creation of institutional environments conducive to minimising corruption and factors related to conflict? How influential were these in relation to the perspectives and actions of policy makers and civil society efforts to influence				
Sustainability				
S.A.1 What are the medium- to long-term financial sustainability of [Name protected]?				
S.A.2 How is the knowledge generated at [Name protected] sustained?				
S.A.3 Are the capacity development efforts of [Name protected] as an institution (and for national staff) relevant and sustainable?				
S.A.4 Is the cooperation with Afghan institutions (both government and research institutes) enhancing the sustainability of [Name protected] and leading to an enhance afghan ownership and leadership in creating and maintaining a ‘culture of research and learning’ in Afghani-stan?				

Matrix 2 - [Name protected]

Suggested evaluation question	Answer from desk analysis or interview	Date and initials	Source	Comment
Relevance				
R.B.1 Are the topics and timings (research strategy and implementation) of the [Name protected] research relevant to the political and contextual developments in Afghanistan? Given that Sweden's development cooperation is aligned with the Afghanistan National Development Strategy and the National Priority Programmes, how has [Name protected] research agenda reflected these entry points for policy development?				
R.B.2 Are AAN's areas of engagement relevant to Sweden's country strategy under the sectoral objective of democracy, human rights and gender equality and Sweden's overall policies related to democracy, human rights and gender equality, including attention to the perspectives of the poor?				
R.B.3 How does [Name protected] contribute to the realisation of Sweden's development agenda in Afghanistan?				
Effectiveness				
E.B.1 How and to what extent do institutions judge that [Name protected] work has influenced their attitudes, discourse, procedures, actual policies and policy implementation?				
E.B.2 Which aspects of [Name protected] work (publications, seminars, dialogue, etc.) do stakeholders perceive as being most/least credible and useful?				
E.B.3 What are the factors that determine that determine the utility and credibility of different aspects of [Name protected] work?				
E.B.4 Is [Name protected] cooperation				
Efficiency				
E.C.1 How efficient is [Name protected] effectiveness?				
Impact				
I.B.1 How and to what extent has [Name protected] contributed to influence policies and policy process in Afghanistan?				

Suggested evaluation question	Answer from desk analysis or interview	Date and initials	Source	Comment
I.B.2 Has [Name protected] contributed to a greater understanding of the realities facing duty bearers and rights holders in Afghanistan and have these ‘realities’ been disaggregated to reflect the conditions facing women and men, age and different ethnic groups?				
I.B.3 How has [Name protected] contributed to ‘provision of a platform for individuals with in-depth knowledge of Afghanistan to promote greater understanding of Afghan realities’ and who (in relation to gender, age, ethnicity, government/civil society/academia, etc.) is part of these platforms?				
I.B.4 Do [Name protected] policy influence efforts take into account the implications of proposed changes in relation to environmental sustainability, gender equality, creation of institutional environments conducive to minimising corruption and factors related to conflict?				
policy actors?				

Sustainability

S.B.1 Is [Name protected] a sustainable organisation?

Annex 3 – TCR-Diagram – Advance Example with [Name protected]

Date	Events		[Name protected]			
	Afghanistan (incl. National Policies)	International	Thematic Reports	Briefing papers	Discussion Papers	Occasional Papers
2009			Set up with Swe- dish support			
20/1/09		Election of B. Obama - USA				
Mar-09		Obama unveils new strategy for Afghanistan				
31/3/09		The Hague Con- ference: The Afghanistan Conference 2009: A Comprehensive Strategy in a Re- gional Context				
14/7/09			Thomas Ruttig, The Other Side: Dimensions of the Afghan Insurgen- cy. Causes, Actors and Ap-			

		proaches to Talks, [Name protected] T Report 01/2009
Aug-09		Martine van Bijlert, How to Win an Afghan Election: Percep- tions and Practic- es, [Name protectec ic Report 02/2009
20/8/09	Presidential and provincial council elec- tions	
3/9/09		Martine van Bijlert, Polling Day Fraud in the Afghan Elections, [Name protected] B Paper 03/2009
Oct-09	Karzai declared winner of Au- gust presiden- tial election	

