



Islamic Republic of Afghanistan

United Nations Development Programme Afghanistan

**Regional Initiative for Sustainable Economy (RISE)
Programme**

Project ID# 00047074

Proposal ID# 00041324

Assistance in Afghanistan is moving from emergency relief to the long-term development. Although a large amount of assistance has been extended to the country since 2002, basic social services and local economies in the areas outside of Kabul are significantly underdeveloped, and the country as a whole remains to be one of the poorest in the world. In fulfilling the aim of achieving national political stability along with sound economic growth, regional development is a vital and necessary step. UNDP will strengthen its support to the Government of Afghanistan to enhance regional development with assistance from the Government of Japan. The Regional Initiative for Sustainable Economy (RISE) programme, within the framework of the Peace Building Grant Aid (PBGA) Programme funded by the Government of Japan, will support a number of government ministries and regional authorities, for: a) capacity building in monitoring and evaluation (M&E) of both foreign aid and government development projects; and b) provision of immediate assistance and a basis for enabling environment towards sustainable economy, for communities in both urban and rural areas of Balkh, Nangarhar and Kandahar provinces. It is also intended to provide benefit for poor and vulnerable groups including ex-combatants, returnees, internally displaced persons (IDPs), Afghans with Disabilities and women. RISE programme as presented in this document is implemented in partnership with the UN Food and Agriculture Organization (FAO) and the UN Mine Action Centre for Afghanistan (UNMACA).

SIGNATURE PAGE

Country: Afghanistan

- UNDAF Outcome 2: By 2008, opportunities, skills, land and infrastructure that allow for active participation in a strengthened formal economy and private sector are improved, particularly for poor and vulnerable groups.
- UNDAF Indicators: Poverty headcount ratio (percentage of population below national poverty line);
Proportion of farming community with access to landmine / UXO free land.
- UNDP CPD Expected Outcome 3: Livelihoods and the quality of life for poor people improved through MDG-focused initiatives such as mainstreaming gender, broadening economic opportunities, and realising sound natural resource management.
- UNDP CPD Expected Outcomes: Social and economic opportunities for the vulnerable, including ex-combatants and returnees, broadened through local poverty initiatives and empowerment of women.
Conducive environment for sustainable livelihoods created by reduced natural and manmade risks, including landmines.
- CPAP Output Indicators: Indicator 7.1: Number of people receiving employment opportunities through skills training, agriculture support and small business starters support.
Indicator 7.2: Number of poverty community based projects proposed and approved by the community shoras.
Indicator 7.5: Improved access to land, grazing areas, roads and social infrastructures in areas cleared from mines.
- Implementing Partner: United Nations Development Programme (UNDP)
- Other partners: UN Food and Agriculture Organization (FAO)
UN Mine Action Centre for Afghanistan (UNMACA)

Programme Period February 2006 – January 2007

Programme Component: Poverty Reduction

Project Title: Regional Initiative for Sustainable Economy

Project ID: 00047074

Project Duration: One year

Management Arrangement: Direct Implementation

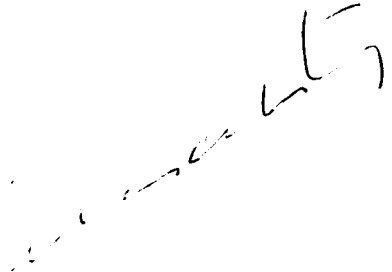
Budget	\$ 12,106,714
General Management Service (5%)	\$ 605,336
Total budget:	\$ 12,712,050
Allocated resources:	\$ 12,106,714
• Government	
• Regular	
• Other:	\$ 12,106,714
• In kind contributions:	n/a
• Unfunded budget:	\$ 0

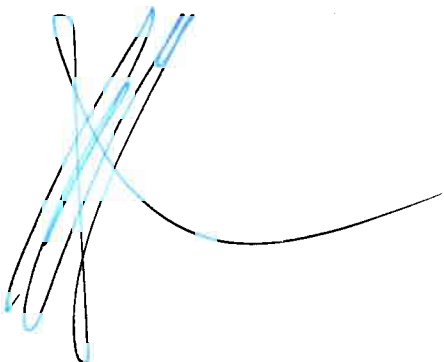
by: 
 Minister Yusuf Pashutan, Ministry of Urban Development and Housing


 Minister Obaidullah Ramken, Ministry of Agriculture, Animal Husbandry and Forestry


 Ms. Anita Nirady, UNDP Country Director, Implementation Agency


 Ms. Anita Nirady, UNDP Country Director, I.L.





Minister Obaidullah Ramken
 MAAHF



Minister Yusuf Pashutan
 MUDH

Part I Situation Analysis

Since the fall of the Taliban Government in late 2001, Afghanistan has accomplished a number of achievements on the political front. The Bonn Agreement set certain benchmarks for the political progress, and most of them have been met with success: the constitution was adopted; the presidential and parliamentary elections were held; national army and police forces were re-established; and disarmament, demobilisation and reintegration of more than 60,000 former combatants were achieved.

