



EVALUATION REPORT

EVALUATION OF THE AFoCO FELLOWSHIP PROGRAM

DRAFT

01 – 31 August 2022

Note to Readers

The Evaluation Report was prepared by the AFoCO Capacity Development Division for the Evaluation of the AFoCO Fellowship Program which was virtually conducted on 01 – 31 August 2022. Led by a fellowship official assigned to the Division, a series of collective consultations and reviews among the former and current fellowship officials was performed as a major part of the evaluation.

The Secretariat is grateful for the support and suggestions provided by participants of the Member Countries: Bhutan, Brunei Darussalam, Cambodia, Indonesia, Kazakhstan, Kyrgyzstan, Lao PDR, Malaysia, Mongolia, Myanmar, Philippines, Singapore, Thailand, Timor-Leste, and Viet Nam.

All comments on the assessment report by the participants were considered and duly addressed, where appropriate, in the final text of the report. The annexes of this report have been reproduced without formal editing and may contain inaccuracies. The views expressed in this report may not necessarily reflect the views of the AFoCO Secretariat.

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ABBREVIATION & ACRONYMS

AFoCO	Asian Forest Cooperation Organization
CD	Capacity Development
OECD	The Organization for Economic Cooperation and Development
DAC	Development Assistance Committee
FO	Fellowship Officials
PO	Program Officer
NFT	National Focal Point

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1. INTRODUCTION

1.1. Introduction of the Evaluation

In accordance with Document A-22-6-SR adopted by the Sixth Session of the Assembly virtually held on 29-30 March 2020, the Republic of Korea recommended the Secretariat to share the lessons learned from the AFoCO Fellowship Program. Accordingly, the Secretariat decided to conduct an evaluation to improve the quality of the Fellowship program. The Capacity development and Coordination Team of the Capacity Development (CD) Division planning the assessment using the survey methodology from the 18th of July 2022 to the 19th of August 2022.

1.2. Purpose of the Evaluation

- To assess the achievements of the program, and
- To improve the quality of the AFoCO Fellowship Program

2. OUTLINE OF THE FELLOWSHIP PROGRAM

AFoCO invites government officials from the Parties to get experienced in the Secretariat through its Fellowship Program. The Program functions as a channel for effective communication and helps strengthen understanding between the Secretariat and the Parties for the fruitful achievement of AFoCO's goals. It is a mutually beneficial arrangement that provides the Fellowship Officials to gain valuable working experience in an intergovernmental organization and have more opportunities to widen their networks, while enabling the Secretariat to benefit from their expertise and skills.

Fellowship Officials are assigned to work at the Secretariat for a 6-month to a 1-year term. The involvement of Fellowship Officials in day-to-day tasks essential to the operation of the Secretariat not only improves the management of AFoCO-related activities and projects but also fosters closer cooperation between Parties and the Secretariat.

The officials to participate in the Fellowship Program meets the following eligibility and the selection criteria:

- Nomination from the Representative of the Party;
- Active government officials of the Parties;
- A minimum of 5 years of work experience in the governmental institutions of the Parties;
- Academic background in forestry and/or forest or environment-related fields;
- Fluent in both spoken and written English;
- Good health; and,
- Junior staff preferred.

3. EVALUATION SCOPE AND METHODOLOGY

3.1. Evaluation Scope

The scope of the evaluation mainly contains the operational settings of the fellowship program, the professional achievements of the fellowship officials for their career path, the institutional achievements of its goal and mission, and the perspectives of the Parties towards the long-term benefits of the program to the countries as well as AFoCO.

3.2. Evaluation Methodology

Referring to the OECD/DAC Evaluation Criteria and Indicators that are also used for the project evaluation of AFoCO, the Secretariat adopted three criteria to evaluate the Fellowship Program, namely: relevance, impact, and sustainability. Based on the said criteria, the assessment portfolio is set up (Table 1), and the evaluation matrix is established consisting of detailed evaluation criteria, indicator/checkpoints, and the method (Table 2).

OECD/DAC Evaluation Criteria:

- a. Relevance measures the degree to which the objectives of the implemented project are in accordance with the target country's needs, policies and priorities. This is an indicator for the project's compatibility with the target country's existing resources and capacity.
- b. Impact measures both the positive and negative results produced as a result of the project whether they were direct or indirect, intended or unintended. Impact usually cannot be seen immediately upon project completion. This is an indicator for whether the project's actual outputs were translated into longer term changes in target areas.
- c. Sustainability measures whether activities implemented and positive impact seen during the project are being continued after the project ceased to be funded. This is practically an indicator for assessing the target country's willingness in continuing and expanding project's long-term goals and objectives.

Table 1. Evaluation Criteria and Assessment Portfolio

Method	Quantitative Methods			Qualitative Methods	
	Questionnaire survey to Fellowship Officials (FO)	Questionnaire survey to National Focal Points (NFP)	Questionnaire survey to Program officers (PO)	Document review	Interview with the FO and PO
Relevance	x	x	x	x	
Impact	x	x	x		x
Sustainability	x	x	x		x

Table 2. Evaluation Matrix

Evaluation criteria	Detailed evaluation criteria	Indicator/checkpoints	Method
Relevance	<ul style="list-style-type: none"> • Degree of the objectives of development projects satisfying the needs 	<ul style="list-style-type: none"> • Consistency with the objective of the program • Consistency with the eligibility & selection criteria of the fellowship program of AFoCO 	<ul style="list-style-type: none"> • Document review • Questionnaire surveys to FO, NFP, and PO

Impact	<ul style="list-style-type: none"> • Participants' professional goals achieved in terms of their career path • What kind of experience and skills were learned from the program 	<ul style="list-style-type: none"> • Experience gained • Skills acquired 	<ul style="list-style-type: none"> • Questionnaire surveys to FO, NFP, and PO • Interview with the FO and PO
Sustainability	<ul style="list-style-type: none"> • Long-term benefit of the development program • Effective communication with Parties • What happened after the program completed 	<ul style="list-style-type: none"> • Effective communication • Wide network • Satisfaction with the program 	<ul style="list-style-type: none"> • Questionnaire surveys to FO, NFP, and PO • Interview with the FO and PO

3.2.1. Quantitative Methods

3.2.1.1. Questionnaire survey

The Fellowship Program evaluation questionnaire was developed using Google Survey with the following target group. In addition to the existing survey questions, respondents were given the opportunity to add relevant comments and suggestions.

- Fellowship Officials /19 questions, additional 14 questions/
- National Focal Points of the AfoCO member countries /9 questions, additional 5 questions/
- Director and Program Officers of the AFoCO Secretariat /12 questions, additional 4 questions/

In Table 4, Quantitative answers were scored and averaged to determine the relevant answers (see Appendix 1).

Table 3. The score and determination average of the Quantitative answers

Qualitative answers	Score	Average	Qualitative value
Strongly disagree/irrelevant/, Very poor	1	1-1.5	Very Low
Disagree/Irrelevant, poor	2	1.6-2.5	Low
Neutral, Average	3	2.6-3.5	Moderate
Agree/relevant, Good,	4	3.6-4.5	High
Strongly agree/relevant/, Very good,	5	4.5-5	Very High

3.2.2. Qualitative Methods

3.2.2.1. Document review of relevant documents

The document review included Assembly document, web articles, and guidelines related to the

Fellowship Program.

3.2.2.2. Online interview

The online interview was held from August 22 to August 25 using the Zoom program according to the schedule in Appendix 2. 19 Fellowship Official participated in the interview and shared their suggestion and opinions based on the following questions.