Nov-09	Adoption of United Nations Development Assistance Framework in Support of the Afghanistan National Development Strategy for 2010-2013	
Dec-09	US President Obama decides to boost US troop numbers in Afghanistan	
2010		
8/1/10		Anders Fänge, The State of the Afghan State, [Name protected] E Paper 01/2010
21/1/10		Christian Wagner, Governance in Afghanistan in Regional Perspective, [Name protect

		cussion Paper 02/2010
28/1/10	London International Conference on Afghanistan	
Feb-10	Nato-led forces launch major offensive, Operation Moshtarak, in bid to secure government control of southern Helmand province.	
4/3/10		Ann Wilkens, Smoke Gets in Your Eyes: Pakistan in 2010, [Name protected] P Briefing 01/2010
9/3/10		Karl Fischer, The AfPak Strategy: Reactions in Pakistan, [Name protected] cy Briefing 02/2010

15/4/10	Martin Kipping, Two Interventions: Comparing Soviet and US--- Led State--- Building in Afghanistan, [Name p Thematic Report 01/2010
22/4/10	Matt Waldman, Golden Surrender: The Risks, Challenges, and Implications of Reintegration in Afghanistan, [Name protected] E Paper 03/2010
May-10	Antonio Giustozzi, Nation--- Building Is Not for All: The Politics of Education in Afghanistan, [Name protected] T Report 02/2010

27/5/10	Mathieu Lefèvre, Local Defence in Afghanistan: A Review of Gov- ernment---Backed Initiatives, [Name p Thematic Report, 03/2010
24/6/10	Antonio Giu- stozzi, The Northern Front: The Afghan In- surgency Spread- ing beyond the Pashtuns, [Name pr Briefing Paper 03/2010
29/6/10	Thomas Ruttig, How Tribal Are the Taleban? Af- ghanistan's Larg- est Insurgent Movement be- tween its Tribal Roots and Islam- ist Ideology, [Name protected] T

	Report, 04/2010
20/7/10	Kabul Donor Conference
Jul-10	Whistleblowing website Wikileaks publishes thousands of classified US military documents relating to Afghanistan.
Aug-10	Dutch troops quit
18/9/10	WOLESI JIRGA (HOUSE OF PEOPLE) elections
Sep-10	Martine van Bijlert, Who Controls the Vote? Afghanistan's Evolving Elections, [Name protec

	matic Report 05/2010	
20/10/10		Thomas Ruttig, The Ex---Taleban on the High Peace Council: A Re- newed Role for the Khuddam ul- --Furqan? [Name p Discussion Paper 04/2010
2011		
28/1/11		Matt Waldman and Thomas Rut- tig, Peace Offer- ings: Theories of Conflict Resolu- tion and Their Applicability to Afghanistan, [Name protected] E Paper 01/2011
15/2/11		Florian Broschk, Inciting the Be- lievers to Fight: A Closer Look at

		the Rhetoric of the Afghan Jihad, [Name protected] B Paper 01/2011
19/2/11		Martine van Bijlert, Untan- gling Afghani- stan's 2010 Vote: Analysing the Electoral Data, [Name protected] B Paper 03/2011
21/3/11		Lutz Rzehak, Pashtunwali – Tribal Life and Behaviour among the Pashtuns, [Name protected] T Report 01/2011
31/3/11		Citha D. Maass, Afghanistan's Drug Career: From War to Drug Economy, [Name protected] T Report 02/2011

Apr-11	Burning of Koran by a US pastor prompts country-wide protests in which foreign UN workers and several Afghans are killed	
27/4/11		Thomas Ruttig, Afghanistan's Early Reformists: Mahmud Tarzi's Ideas and Their Influence on the Wesh Zalmian Movement, [Name protected] Occasional Paper 01/2011
5/5/11	Antonio Giustozzi and Christoph Reuter, The Insurgents of the Afghan North, [Name protected] T Report 04/2011	