A significant amount of international assistance has been extended to Afghanistan under the new regime, and the rebuilding of the state is taking its course. As a result, more than three million refugees and Internally Displaced Persons (IDPs) returned to their homes, and four million children came back to school. Economic and social indicators of Afghanistan remain extremely low, and insecurity caused by illegally armed groups and the emergence of the illicit economy are preventing foreign investment and overshadowing the sound economic development of the country.

The Common Country Assessment (CCA) of October 2004 identifies economic development and growth as a development challenge requiring priority attention. CCA lists four key challenges inhibiting employment and economic growth:

- Lack of enabling environment;
- Lack of support services, including key infrastructure, and market access;
- Lack of access to capital and financial services; and
- Lack of advanced entrepreneurial skills, knowledge and technology.¹

In response, the United Nations agencies in Afghanistan have been concerting their efforts, as outlined in the United Nations Development Assistance Framework (UNDAF) 2006-2008, to lift the living standard of the population. Under the Framework, the UN agencies are supporting the government to achieve the development target set as: *“by 2008, more Afghans, particularly vulnerable groups, will have increased and equitable access to assets, activities and entitlements that improve individuals’ sustainable means of living.”*²

Needless to say, development is meaningful only if it accompanies equity and addresses vulnerable and marginalised groups. As the first Afghanistan Human Development Report states, “economic growth should be based on principles of poverty eradication and job creation, long-term sustainability, and an adequate redistribution of wealth and assets. Growth models should be based on inclusive economic processes and equitable distribution of development. This will involve measures to contain and reduce the rising inequalities in incomes in different regions, and the gaps between urban and rural areas. In linking growth to poverty reduction, strategies have to address the importance of generating widespread employment.”³

At the recent London Conference on Afghanistan, the Afghan Compact was adopted by the Afghan Government and the international community. Building on the past experience and lessons learned in development assistance to Afghanistan, and in line with the high-level goals set by the Interim Afghanistan National Development Strategy (I-ANDS), the document has laid out detailed development outcomes and benchmarks for immediate implementation. Here again the following needs, among many others, have been highlighted:

- strengthening capacity of local governments to manage urban development;
- development of marketable skills for men and women;
- an enabling environment for legal agriculture and agriculture-based rural industries;
- social protection for the poor, the disabled, demobilized soldiers, refugees, IDPs and women;
- increased access to markets, employment and social services; and
- reduced risk of mine/UXO contamination.⁴

With this background, UNDP and the Government of Afghanistan agreed on the Country Programme Action Plan (CPAP) 2006-2008, its mission to promote sustainable livelihoods for the poor (CPAP Outcome #3). Here UNDP has committed itself to “contribute to poverty alleviation and support regional development in rural and urban areas through local poverty initiatives [...] and empowerment of women.”⁵ At the same time, UNDP’s assistance for the immediate few years will focus on “strengthening the capacity of the poor to secure livelihoods [...] through empowering communities to articulate their needs and priorities and providing access to social and economic opportunities to the most vulnerable groups.”⁶

At the same time, UNDP stresses the importance of cooperation with other development partners, and a partnership strategy for achieving various intended outcomes is now strongly pursued. Such strategy is expected to contribute, *inter alia*, to:

- targeting capacity development in UNDP focus areas and avoid thinly stretched programme;
- adopting innovative and strategic programme approaches exploring cross-sectoral linkages and programme synergies for programme integration and coherence;
- identifying and disseminating good practices, and connecting national partners to global knowledge, as well as expertise from the UNDP global network.⁷

In this context, the Regional Initiative for Sustainable Economy (RISE) programme has been conceptualized and drawn up as described in the following sections. This programme tries to synergise efforts of various agencies and stakeholders to tackle some of the most imminent issues of economic development and social stability.

Part II Strategy

Regional Initiative for Sustainable Economy (RISE) programme⁸

¹ UN, *Common Country Assessment for the Islamic Republic of Afghanistan*, Kabul, United Nations System October 2004, P. 42

² UN, *United Nations Development Assistance Framework (UNDAF) for the Islamic Republic of Afghanistan 2006 2008*, Kabul: United Nations System, March 2005, P. 13

³ UNDP, *Afghanistan Human Development Report 2004*, Kabul: UN Development Programme, 2004, P. 198

⁴ London Conference on Afghanistan (31 January – 1 February 2006), *The Afghanistan Compact*, Annex I

⁵ Government of the Islamic Republic of Afghanistan and United Nations Development Programme, *Country Programme Action Plan (CPAP) 2006-2008*, pp. 15-16

⁶ *ibid.* p.16

⁷ *ibid.* p.17

⁸ **Peace Building Grant Aid (PBGA) Programme Framework:** PBGA funding from the Government of Japan was granted to UNDP to support regional development for sustainable peace in Afghanistan. The programme under PBGA is comprised of three components:

- Component I: Long-term macro economic development;
- Component II: Medium-term capacity development; and
- Component III: Immediate assistance to communities.