- Can you share with us what kind of experience and skills you learned from the Fellowship Program?
- Can you share the downside of the Fellowship Program?
- Do you think the Fellowship Program has contributed positively to your career development?

3.2.3. Evaluation Process

The evaluation was conducted between July 22 and August 31, 2022, with the following schedule.

Table 4. Evaluation schedule

Date / Time	Description	Place
By 22 July	Finalize the plan and questionnaire survey	CDC Team
By 15 August	A questionnaire survey has been conducted on the target groups	CDC Team
By 15 August	The interview virtually has been conducted	CDC Team
By 20 August	Integrated survey and develop conclusions and recommendations	CDC Team
By 31 August	Finalize and submit the draft evaluation report to senior management	CDC Team

4. EVALUATION FINDINGS

This section begins with an overview of the main results and findings of the evaluation. General aspects and evaluation questions are shown in relation to the overall Fellowship Program, while results for more specific questions are shown for the various countries that participated in the program.

4.1. Participants Information

4.1.1. Fellowship Official

In the Evaluation questionnaire survey 19 Fellowship Officials of the AFoCO Fellowship Program participated in the survey and submitted relevant suggestions (see Figure 1). In terms of gender information, most of the participants in the questionnaire are female officials (see Figure 2), and in terms of the duration of the fellowship program, most of the participants are fellowship officials who participated in the 6-month program (see Figure 3).

Annex-2.



Figure 1. Participation of the Fellowship Officials by Countries

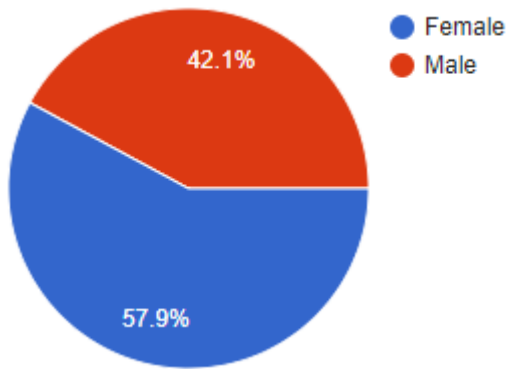


Figure 2. Gender information

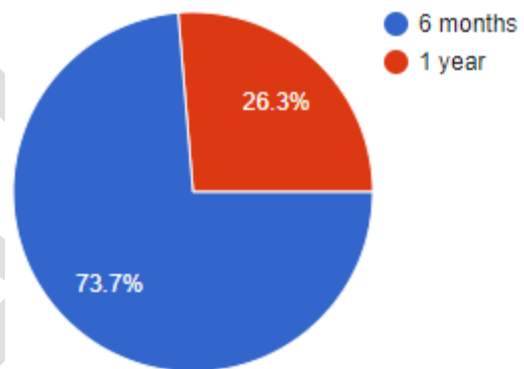


Figure 3. Fellowship period information

4.1.2. National Focal Points

In the Evaluation questionnaire survey seven (7) National Focal Points of Member countries of the AFoCO participated in the survey and submitted relevant suggestions (See Figure 4 and Appendix 3).

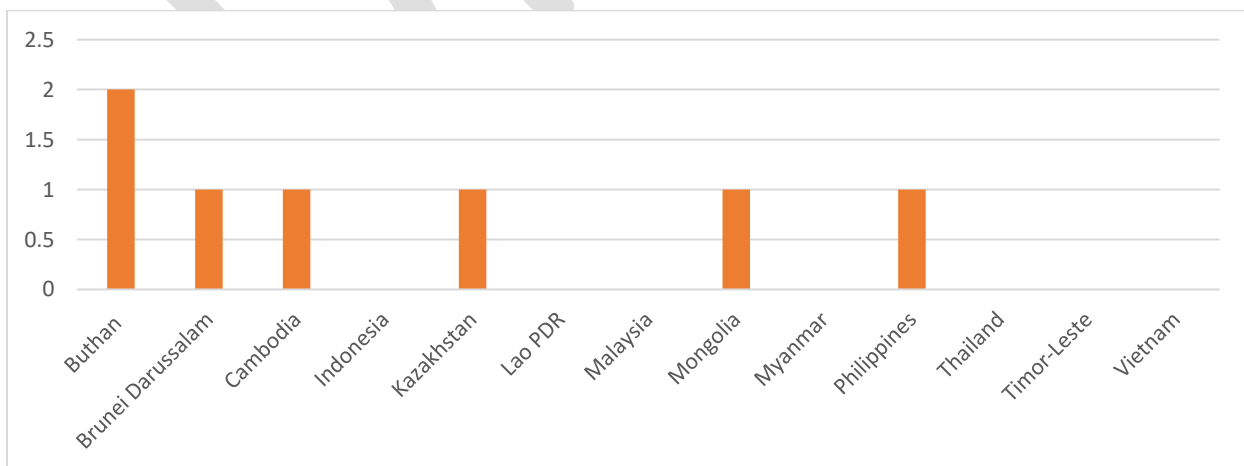


Figure 4. Participation of the National Focal Points by Countries

4.1.3. Program Officers

In the Evaluation questionnaire survey eight (8) Program Officers of the AFoCO Secretariat participated and gave their relevant suggestions (See Appendix 3).

4.2. Quantitative Results

This section presents the quantitative results of the questionnaire survey conducted for the target groups (Fellowship Officials, Program Officers, and Nation Focal Point) by evaluation criteria such as relevance, impact, and sustainability.

4.2.1. Results of the Questionnaire Survey for Fellowship Officials

According to the results of the survey conducted among the Fellowship Officials, it was found that the indicator of relevance is related to the content of the program and some duties and tasks given to the Fellowship Officials (Table 5).

Looking at the results of the impact criteria, Table 6 shows that the Fellowship program had a high positive impact on the skills and experience of the Fellowship officials. The results of the sustainability criteria indicate that this program needs to be continued.

The results of the sustainability criteria indicate that this program needs to be implemented in the future. It can be seen from Table 7 that some conditions and opportunities need to be improved based on the recommendations and suggestions of the Fellowship Officials who participated in the survey.

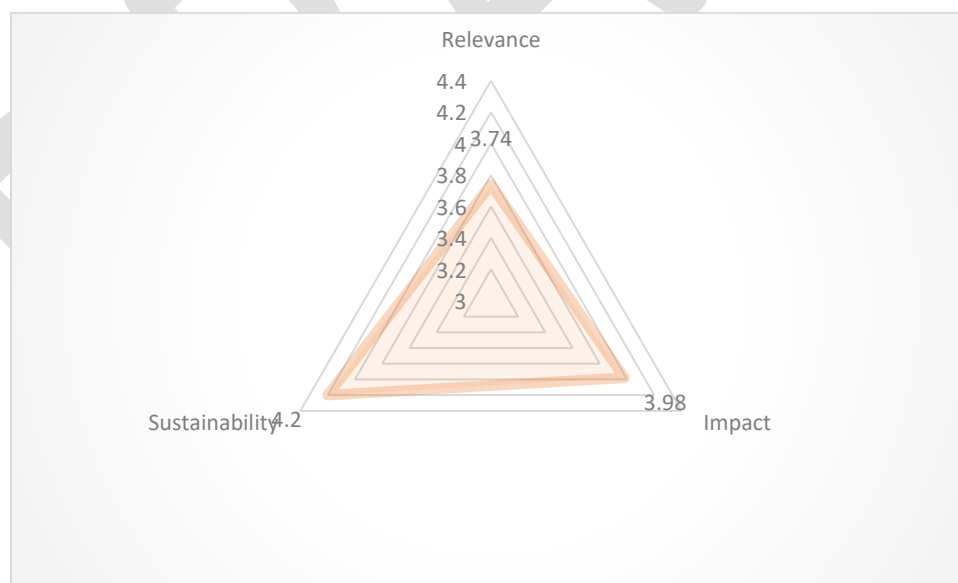


Figure 4. The Average Scores for the Evaluation Criteria

4.2.1.1. Relevance Criteria Results

In term of relevance, the quantitative results indicate that some of their duties and responsibilities during the AFoCO Fellowship Program were relevant. Regarding the duration of the fellowship

Annex-2.