10/5/11	Kate Clark, The Takhar Attack: Targeted Killings and the Parallel Worlds of US Intelligence and Afghanistan, [Name protected] T Report 05/2011
20/5/11	
4/7/11	Kate Clark, The Layha: Calling the Taleban to Account, [Name pr Thematic Report 6/2011
12/9/11	Ann Wilkens, Another Pakistan Is Needed: Can Openings Emerge Post---Osama bin Laden? [Name prot Discussion Paper 2/2011

12/10/11	Alex Strick van Linschoten and Felix Kuehn, A Knock on the Door: 22 Months of ISAF Press Releases, [Name pr Thematic Report 10/2011	
22/11/11	Antonio Giustozzi and [Name protected], Afghanistan's Paramilitary Policing in Context. The Risks of Expediency, [Name protec matic Report 07/2011	
2/12/11		[Name protected], 7 national Community's Engagement in Afghanistan beyond 2014, [Name protected] E Paper 03/2011

13/12/11	Antonio Giustozzi and Claudio Franco, The Battle for Schools: The Taleban and State Education, [Name protected] T Report 08/2011
2012	
Jan-12	Taliban agree to open office in Dubai as a move towards peace talks with the US and the Afghan government
18/4/12	Sarah Han, Legal Aid in Afghanistan: Contexts, Challenges and the Future, [Name f Briefing Paper 01/2012

25/4/12		Kate Clark, Death of an Uruzgan Journalist --- Command Errors and 'Collateral Damage', [Name p] Briefing Paper 02/2012
16/5/12		Barbara J Stapleton, Beating a Retreat – Prospects for the Transition, [Name p] Thematic Report 01/2012
7/7/12		[Name protected], 'Snapshots of an Intervention. The Unlearned Lessons of Afghanistan's Decade of Assistance (2001–11)', E---Book,
2/8/12		Nils Woermer, The Networks of Kunduz: A History of Conflict and Their Actors, from 1992 to

		2001, [Name protected] Report 02/2012
31/8/12		[Name protected] Robert Peszkowski, Start of [Name protected] political parties paper series 2: Rise and Decline of Maoism, [Name protected] Jombesh, [Name protected] Briefing Paper 03/2012 03/2012
20/5/12	NATO Chicago summit: Nato summit endorses the plan to withdraw foreign combat troops by the end of 2014	
8/7/12	Tokyo donors' conference	
Sep-12	US hands over Bagram high-security jail to the Afghan government, although it re-	

	tains control over some foreign prisoners until March 2013.	
2013		
18/1/13		Thomas Ruttig, 'How it all began: A Short Look at the Pre---1979 Origins of Afghanistan's Conflicts', [Name protected] Occasional Paper 01/2013
30/1/13	[Name protected] 'Eagle's Summit Revisited: Decision---Making in the Kajaki Dam Refurbishment Project', [Name protected] Report 01/2013	

4/2/13	President Karzai and Pakistan's Asif Ali Zardari agree to work for an Afghan peace deal within six months after talks hosted by Britain's Prime Minister David Cameron
Mar-13	Two former Kabul Bank chiefs, Sher-khan Farnood and Khalilullah Ferozi, are jailed for the multi-million dollar fraud that almost led to its collapse and that of the entire Afghan banking system in 2010

28/4/13		Barbara J Stapleton, 'Disarming the Militias – DDR and DIAG and the Implications for Peace Building', [Name protected] Occasional paper 02/2013
7/5/13		Ann Wilkens, 'A Lot to Worry About – Pakistan on the Eve of Its First Democratic Transition', [Name protected] Briefing Paper 01/2013
Jun-13	Afghan army takes command of all military and security operations from Nato forces	
10/6/13		Antonio Giustozzi and Claudio Franco, 'The Ongoing battle for the Schools – Uprisings, Nego-

			tiations and Tale- ban Tactics’, [Name protected] B paper 02/2013				
30/6/13		Patricia Gossman and Sari Kouvo, ‘Tell Us How This Ends, Transitional Jus- tice and Prospects for Peace in Af- ghanistan’, [Name p Thematic Report 02/2013					
Total		20	11	7		4	