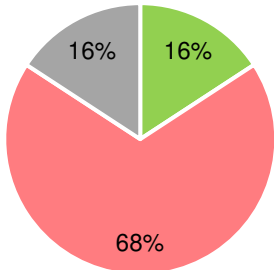
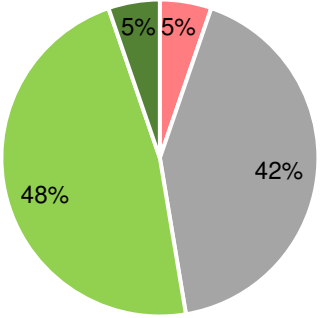
program, most of the participants answered that 6 months is short to gain enough experience, and 1 year is the most suitable period according to the majority.

In terms of expectations, quantitative results indicate that the content, duties, and responsibilities assigned during the Fellowship Program met their expectations overall. Also, the table below lists the tasks and content that met and did not meet the expectations submitted in the questionnaire, as well as repeated and unrepeated suggestions. These suggestions and comments were also confirmed by an Online Interview.

Table 5. Relevance Criteria Results from Fellowship Officials

Question	Result																			Avg
	No of participant	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
Relevance																				3.74
1. How relevant were your duties and responsibilities during the Fellowship Program to your original task in the government?	<ul style="list-style-type: none"> ■ Completely irrelevant ■ Not relevant ■ Neutral ■ Some duties and responsibilities are relevant ■ Completely relevant 																			3.95
	1	1	3	3	3	4	4	4	4	4	4	4	5	5	5	5	5	5	5	
2. How relevant is your current duties and responsibilities of in your government to your task in charge during the Fellowship Program?	<ul style="list-style-type: none"> ■ Completely irrelevant ■ Not relevant ■ Neutral ■ Some duties and responsibilities are relevant ■ Completely relevant 																			3.78
	1	2	3	3	3	3	3	4	4	4	4	4	4	4	4	5	5	5	5	
3. Did/does the duration of the Fellowship Program provide you with sufficient knowledge and experience?	<ul style="list-style-type: none"> ■ Seemed very short ■ Seemed short ■ Neutral ■ Seemed appropriate ■ Seemed long 																			Seemed Short

Annex-2.

<p>4. How long do you think the optimal period of the Fellowship Program?</p>	 <ul style="list-style-type: none"> ■ 6 months ■ 1 year ■ 2 years 															<p>1 Year</p>
<p>5. Did/Does the Fellowship Program meet your expectations in overall?</p>	 <ul style="list-style-type: none"> ■ did not meet expectation at all ■ did not meet some expectations ■ did meet some expectations ■ met expectations in overall ■ exceeded expectations 															<p>3.52</p>
<p>If there is something not meeting your expectations, what were they?</p>	<p>Repetitive comments (more than two comments)</p>	<ul style="list-style-type: none"> • Duration was not long enough • Knowledge expectations for the entire project life cycle (E.g. Project management, monitoring, evaluation, and proposal) • Experience expectations for more in fieldwork, forest structure, and technology at the local level 														
	<p>Non-repetitive comments</p>	<ul style="list-style-type: none"> • Lack of mentoring • Lack of cooperation and teamwork • Health insurance is deducted from the allowance 														
	<p>Repetitive comments (more than two comments)</p>	<ul style="list-style-type: none"> • Project management (5) • Effective communication (3) • Effective Cooperation (3) • Development of Policy Briefs and web articles (2) • The guidance and help from the AFoCO Secretariat (2) • A high-level meeting was held (2) 														
<p>If there is something meeting your expectations, what were they?</p>	<p>Non-repetitive comments</p>	<ul style="list-style-type: none"> • Project Development • Facilitation and coordination • Capacity Building • The guidance and help from the AFoCO Secretariat • Facilitate and compile data for national policy and Strategy for Climate Change in member countries • Accommodation and office environment • Participating in internal meetings, institutionalizing development, and developing a work plan 														
	<p>Irrelevant comments</p>	<ul style="list-style-type: none"> • Experience in Korean culture, Managing visitors from school • My obtained experience and knowledge helped me fulfill my day-to-day tasks and duties • They assign us to which division without asking our opinion. 														

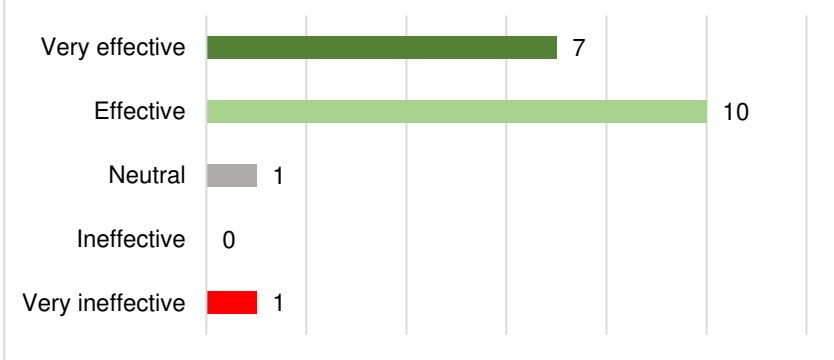
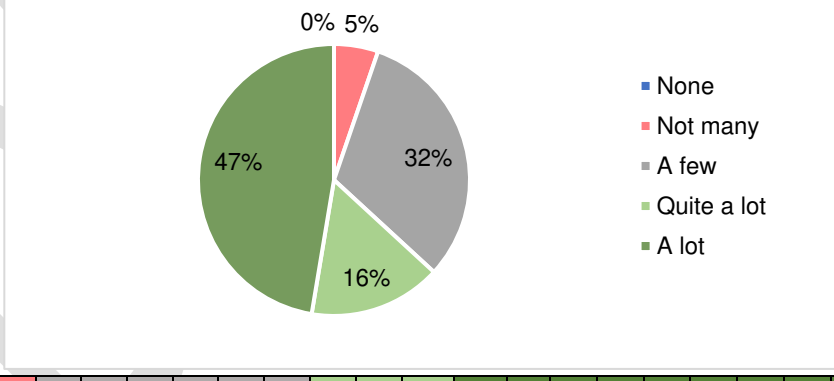
4.2.1.2. Impact Criteria Results

Looking at the results of the impact criteria, it can be seen in Table 6 that there was a high positive impact on the skills and experience of the Fellowship Officials throughout the Fellowship program. Also, in the following table, comments and suggestions about applicable and non-applicable skills and experiences acquired during the program are presented in order of repetition and non-repetition. These comments were also confirmed by an Online Interview.

Table 6. Impacts Criteria Results from Fellowship Officials

Question	Results																			Avg
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
Impacts																				3.98
6. The duties and responsibilities offered by the Fellowship Program were in line with my career goal or target that I planned for participating in the program.	<p> ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree </p>																			3.78
	2	3	3	3	3	3	3	3	4	4	4	4	4	4	5	5	5	5	5	
If there is any you disagree with, what were they?	<ul style="list-style-type: none"> • <i>Creating opportunities for work in all areas of the organization,</i> • <i>Assignments based on previous work experience</i> • <i>Expectation to propose own project idea</i> • <i>Mostly support the management process</i> • <i>Proper adherence to the ToR</i> • <i>More practice and familiarization were needed with the Korean forestry sector</i> 																			
If there is any you agree with, what were they?	Repetitive comments (more than two comments)	<ul style="list-style-type: none"> • <i>Project management (3)</i> • <i>Project implementation (2)</i> • <i>Effective communication (2)</i> • <i>Working at an International/Intergovernmental organization (2)</i> • <i>Development of network</i> 																		
	Non-repetitive comments	<ul style="list-style-type: none"> • <i>Facilitate/initiate the conduct of the survey and compile data for national policy and Strategy for Climate Change in member countries</i> • <i>Develop contributions and articles</i> • <i>Attend in Project Steering Committee and other activities related to the project</i> • <i>Insight and inspiration to propose a project proposal</i> • <i>Improvement on professional and personal skills</i> • <i>Confidence in facilitating training and workshops with international participants and organizations</i> • <i>Project proposal, reports, and budget allocations.</i> • <i>Consideration of concept notes and project documentation</i> • <i>Project monitoring and evaluation</i> 																		

Annex-2.

<p>7. How effective was/is the experience of participating in the Fellowship Program to your career development?</p>	 <table border="1" data-bbox="454 241 1282 598"> <thead> <tr> <th>Effectiveness Level</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Very effective</td> <td>7</td> </tr> <tr> <td>Effective</td> <td>10</td> </tr> <tr> <td>Neutral</td> <td>1</td> </tr> <tr> <td>Ineffective</td> <td>0</td> </tr> <tr> <td>Very ineffective</td> <td>1</td> </tr> </tbody> </table>															Effectiveness Level	Count	Very effective	7	Effective	10	Neutral	1	Ineffective	0	Very ineffective	1	<p>4.16</p>
Effectiveness Level	Count																											
Very effective	7																											
Effective	10																											
Neutral	1																											
Ineffective	0																											
Very ineffective	1																											
<p>If there is any ineffective, what are they?</p>	<ul style="list-style-type: none"> • Duration was short • COVID situation might have restricted some of the opportunities • Too long 																											
<p>If there is any effective, what are they? (e.g. promotion)</p>	<ul style="list-style-type: none"> • 2022 AFoCO Landmark Scholarship for my Ph.D Degree. • Provide support for the project management in my country • Successfully implement the project of my country • Promote myself to higher position • Helped me quickly integrate into working in a dynamic and international working environment like GIZ. • Has set the first stage for a successful professional career. • International network between member countries • Opportunity to support the project management in Indonesia • My English has improved • Working in the intercultural and international environment 																											
<p>8. Have you gained any applicable skills from the Fellowship Program in overall?</p>	 <table border="1" data-bbox="454 1123 1282 1501"> <thead> <tr> <th>Skill Applicability</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A lot</td> <td>47%</td> </tr> <tr> <td>A few</td> <td>32%</td> </tr> <tr> <td>Quite a lot</td> <td>16%</td> </tr> <tr> <td>Not many</td> <td>5%</td> </tr> <tr> <td>None</td> <td>0%</td> </tr> </tbody> </table>															Skill Applicability	Percentage	A lot	47%	A few	32%	Quite a lot	16%	Not many	5%	None	0%	<p>4.05</p>
Skill Applicability	Percentage																											
A lot	47%																											
A few	32%																											
Quite a lot	16%																											
Not many	5%																											
None	0%																											
<p>If there is any skill inapplicable work, what are they?</p>	<ul style="list-style-type: none"> • Administrative matters are rarely used; • Individual; • Team working; • Coordinating; • Planning; • Designing and organizing huge events; • Communication skill. 																											
<p>If there is any skill applicable to your work, what are they?</p>	<p>Repetitive comments (more than two comments)</p>	<ul style="list-style-type: none"> • Communication skills (8), • Project management (4), • Project development (3), • Meeting arrangement (2), 																										

Annex-2.

		<ul style="list-style-type: none"> • <i>Project planning (2),</i> • <i>Strategic plan (2),</i> • <i>Project monitoring (2),</i> • <i>Project evaluation (2),</i> • <i>Problem-solving skill (2).</i>
	Non-repetitive comments	<ul style="list-style-type: none"> • <i>Facilitation,</i> • <i>Coordination,</i> • <i>Time management,</i> • <i>Conferences or workshops related to forestry sectors,</i> • <i>Organizational strategy and short-term and long-term plans,</i> • <i>Develop contribute articles and stories,</i> • <i>Develop practical projects based on a countries' situation,</i> • <i>Carbon project research,</i> • <i>Negotiation with others,</i> • <i>Review the project proposal and budgeting,</i> • <i>Broaden knowledge about global forest management,</i> • <i>Build network,</i> • <i>Training arrangements for capacity building ,</i> • <i>Use online meeting tools,</i> • <i>English skills,</i> • <i>Cooperation,</i> • <i>Braining storming ideas,</i> • <i>Development of concept notes.</i>
If you don't have, what kind of skills do you expect to gain from the Fellowship Officials?	Repetitive comments (<i>more than two comments</i>)	<ul style="list-style-type: none"> • <i>Project monitoring (2)</i> • <i>Project evaluation (2)</i> • <i>Communication skills (2)</i>
	Non-repetitive comments	<ul style="list-style-type: none"> • <i>Bilateral coordination</i> • <i>Leading</i> • <i>Training arrangement</i> • <i>Project review</i> • <i>Project proposal</i> • <i>Work with other international organizations and foundations</i> • <i>Project expectation of AFoCO and partners</i> • <i>Observer attendance in meetings (none-confidential ones)</i> • <i>Professional project management</i> • <i>Climate financing in the Asia region.</i>
9. How well do you use the knowledge and skills gained from the Fellowship Program in your actual work?		
	3 3 3 3 3 3 3 4 4 4 4 4 4 5 5 5 5 5 5	
If you have any	Repetitive	<ul style="list-style-type: none"> • <i>Communication skills (9),</i>

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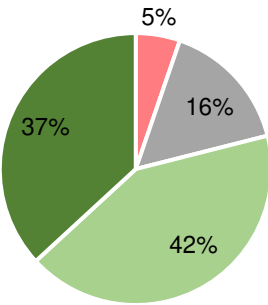
knowledge or skills gained from the program that you use in your daily work , what are they?	comments (more than two comments)	<ul style="list-style-type: none"> • Coordination (4) • Meeting arrangement (2) • Planing skills (2) • Teamwork (2) • Event planning and preparation (2)
	Non-repetitive comments	<ul style="list-style-type: none"> • Problem-solving skill • Effective cooperation • Research skills • Review the project proposal and budgeting, • Networking • Capacity-building workshops • Systematic documentation. • Project development • Project monitoring • Project evaluation • English skills

4.2.1.3. Sustainability Criteria Results

The results of the sustainability criteria indicate that this program needs to be implemented in the future. It can be seen from Table 7 that some conditions and opportunities need to be improved based on the recommendations and suggestions of the Fellowship Officials who participated in the survey. These comments and suggestions were also confirmed by an Online Interview.