Annex 3 – References

The references used is divided into the following categories:

- 1) [Name protected] fomal and internal documentation:
 - a. [Name protected] Constitution
 - b. Organigram
 - c. Registration document Germany
 - d. Registration document Afghanistan
 - e. Human resource manual
 - f. [Name protected] responsibility allocation sheet
- 2) [Name protected] donor contracts with 2009, 2010, 2011-13
- 3) [Name protected] programme progress reports to donors 2009-2013
- 4) [Name protected] financial reports 2011-2013
- 5) [Name protected] System audit report 2013
- 6) [Name protected] audit report 2012
- 7) [Name protected] strategic planning (discussion) document 2013
- 8) [Name protected] citation, ICT and social media fact sheet
- 9) [Name protected] methods training documents
- 10) [Name protected] publications: All [Name protected] publications available on the internet through the [Name protected] website
- 11) Sida related:
 - a. [Name protected] agreement 2011
 - b. [Name protected] Annual meeting minutes 2011
 - c. [Name protected] Arrangement on delegated cooperation 2011
 - d. Sweden Strategy for Development Cooperation with Afghanistan 2009-2013
- 12) Background documentation on Afghanistan from key sources, including think tanks, civil society organisations, UN and donors.

Annex 4 – List of Persons Met

#	Date	Type	Primary Organisation	Name	Function	Additional affiliation	Male/female	Com.
1	7/10/13	[Name protected]	[Name protected]	Adam Pain	External researcher	Independent researcher	M	skype
2	8/10/13	[Name protected]	[Name protected]	Sari Kouvo	Executive Board		F	skype
3	10/10/13	[Name protected]	[Name protected]	Martine Van Bijlert	Executive Board		F	skype
4	24/10/13	SIDA	SIDA	Anders Öhrström	Head of Dev Cooperation		M	office
5	24/10/13	SIDA	SIDA	[Name protected]	National Programme Officer		M	office
6	24/10/13	SIDA	SIDA	Marie Svensson	Democracy HR and anti-corruption		F	office
7	26/10/13	[Name protected]	[Name protected]	[Name protected]	Director		M	office
8	26/10/13	[Name protected]	[Name protected]	Chona Chavez	Deputy-Director (Research)		F	office
9	26/10/13	[Name protected]	[Name protected]	[Name protected]	Finance and operations advisor		F	office
10	26/10/13	[Name protected]	[Name protected]	[Name protected]	Deputy Director Communication		M	office
11	27/10/13	Ministry	MoFA	[Name protected]	Spokesman & DG of Communication	UNAMA	M	office
12	27/10/13	[Name protected]	[Name protected]	Kate Clark	Head of Office		F	office
13	27/10/13	[Name protected]	[Name protected]	Sari Kouvo	Co-Director		F	office
14	27/10/13	[Name protected]	[Name protected]	[Name protected]	Nat Pol Researcher		M	office
15	27/10/13	[Name protected]	[Name protected]	Gran Hewad	Nat Pol Researcher		M	office
16	27/10/13	[Name protected]	[Name protected]	Christine Roehrs	Analysts		F	office
17	28/10/13	Ministry	Central Statistics Office	[Name protected]	ICT data base manager		M	office
18	28/10/13	[Name protected]	[Name protected]	Vincent Thomas	Water management lead researcher NRM pillar		M	office
19	28/10/13	Ministry	Ministry of women affairs	HE/Prof. [Name protected]	Deputy Minister-Technical		M	office