Table 7. Sustainability Criteria Results from Fellowship Officials

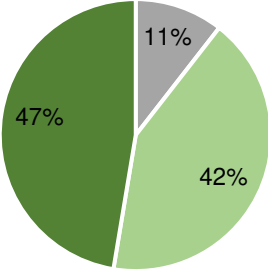
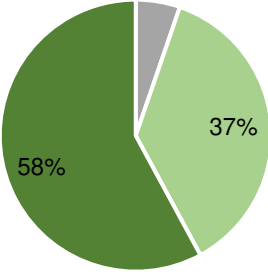
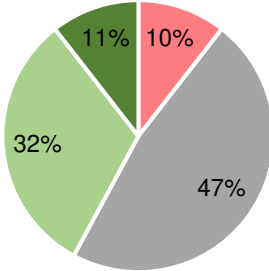
Question	Results																			Avg	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19		
Sustainability																				4.2	
10. It was/is very difficult to fulfill the assigned duties and tasks during the Fellowship Program.	<ul style="list-style-type: none"> ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree 																			3.52	
If it is difficult, what is the reason?	2	2	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	5	5	5	<ul style="list-style-type: none"> • Duties were not related past experience (2), • Language barrier, • Time limitation, • Not so easy to tackle, • Working rhythm at the Secretariat was very fast, • All the deliverables were of high quality, • High-level writing and planning which had to be farsighted, achievable, and multitasking, • New environment and the work culture • Different culture it seemed to be like to limit the relationship only about work.

<p>11. Overall, the office and housing environment met/meets my needs.</p>	 <ul style="list-style-type: none"> ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree 	<p>4.1</p>
<p>If there is any you are satisfied with, what is that?</p>	<p>Housing environment:</p> <ul style="list-style-type: none"> • Location, • Comfortable to take public transportation (about 10 minutes by bus or subway), • Safe, • Convenient, • Located in great area (With parks, malls), • Near from the office, • easily accessible to all areas of Seoul <p>Office environment:</p> <ul style="list-style-type: none"> • Clean condition, • Well equipped, • Friendly, • and collaborative, • Good location (Close to National Assembly) 	<p>2 3 3 3 4 4 4 4 4 4 4 4 5 5 5 5 5 5 5</p>
<p>If there is any you are dissatisfied with, what is that?</p>	<p>Housing environment:</p> <ul style="list-style-type: none"> • Double bed should be considered, • Leaky ceiling in the housing, • The Cost of living is high, • No cooking utensils (E.g. rice cooker, pot, etc.), • No furniture for working off-work, • No discharge waste card, • Heating system is costly during the winter. <p>Office environment:</p> <ul style="list-style-type: none"> • No prayer room, • Lack of coordination and communication between employees, • Difficult to find health facilities with English speaking, • Health insurance should not be deducted from the allowance. 	

Annex-2.

<p>12. Collaboration and attitude of Program Officers.</p>	<p> ■ Very poor ■ Poor ■ Average ■ Good ■ Very good </p>	<p>4.57</p>														
<p>3 3 4 4 4 4 5 5 5 5 5 5 5 5 5 5 5 5 5</p>																
<p>If there is any you want to suggest, what is that?</p>	<ul style="list-style-type: none"> • <i>Communicate more openly.</i> • <i>Invite 2 participants for each country</i> • <i>The officers are friendly</i> • <i>Everybody was super friendly and also professional</i> • <i>My program officer, always makes sure that I understand the assigned duties and support me whenever I need assistance.</i> • <i>Program Officers are very kind, friendly, collaborative and supportive.</i> • <i>Build a team relationship</i> • <i>Engage more effectively in planning and programs</i> 															
<p>13. How did/do you share the knowledge and skills you gained from the Fellowship Program when you returned/return to your government? (Select all that apply)</p>	<table border="1"> <thead> <tr> <th>Method</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Verbal and e-documents, information</td> <td>1</td> </tr> <tr> <td>Information exchange and sharing with colleagues</td> <td>1</td> </tr> <tr> <td>Other (Please specify below)</td> <td>1</td> </tr> <tr> <td>printed study materials and methodology were shared</td> <td>3</td> </tr> <tr> <td>the knowledge gained during cooperation in the workplace was...</td> <td>9</td> </tr> <tr> <td>Conducted training and seminars</td> <td>4</td> </tr> </tbody> </table>	Method	Count	Verbal and e-documents, information	1	Information exchange and sharing with colleagues	1	Other (Please specify below)	1	printed study materials and methodology were shared	3	the knowledge gained during cooperation in the workplace was...	9	Conducted training and seminars	4	
Method	Count															
Verbal and e-documents, information	1															
Information exchange and sharing with colleagues	1															
Other (Please specify below)	1															
printed study materials and methodology were shared	3															
the knowledge gained during cooperation in the workplace was...	9															
Conducted training and seminars	4															
<p>14. Please rate your level of satisfaction with the Fellowship Program?</p>	<p> ■ Very dissatisfied ■ Dissatisfied ■ Average ■ Satisfied ■ Very satisfied </p>	<p>4.15</p>														
<p>1 3 4 4 4 4 4 4 4 4 4 4 4 4 5 5 5 5 5 5 5</p>																

Annex-2.

<p>15. In overall, this program was/is useful to me.</p>	 <p> ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree </p>	<p>4.36</p>
<p>3 3 4 4 4 4 4 4 4 4 5 5 5 5 5 5 5 5 5</p>		
<p>16. I would recommend this Fellowship Program to others.</p>	 <p> ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree </p>	<p>4.52</p>
<p>3 4 4 4 4 4 4 4 5 5 5 5 5 5 5 5 5 5 5</p>		
<p>17. On a scale of 1 to 5, how would you rate this evaluation methodology?</p>	 <p> ■ Poor ■ Fair ■ Good ■ Very good ■ Outstanding </p>	<p>3.42 Good</p>
<p>2 2 3 3 3 3 3 3 3 3 3 4 4 4 4 4 4 5 5</p>		
<p>Do you have any suggestions/comments that will help us make the program better?</p>	<ul style="list-style-type: none"> • <i>Duration could be long that would be more effective,</i> • <i>Provide opportunities to gain experience in other subjects,</i> • <i>Provide an opportunity for extension based on the performance evaluation,</i> • <i>It is better if the salary scale is based on the number of family members,</i> • <i>Improve fellowship program content based on participant experience,</i> • <i>Should be done the evaluation during and end of the program,</i> • <i>Improve the quality based on good experiences of former Fellowship Officials,</i> • <i>Create community group of the Fellowship Officials for sharing their experiences,</i> • <i>Duration could be optional,</i> • <i>Facilitate non-permanent government staff to continue work when they come back from the Fellowship Program,</i> • <i>More practices and excursions,</i> • <i>Select most experienced candidate to contribute the related activities of the AFoCO,</i> 	

	<ul style="list-style-type: none"> • Provide a template and request the FO to submit 1 to 2 page “Monthly Progress Report” to evaluate the effectiveness of the program and monitor the performance of the FOs, • Lack of cooperation and teamwork.
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4.2.2. Results of the Questionnaire Survey for National Focal Point

The results of the relevance criteria of the questionnaire survey conducted among the National Focal Point show that the implementation of the Fellowship program is highly relevant to the development of existing and new projects in the AFoCO member countries.

Looking at the results of the impact criteria, Table 9 shows that the Fellowship program had a high positive impact on the facilitating in terms of project development and effective communication with the AFoCO Secretariat.

The results of the sustainability criteria indicate that this program needs to be implemented in the future. It can be seen from Table 10 that some conditions and opportunities need to be improved based on the recommendations and suggestions of the National Focal Points who participated in the survey.

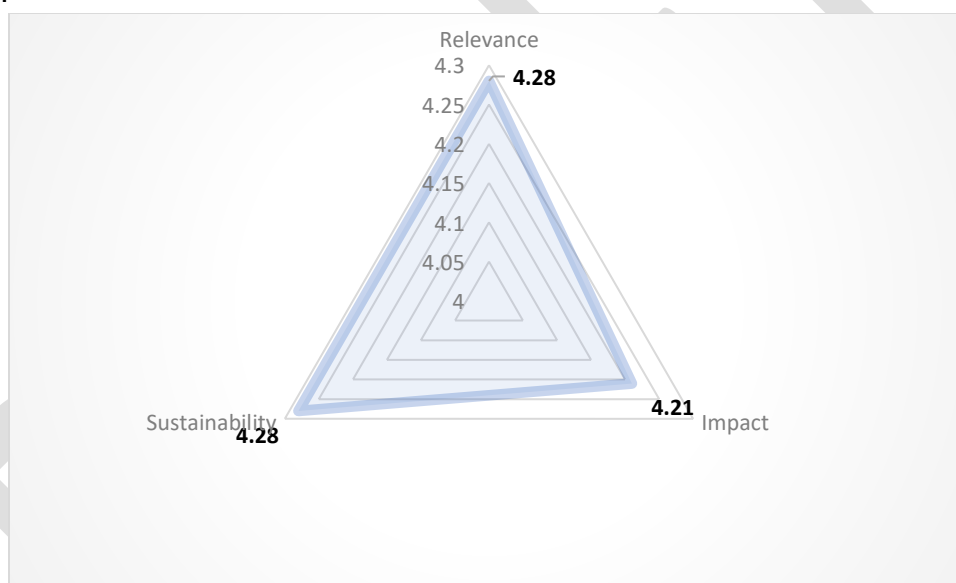


Figure 5. The Average Scores for the Evaluation Criteria

4.2.2.1. Relevance Criteria Results

Table 8. Relevance Criteria Results

Question	Results	Avg
	Relevance	4.28

Annex-2.

<p>1. How relevant is the Fellowship Program to the development or implementation of the project in your country?</p>		<p>4.57</p>
<p>4 4 4 5 5 5 5</p>		
<p>2. The Fellowship Program has been implemented as intended.</p>		<p>3.85</p>
<p>3 4 4 4 4 4 4</p>		
<p>3. The Fellowship Program is compatible with our government's capacity-building policies for government officials.</p>		<p>4.42</p>
<p>4 4 4 4 5 5 5</p>		
<p>If you agree, which part of your policy is the most supported by the Fellowship Program?</p>	<ul style="list-style-type: none"> • Capacity development/building, • State Policy on Forests, • REDD+ National Strategy and Action Plan, • Development of concept notes and project documentation, • Institutional strengthening, • External regulations and mechanisms to mobilize, 	

4.2.2.2. Impacts Criteria Results

Table 9. Impacts Criteria Results

Question	Result	Avg
Impact		4.21

<p>4. The implementation of the Fellowship Program helped facilitating in terms of project development.</p>	<p>Legend: ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree</p>	<p>4.14</p>
<p>3 4 4 4 4 5 5</p>		
<p>5. The implementation of the Fellowship Program had an impact on communication (i.e., network building) between the Secretariat and the Parties.</p>	<p>Legend: ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree</p>	<p>4.28</p>
<p>3 4 4 4 5 5 5</p>		
<p>If you agree, what is the most advantageous task/help/support provided from the Fellowship Officials?</p>	<ul style="list-style-type: none"> • <i>International processes and commitments, enhancement of their capacity in networking and project monitoring,</i> • <i>In review and preparing of new project proposal,</i> • <i>Made a valuable contribution to the implementation of a new project,</i> • <i>Acquired knowledge of new project proposals,</i> • <i>They assigned to work at relevant project management activities after their completion the Fellowship program</i> 	
<p>If you disagree, what needs to be considered in facilitating the development of projects in aid from the Fellowship Officials?</p>	<ul style="list-style-type: none"> • <i>Mentoring in AFoCO is totally missing, the Fellowship Officials are left to their own.</i> • <i>Should be conducted training on project development for Fellowship officials</i> 	

4.2.2.3. Sustainability Criteria Results

Table 10. Sustainability Criteria Results

Question	Result	Avg
Sustainability		4.28

Annex-2.

<p>6. The implementation of the Fellowship Program helped strengthen understanding between the Secretariat and the Parties.</p>	<p>Legend: ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree</p>	<p>4.42</p>
<p>3 4 4 5 5 5 5</p>		
<p>7. The Fellowship Program needs to be continued.</p>	<p>Legend: ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree</p>	<p>4.71</p>
<p>4 4 5 5 5 5 5</p>		
<p>If there is any you disagree, what is your concern or issue</p>	<ul style="list-style-type: none"> • <i>The question of language knowledge, since Russian is used in our region, there are few specialists in forestry who know English. (I think it is necessary to revise these requirements in relation to scholarship candidates).</i> • <i>In the selection process, it should be either in form of nomination from the parties on a fixed quota, or else does not make sense for the interview, not knowing what is the criteria for selection, some selected for 6 months and extend to one year.</i> 	
<p>If there is any you agree, what is your reason?</p>	<ul style="list-style-type: none"> • <i>International processes and commitments</i> • <i>Enhancement of their capacity in networking and project monitoring</i> • <i>Intended for bridging between the member countries and the afoco Secretariat</i> 	
<p>8. On a scale of 1 to 5, how would you rate the evaluation methodology?</p>	<p>Legend: ■ Poor ■ Fair ■ Good ■ Very good ■ Outstanding</p>	<p>3.71</p>
<p>3 3 3 4 4 4 5</p>		
<p>9. Do you have any suggestion and comments that will help</p>	<ul style="list-style-type: none"> • <i>We suggest that the call for nomination for this program be released much earlier so that the country can disseminate the information to its offices and able to submit the nominees on time, taking into consideration some internal/domestic protocol. The AFoCO focal</i> 	

<p>us make the program better?</p>	<p>office (like the FMB for the Philippines) in each member country mostly belong to a bigger Ministry/Department that requires approval of the higher authority to the nomination for Fellowship Program.</p> <ul style="list-style-type: none"> • Necessary to conduct more excursions to gain more experiences • Duration is short to learn and understand deeper the strategies, policies, and work plan of the organization • Duration could be extended from 09-12 months • The AFoCO secretariat should be clear what would be the terms and condition for fellowship officials, what do you expect from them and what would be the expectation from the officials. They should not be left of their own, strong mentoring and expect some knowledge when they live Seoul, either learn something through Secretariat or from Korea.
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4.2.3. Results of the Questionnaire Survey for Program Officer

In the Evaluation of the Fellowship Program, six Program Officers participated, or 50 percent of all Program Officers. If you look at the results of the questionnaire of the officers involved in the study, the average score of the indicator of relevance is lower than the high level, or 3.41 points, while the average score of the indicator of impact and sustainability is in the high level, or 3.74 points (See Figure 6).

In terms of relevance, quantitative results present that relevancy of the Fellowship Program is at a moderate level to the AFoCO’s goal and missions (see Table 11).