ANNEX 4 – LIST OF PERSONS MET

#	Date	Type	Primary Organisation	Name	Function	Additional affiliation	Male/female	Com.
20	28/10/13	Ministry	MRRD	[Name protected]	Policy Advisor	ex-BBC	M	office
21	28/10/13	Ministry	MRRD-NSP	[Name protected]	Donor Relations Manager		M	office
22	28/10/13	[Name protected]	[Name protected]	Thomas Ruttig	Co-Director		M	skype
23	28/10/13	SIDA	Embassy of Sweden	Peter Semneby	Ambassador		M	office
24	28/10/13	State	[Name protected]	[Name protected]	Executive secretary		M	office
25	29/10/13	Donor	CIDA	Jodi Mc Murray	Deputy Head of Aid (2010-2012); Head of Board of [Name protected] between 2011-2012		F	skype
26	29/10/13	Civil Soc	[Name protected]	[Name protected]	Director	[Name protected]	M	office
27	29/10/13	[Name protected]	[Name protected]	[Name protected]	Senior Research officer - Gender Unit		F	office
28	29/10/13	Ministry	Ministry of Counter Narcotics	[Name protected]	Deputy Minister		M	office
29	29/10/13	Donor	Embassy of India	[Name protected]	Second secretary - Pol affairs		M	office
30	29/10/13	NGO	USIP	Tim Luccaro	Programme Officer		M	office
31	29/10/13	NGO	USIP	[Name protected]	Research Officer	ex-[Name protected] researcher	M	office
32	29/10/13	[Name protected]	[Name protected] Board	Jolyon Leslie	Chair of the Board	Afghan Cultural Heritage Consulting Organisation	M	office
33	29/10/13	Donor	Dutch Embassy	Ingrid Kersjes			F	office
34	30/10/13	[Name protected]	[Name protected] tions	Kate Clark	Head of Office		F	office
35	30/10/13	[Name protected]	[Name protected] tions	[Name protected]	Nat Pol Researcher		M	office
36	30/10/13	[Name protected]	[Name protected] tions	Gran Hewad	Nat Pol Researcher		M	office
37	30/10/13	[Name protected]	[Name protected]	[Name protected]	Nat Pol Researcher		M	office
38	30/10/13	[Name protected]	[Name protected]	[Name protected]	Nat Pol Researcher		F	office

ANNEX 4 – LIST OF PERSONS MET

#	Date	Type	Primary Organisation	Name	Function	Additional affiliation	Male/female	Com.
39	30/10/13	UN	UNODC	Jean-Luc Lema-hieu	Regional Rep, Special Advisor to the SRSG in Counter Narcotics		M	office
40	30/10/13	Donor	USAID	Rachel Wareham	Senior gender advisor to Midas	GTZ NDI Gender advisor for electoral commission Some evaluation for DFID	F	Sere-na
41	30/10/13	Donor	Finnish Embassy	Matti Vaananen				Em-bassy
42	30/10/13	UN	UNWOM-EN	[Name protected]	WESR specialist		M	office
43	30/10/13	Civil Soc	[Name protected]	[Name protected]	Executive Director	internews	M	office
44	31/10/13	Civil Soc	[Name protected]	[Name protected]	Managing director		M	office
45	31/10/13	UN	UNAMA	Megan Minnion		UNDP NATO	F	Sere-na
46	31/10/13	[Name protected]	[Name protected]	Sari Kouvo	Co-Director		F	Em-bassy of Sweden
47	31/10/13	[Name protected]	[Name protected]	[Name protected]	Project Coordinator SLRC		M	office
48	31/10/13	[Name protected]	[Name protected]	[Name protected]	Research Assistant		F	office
49	31/10/13	[Name protected]	[Name protected]	[Name protected]	Senior Research Assistant		M	office
50	31/10/13	UN	UNAMA	Joanna Nathan	Special Assistant to SRSG		F	office
51	1/11/13	CSO	NDI	Grant Kippen	Director	Electoral Complaints Commission [Name protected] searcher	M	skype