Looking at the results of the impact criteria, Table 12 shows that the Program Officers had a highly positive impact on the facilitating in terms of project development and effective communication with the AFoCO Secretariat.

The results of the sustainability criteria indicate that this program needs to be implemented in the future. It can be seen from Table 13 that some conditions and opportunities need to be improved based on the recommendations and suggestions of the Program Officers who participated in the survey.

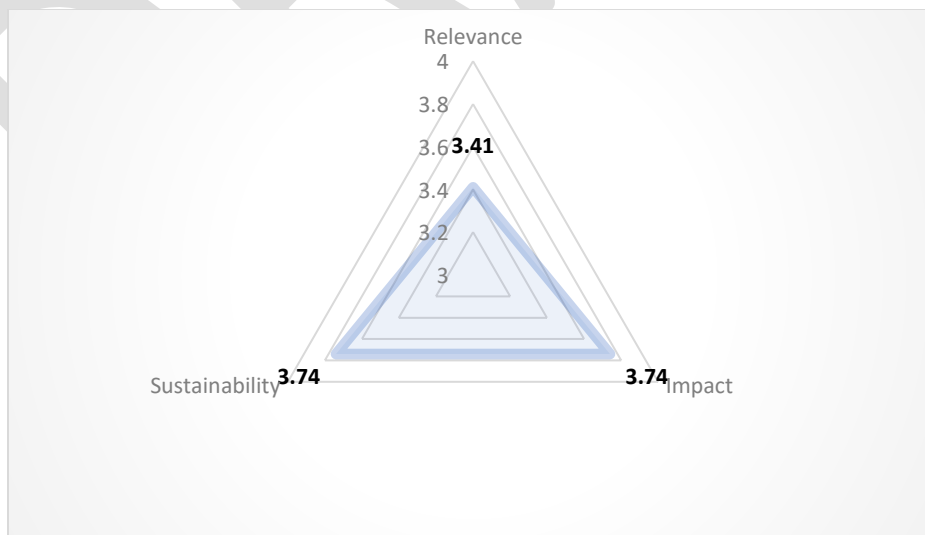
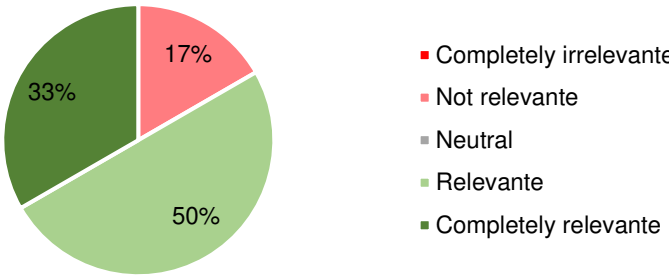
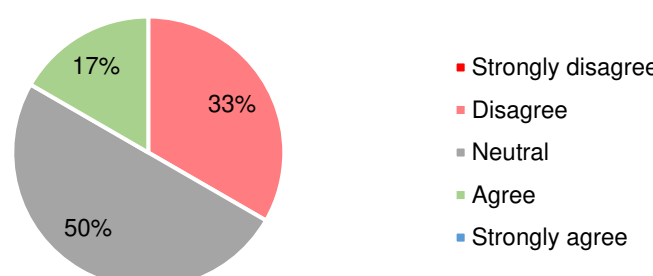


Figure 6. The average scores for the Evaluation Criteria

4.2.3.1. Relevance Criteria Results

Table 11. Relevance Criteria Results

Question	Result	Avg				
Relevance		3.41				
1. Is it relevant the Fellowship Program to the AFoCO's goals and missions?		4				
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 12.5%; background-color: #E06666; text-align: center;">2</td> <td style="width: 12.5%; background-color: #90C060; text-align: center;">4</td> <td style="width: 12.5%; background-color: #90C060; text-align: center;">4</td> <td style="width: 12.5%; background-color: #90C060; text-align: center;">4</td> <td style="width: 12.5%; background-color: #4F81BD; text-align: center;">5</td> <td style="width: 12.5%; background-color: #4F81BD; text-align: center;">5</td> </tr> </table>		2	4	4	4
2	4	4	4	5	5	
2. The Fellowship Program has been implemented as intended.		2.83				
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 12.5%; background-color: #E06666; text-align: center;">2</td> <td style="width: 12.5%; background-color: #E06666; text-align: center;">2</td> <td style="width: 12.5%; background-color: #A0A0A0; text-align: center;">3</td> <td style="width: 12.5%; background-color: #A0A0A0; text-align: center;">3</td> <td style="width: 12.5%; background-color: #A0A0A0; text-align: center;">3</td> <td style="width: 12.5%; background-color: #90C060; text-align: center;">4</td> </tr> </table>		2	2	3	3
2	2	3	3	3	4	

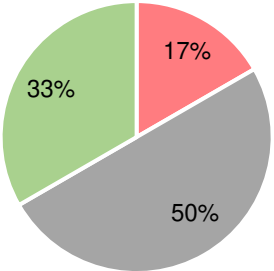
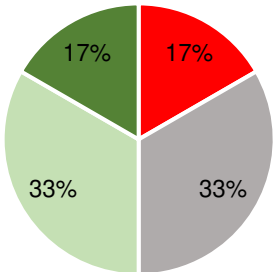
4.2.3.2. Impacts Criteria Results

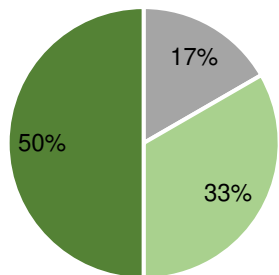
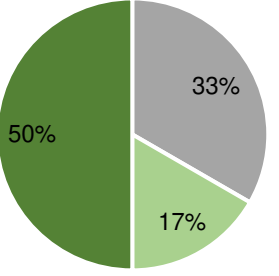
Table 12. Impacts Criteria Results

Looking at the results of the impact criteria, it can be seen in Table 6 that there was a high positive impact on the skills and experience of the Program Officers throughout the Fellowship program. Also, in the following table, comments and suggestions about applicable and non-applicable skills and experiences acquired during the program are presented in order of repetition and non-repetition.

Question	Result	Avg
Impact		3.74

Annex-2.

<p>3. How effective was the experience of receiving the Fellowship Official to your team's or division's work?</p>	 <p> ■ Very ineffective ■ Ineffective ■ Neutral ■ Effective ■ Very effective </p>	<p>3.16</p>
<p style="text-align: center;">2 3 3 3 4 4</p>		
<p>4. Have you gained any applicable skills from the Fellowship Officials in overall?</p>	 <p> ■ None ■ Not many ■ A few ■ Quite a lot ■ A lot </p>	<p>3.33</p>
<p style="text-align: center;">1 3 3 4 4 5</p>		
<p>If there is any skills applicable to your work, what are they?</p>	<ul style="list-style-type: none"> • Skills to conduct qualitative and/or quantitative analysis on national policy and data in forestry sector; • Updating national issues & policies in forestry sector; • Documentation and publication skills; • Forest policy of the country; • Planting guidelines of the country; • Prepare presentations; • Collect country information; • Networking with country officials; • Document reviews and analyses, analytical writings; • Document development; • Administrative support; • Communication or liaising; • Desk research; 	
<p>If you don't have, what kind of skills do you expect to gain from the Fellowship Officials?</p>	<ul style="list-style-type: none"> • Good English skills (2); • None, I think the program can be entirely replaced by the secondment program; • Country Strategic Goal; • Document reviews and analyses; • Analytical writings; • Local language. 	