ANNEX 4 – LIST OF PERSONS MET

#	Date	Type	Primary Organisation	Name	Function	Additional affiliation	Male/female	Com.
52	31/10/13	Donor	Royal Norwegian Embassy	Runar Gunnerud	Counsellor		M	briefing at Swedish Emb
53	31/10/203	Donor	Royal Norwegian Embassy	Ane Osnes	Second secretary - Pol affairs		F	briefing at Swedish Emb
54	31/10/203	Donor	Embassy of Sweden	Christian Nils-son	First Secretary - Pol affairs		M	briefing at Swedish Emb
55	28/10/13	Ministry	[Name protected]	[Name protected]	Operations Manager		F	office
56	2/11/13	Donor	Kingdom of the Netherlands	[Name protected]	Second secretary - development cooperation		F	de-briefing at Sw. Emb
57	2/11/13	Donor	Embassy of Finland	Petri Lehtonen	First Secretary - development cooperation		M	de-briefing at Sw. Emb
58	3/11/13	Academia	ACKU	[Name protected]	Program Manager		M	University
59	3/11/13	Civil Soc	[Name protected]	[Name protected]	Women Outreach Officer		F	office
60	3/11/13	Donor	EU	[Name protected]	Senior Programme Manager - Rural development		M	office
61	3/11/13	Donor	EU	Luis Castellar Maymó	Attaché - governance and rule of law		M	office
62	4/11/13	CSO	NDI	Nelika Little	Analyst/LTO	In and out of Afgh since 2002: internews, UNDP, IFES, the	F	skype

ANNEX 4 – LIST OF PERSONS MET

#	Date	Type	Primary Organisation	Name	Function	Additional affiliation	Male/female	Com.
						Asia Foundation etc.		
63	4/11/13	Civil Soc	[Name protected]	Yama Torabi	Director	FCCS	M	office
64	4/11/13	UN	UNAMA	Augustine Sowa	Electoral Affairs Officer		M	office
65	4/11/13	[Name protected]	[Name protected]	[Name protected]	Finance and operations advisor		F	office
66	4/11/13	[Name protected]	[Name protected]	[Name protected]	Deputy Director Communication		M	office
67	4/11/13	[Name protected]	[Name protected]	[Name protected]	Director		M	office
68	4/11/13	UN	UNAMA	Andreas Løvold	Electoral Affairs Officer	Norwegian Embassy	M	office
69	5/11/13	Academia	[Name protected]	[Name protected]	Director		M	office
70	5/11/13	Donor	EU SR	Emily Winterbotham	Political adviser	[Name protected]	F	office
71	5/11/13	UN	OHCHR	Georgette Gagnon	Director	HRW	F	office
72	5/11/13	NGO	Agha Khan Trust for Culture	[Name protected]	Chief Executive Officer		M	office
73	5/11/13	Academia	Middle East Institute	Marvin Weinbaum	Director of the Center for Pakistan Studies	Intelligence analyst on Afghanistan in state department Professor in uni of Illinois Wrote one piece for [Name protected] one piece for [Name protected]	M	skype
74	5/11/13	NGO	Agha Khan Trust for Culture	[Name protected]			F	office
75	5/11/13	Donor	DFID	Mark Mallalieu	Head of DFID		M	telephone
76	4/11/13	Civil	[Name protected]	[Name protected]	Head		M	office

ANNEX 4 – LIST OF PERSONS MET

#	Date	Type	Primary Organisation	Name	Function	Additional affiliation	Male/female	Com.
		Soc						
77	11/11/13	Academia	Center for national security	Candace Rondeaux	Research Fellow	ICG; Washington Post	F	skype
78	2/11/13	UN	UNAMA	[Name protected]	Spokesperson	[Name protected] member	F	Sere-na
79	12/11/13	[Name protected]	[Name protected]	David Mansfield	Researcher		M	skype
80	13/11/13	[Name protected]	[Name protected]	Paula Kantor	Former Director	[Name protected] for researcher	F	skype
81	13/11/13	[Name protected]	[Name protected]	Paul Fishstein	Former Director		M	skype

Annex 5 – Document Review

[Name protected] Elections document review matrix

Document	Credibility	Utility	Cross cutting perspectives	Impact evidence y/n
1 ⁴⁵	1	1	2,3,5,8,9,12,14	n
2	1	1	2,3,5,8,9,12,14	n
6	1	1	2,3,5,8,9,12,14	n
7	1	1	2,3,5,7,9,12,14	n
8	1	1	2,3,5,8,9,12,14	n
9	1	1	N/a	N/a
10	1	1	2,3,5,7,9,12,14	n
11	1	2	2,3,5,8,9,12,14	n
12	1	1	2,3,5,8,9,12,14	n
13				
14	1	1	2,3,5,7,9,12,14	n
15				
16	1	2	2,3,5,8,9,12,14	n
17	1	2 (cynical tone)	2,3,5,8,9,12,14	n
19	1	1	2,3,5,8,9,12,14	n
26	1	1	2,3,5,8,9,12,14	n
27	1	2	1,3,5,8,9,12,14	n
29	1	1	2,3,5,8,9,12,14	n
32	1	1	2,3,5,7,9,12,14	n
33	1	1	1,3,5,8,9,12,14	n
35	1	1	1,3,5,8,9,12,14	n
43	1	1	1,3,5,7,9,12,14 (only example of strong attention to gender)	n
50	1	1	1,3,5,7,9,12,14	n

⁴⁵ Numbers refer to the list of documents provided to Indevlop and Tana Copenhagen by [Name protected] related to the two themes of focus for the evaluation.

52	1	1	2,3,5,8,9,11,14	n
53	1	1	2,3,5,8,9,12,14	n
55	1	1	2,3,5,7,9,12,14	n
60	1	1	2,3,5,8,9,12,14 (only article with brief passing reference to land grabbing)	n
63	1	1	2,3,5,8,9,12,14	n

General findings:

Good timely “news service” with important orientation for observers. Clearly written, but sometimes too many idioms may make reading difficult for non-native English speakers. A few places where the tone may be cynical in such a way as to discourage interest from Afghan readers as the text could be seen as condescending (but not a general problem). Overall, this is very high quality journalism.

Generally solid evidence base, but a significant (and generally unacknowledged) Kabul/urban bias. Good that articles are relatively well referenced and links are provided to related themes.

Little attention to some cross-cutting issues (transparency stronger, some reference to (ethnic) non-discrimination). Even if gender equality issues are perhaps self evident, notable that this is not mentioned except in the discussions of the election law. Some failure to address gender equality in such short pieces is understandable, but in reviewing this theme the systematic failure to refer to gender equality outcome implications is problematic. Somewhat paradoxically, the reprinted interview with the Taliban representative from 1996 is the only article where a political leader is explicitly asked about women’s electoral participation!

Also, the implications of electoral processes for inclusion of the poor and attention to their perspectives is weak. Perhaps this is also “taken for granted”. Some reference to marginalised ethnic groups (Kuchi, Hazara) might carry with it a measure of implicit links to poverty, but this is not spelled out.

No attention is given to the potential implications of the political process for strengthening the hands of certain groups interested in (unsustainably) exploiting Afghanistan’s considerable natural resources. Perhaps this is because such implications are too unclear to assess, but it should nonetheless be noted that these concerns are absent despite the fact that the outcomes of the electoral process may have enormous implications regarding to water conflicts, illegal land acquisitions, etc.

Not generally clear what implications are for Swedish programming, even though this “news service” provides a good contextual perspective. Opportunities to relate analysis of election related political processes to the outcomes of these processes in relation to gender equality, livelihoods, economic development, sustainable NRM, etc. are not exploited. It is natural that these issues are not mentioned in every article, but

the fact that they are not mentioned at all is of some concern in relation to the relevance of this work in relation to Swedish policies. Overall, some aspects of a HRBA are present, but not all and not all of those that would usually feature in a Swedish supported initiative oriented towards democracy.

Codes

Credibility

- 1 apparently good
- 2 evidence based weak/unclear
- 3 opinionated impressions

Utility

- 1 Readable for a broad audience
- 2 Narrower audience of specialists
- 3 Difficult for most readers

Cross cutting perspectives

- 1 Gender clear
- 2 Gender weak
- 3 Participation clear
- 4 Participation weak
- 5 Accountability clear
- 6 Accountability weak
- 7 Non-discrimination clear
- 8 Non-discrimination weak
- 9 Transparency clear
- 10 Transparency weak
- 11 Perspective of the poor clear
- 12 Perspective of the poor weak
- 13 Environmental sustainability clear
- 14 Environmental sustainability weak