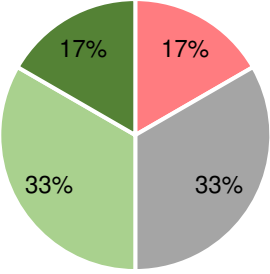
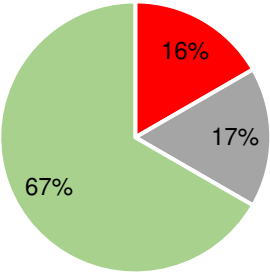
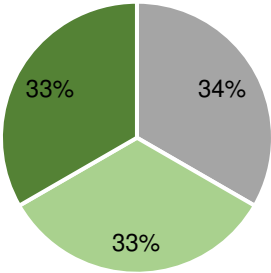
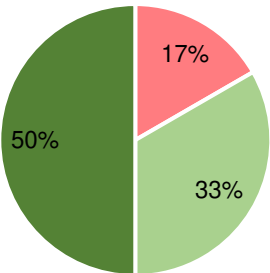
<p>4. The implementation of the Fellowship Program had an impact on communication between the Secretariat and Parties.</p>	 <ul style="list-style-type: none"> ■ Very ineffective ■ Ineffective ■ Neutral ■ Effective ■ Very effective 	<p>4.33</p>
<p style="text-align: center;">3 4 4 5 5 5</p>		
<p>5. The implementation of the Fellowship Program helped facilitating in terms of the project development.</p>	 <ul style="list-style-type: none"> ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree 	<p>4.16</p>
<p style="text-align: center;">3 3 4 5 5 5</p>		
<p>If you agree, what is the most advantageous task/help/support provided from the Fellowship Officials in project development?</p>	<ul style="list-style-type: none"> • <i>Facilitation of communications and arrangements for the project, after the Fellowship Officials returned to their home countries</i> • <i>Made the process faster</i> • <i>Background information about the country</i> • <i>Networking, information from the country</i> • <i>Country analysis,</i> • <i>Data collection, stakeholder information, etc.</i> • <i>Communication with the parties, desk research</i> 	
<p>If you disagree, what needs to be considered in facilitating the development of projects in aid from the Fellowship Officials in project development?</p>	<ul style="list-style-type: none"> • <i>Fellowship officials should be chosen based on the Secretariat's needs. (e.g. GIS experts, project development experts of certain countries, etc.);</i> • <i>Support for cost analysis;</i> • <i>Relevant experiences in the project development will be helpful;</i> • <i>Country analysis;</i> • <i>Data collection;</i> • <i>Stakeholder information.</i> 	

4.2.3.3. Sustainability Criteria Results

The results of the sustainability criteria indicate that this program needs to be implemented in the future. It can be seen from Table 13 that some conditions and opportunities need to be improved based on the recommendations and suggestions of the Program Officers who participated in the survey.

Table 13. Sustainability Criteria Results

Question	Result	Avg
Sustainability		3.74

<p>6. Fellowship Officials fulfilled their duties and tasks in a timely manner.</p>	 <ul style="list-style-type: none"> ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree 	<p>3.5</p>
<p style="text-align: center;">2 3 3 4 4 5</p>		
<p>7. The implementation of the Fellowship Program created a wider network of your team's or division's work.</p>	 <ul style="list-style-type: none"> ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree 	<p>3.33</p>
<p style="text-align: center;">1 3 4 4 4 4</p>		
<p>8. Performance and attitude of Fellowship Officials in overall.</p>	 <ul style="list-style-type: none"> ■ Very poor ■ Poor ■ Average ■ Good ■ Very good 	<p>4</p>
<p style="text-align: center;">3 3 4 4 5 5</p>		
<p>9. The implementation of the Fellowship Program helped strengthen understanding between the Secretariat and the Parties.</p>	 <ul style="list-style-type: none"> ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree 	<p>4.16</p>
<p style="text-align: center;">2 4 4 5 5 5</p>		

<p>10. On a scale of 1 to 5, how would you rate this evaluation methodology?</p>	<p>Legend: ■ Poor ■ Fair ■ Good ■ Very good ■ Outstanding</p>	<p>3.33</p>
<p>11. Do you have any suggestions/comments that will help us make the program better?</p>	<ul style="list-style-type: none"> • <i>It would be good if we can align the Fellowship Officials' experience and expertises to the tasks of the Secretariat.</i> • <i>Fellowship program should be replaced by secondment. Should be more than one year long, other comments have been delivered to ms. Soozin during the one on one meeting</i> • <i>Next time organize trips for FO earlier as possible for their better understanding about Korea's forest policy, KFS structure etc.</i> • <i>Candidates should apply for the position depending on the relevant tor required by afoco</i> • <i>The scope of the fellowship program needs to be re-justified in terms of its main purpose to expand the network building between member countries and the secretariat.</i> • <i>Consideration of alternative arrangements for housing. Develop a continuing task from each team that can be dedicated to the Fellowship Officers</i> 	
		<p>2 3 3 3 4 5</p>

4.3. Qualitative Results

4.3.1. Literature review of relevant documents

Through the document review, relevant documents of the Assembly, web article, and the Guidelines on Expanded Fellowship Program were reviewed. As a result of the document review, the Asian Forestry Cooperation has been successfully implementing the Fellowship Program since 2015. During this period, 28 government employees from all member countries were given the opportunity to work in international/intergovernmental organizations and gain experience.

As a result of the document review, the positive decisions of the Assembly regarding the Fellowship Program are highlighted as follows:

- Fellowship Officials will be categorized into Category-I and Category-II. The scope of Category-I and Category-II is defined as the level of qualification and expertise of her/him dedicated to the area of work, in accordance with the assessment criteria of the Secretariat.
- Fellowship Program is operated on a fixed-term basis. The duration for Category-I is one year, and that for Category-II is two years.
- The total number of Fellowship Officials working at the Secretariat shall be ten in a maximum per year, on the basis of budget availability and demand of work of the Secretariat. The Executive Director shall examine the expected workloads and funds availability before determining the total number of Fellowship Officials to be accommodated in each term.

It is believed that the above decision will not only provide opportunities and time for the Fellowship

Officials to work effectively and gain enough experience, but will also have a significant impact on the AFoCO Secretariat.

4.3.2. Online Interview Results

In the Online Interview conducted among the Fellowship officials, there were positive comments and recommendations for further improvement. The following suggestions and comments were made during the Online Interview:

- Need to provide the orientation of the program
- Duration could be long would be more effective (Most of the participants suggested 1-year terms duration)
- Orientation for living in Seoul
- Necessary to conduct more excursions to gain more experiences
- Assignments based on previous work experience
- Provide opportunities to gain experience in other subjects or rotation systems to all division

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5. RECOMMENDATIONS

AFoCO Fellowship Program effectively achieved its stated objectives overall, offering regular opportunities for government officials from Parties to work in the Secretariat through it.

6. CONCLUSIONS

The AFoCO Fellowship Program is organized from 2015 to 2022 with 2 types of periods: 6 months and 1 year. During this period, the Fellowship Program was successfully organized 8 times involving a total of 29 government officials from 13 member countries within the framework of the goal of further successful cooperation, effective communication, and mutual understanding between the Asian Forest Cooperation Organization and the member countries.

AFoCO Fellowship Program effectively achieved its stated objectives overall, offering regular opportunities for government officials from Parties to work in the Secretariat through it.

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7. REFERENCE

- Operational Instruction for the AFoCO Fellowship Program

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