[Name protected] Gender document review matrix

Document	Credibility	Utility	Cross cutting perspectives	Impact evidence y/n
4	1	1	2,4,5,7,9,11,14 (notable lack of gender perspective, only passing reference to land and none to other NRM issues)	n
13	1	1	2,3,5,7,9,11,14 (notable that gender is raised in the attached interview but not in the article itself)	n
18	1	1	1,3,5,7,11,14 (gender strong)	n
20	1	1	1,3,6,8,10,11,14	n
24	1	1	1,3,5,7,9,11,14	n
25	1	1	2,4,5,7,9,12,14	n
34	1	1	2,3,5,8,9,12,14 (in many respects an excellent research report, but notable that it is entirely gender blind and makes no reference to conflicts over NR as underlying the conflicts and lack of acct. described)	n
38	1	1	2,3,5,7,9,11,14 (Excellent and balanced analysis in many respects, includes good analysis of economic opportunities and livelihoods where are otherwise weak in [Name protected] research, but weak gender perspective and can be seen as somewhat of a “token” piece on disability, which is ignored elsewhere in	
39	1	1	[Name protected] work) 2,3,5,8,9,12,14 (surprising lack of attn. to gender implications even though the gender back-	

			ground of commissioners is mentioned in passing)	
42	(not on web-site)			
44	(not clear why included)			
45	1	1	2,3,5,7,9,11,14 (despite initial unclear reference to protests against EVAW surprising lack of attn. to gender though dealt with in another article)	
46	1	1	1,3,4,7,9,12,14 (addresses deficiencies in previous article)	
47	1	1	1,3,4,7,9,12,14	
48	1	1	1,3,4,7,9,12,14	
56	1	1	2,3,5,8,9,12,14 (broader causes of conflict in relation to NR not mentioned)	
57	1	1	2,4,6,8,10,12,14	
59	1	1	2,4,6,8,10,12,14	
64	1	1	1,4,5,7,9,11,14	

General Findings

Compared to the election theme some of the issues covered here can be characterised as more “research oriented” or “human interest oriented” and less “news service oriented”. There is less of Kabul/urban bias. Gender is naturally stronger but not systematically addressed in articles not specifically focused on gender (e.g., 4, 38).

The reporting on EVAW was very timely and drew attention to the facts around a process that was presumably hard for outsiders to otherwise understand.

The gender equality reporting refers specifically to women and largely the enforcement of legal frameworks. While useful and important, this does not represent a comprehensive perspective on gender equality. It is problematic that [Name protected] addresses gender from such a narrow perspective.

Reporting on conflict appears to be good with the chosen scope (primarily related to civilian casualties and dynamics between different factions), but does not include analysis of much of the underlying factors generating conflict, such as NR conflicts, market dynamics, etc. or the implications in relation to impacts on the poor, women,

etc. This makes it difficult to draw conclusions that are applicable in relation to Swedish development programming.

Codes

Credibility

- 1 apparently good
- 2 evidence based weak/unclear
- 3 opinionated impressions

Utility

- 1 Readable for a broad audience
- 2 Narrower audience of specialists
- 3 Difficult for most readers

Cross cutting perspectives

- 1 Gender clear
- 2 Gender weak
- 3 Participation clear
- 4 Participation weak
- 5 Accountability clear
- 6 Accountability weak
- 7 Non-discrimination clear
- 8 Non-discrimination weak
- 9 Transparency clear
- 10 Transparency weak
- 11 Perspective of the poor clear
- 12 Perspective of the poor weak
- 13 Environmental sustainability clear
- 14 Environmental sustainability weak



Evaluation of [Name protected]

This report presents the findings and conclusions of the evaluation of the [Name protected]. The evaluation found that [Name protected] does high quality analyses, particularly of current political events in Afghanistan, which are of relevance to the political orientation of the international community in the country. To become more relevant for Sweden's development objectives the organisation will need to enhance its level of informing and influencing the Afghan Government and move towards greater Afghan ownership and management of the organisation. This process should be followed by the development of a clear strategy with specific goals and indicators.