RISE programme is initiated under the Promotion of Sustainable Livelihood (PoSL) Programme of UNDP Afghanistan, which aims at serving the national priority as set out by the Afghanistan Compact:

“To create the conditions necessary for the people of Afghanistan to secure sustainable livelihood in the legal economy, and to lay the foundation for the formation of long-term human development,”⁹ and

achieving the UNDAF Outcome 2 “By 2008, more Afghans, particularly vulnerable groups, will have increased and equitable access to assets, activities and entitlements that improve individuals’ sustainable means of living.”¹⁰

Thus placed, the RISE programme is to contribute to the expected Country Programme Outcome #3:

“Livelihoods and the quality of life for poor people improved through MDG-focused initiatives such as mainstreaming gender, broadening economic opportunities, and realising sound natural resources management.”¹¹

Particularly, it will enhance the expected CPAP output 7: “Vulnerable groups (ex-combatants, returnees, disabled, women) empowered through improved access to social and economic opportunities (local poverty initiatives, private sector development, alternative livelihoods, empowerment of women).”¹²

With the above goals, outcomes/outputs and indicators defined, the partnership between the Government of Afghanistan and UNDP for regional development within the framework of RISE entails two overall objectives:

- To build capacity in the regions through joint monitoring and evaluation (M&E); and
- To provide immediate assistance and a basis for enabling environment towards sustainable economy, for communities in both urban and rural areas.

Beneficiaries of this RISE programme will include ex-combatants and other vulnerable groups, such as returnees, IDPs, Afghans with Disabilities and women, in the target provinces of Balkh, Nangarhar and Kandahar.

The outputs of the RISE programme

Output : Government authorities acquired basic understanding and skills in project monitoring and evaluation

The activities under the above Component I will be conducted by UNDP’s National Area Base Development Programme (NABDP), as part of its continued activities to establish a framework for long-term integrated rural development planning. RISE programme has been newly conceptualised in order to cover the above Component II and III under the PBGA framework. For the NABDP’s part of activities under PBGA Programme, a separate project document is being developed, as those activities in turn form only part of the entire NABDP’s activities. Therefore, the current document describes the proposed activities under the RISE programme only. (For the overall budget breakdown of PBGA, see Annex I.)

⁹ Government of the Islamic Republic of Afghanistan and United Nations Development Programme, *Country Programme Action Plan (CPAP) 2006-2008*, Annex: Results and Resources Framework

¹⁰ *ibid.*

¹¹ *ibid.* p.14

¹² *ibid.* Annex: Results and Resources Framework

There has been an increasing demand from the government authorities to build their capacity for M&E of development and aid activities. One starting point for such capacity building is to transfer knowledge of project cycle management from UN to local authorities by working together on M&E of on-going projects. By conducting a series of training exercises and through joint M&E in the field, it is expected that M&E capacity of the local authorities will increase. Joint M&E is also a good mechanism to inform local governments of the progress of interventions, which will also increase visibility of service delivery in the regions.

A Joint Monitoring Team (JMT) will be convened in each target region consisting of representatives from relevant local authorities as well as ministries such as MUDH, MAAHF and MRRD. The representatives from the concerned UN agencies will also be core members. UNDP will provide management support to JMT, including the recruitment of international and national M&E officers to facilitate the process. The JMT will report to relevant regional and central ministries, as well as the donor, on the progress of various projects.

A working group of JMT will be formed with the responsibility of conducting M&E in the field and subsequently reporting their findings to the JMT. A significant portion of the capacity building activities will be focused on this working group. The training activities of JMT will follow the following steps:

- 1) Determine if similar training activities are taking place elsewhere;
- 2) Determine existing M&E capacity;
- 3) Prepare Training plan: the M&E methodology and handbook for JMT will be developed referring to UNDP's M&E guidelines;
- 4) Provide theoretical (classroom) training in principles of M&E during monthly meetings;
- 5) Provide practical (on-the-job) training during site visits of RISE Projects;
- 6) Present RISE M&E Report at the final PBGA Steering Committee Meeting;¹³ and
- 7) Ensure that there is an element of sustainability by encouraging dissemination of new skills.

Where appropriate, JMT will be a part of existing coordination mechanism. The Provincial Development Committees (PDCs) have been being developed across the country under the guidance of the Ministry of Economy, largely to coordinate the government's National Priority Programmes. At this stage PDCs are in the process of being established in the provinces and will also have the role of monitoring and evaluating aid and development programmes taking place in their respective provinces. In those cases where the PDCs are functioning in the RISE project sites, attempts will be made to jointly work with PDCs and focus the above M&E capacity building activities towards the PDC, so that the role of the JMT can be fully assumed by the PDC in the future. On the other hand, in those cases where the PDC is not in a position to be actively involved at the time of the RISE project implementation, the focus of the capacity building activities will be solely on the JMT working group. In such cases, however, the members of the JMT will include many of the constituents of the PDC in each target region. Transition of responsibility as well as M&E skills will be done in an efficient and smooth manner from JMT to PDC, once the latter is established and in full function, therefore ensuring the sustainability of the effect of the capacity development.

Output 2: In the cities of Kandahar, Jalalabad and Mazar-e-Sharif, employment opportunities broadened and skills development through infrastructure development

The Recovery and Employment Afghanistan Programme (REAP) in 2002-2004 proved to be successful in generating immediate employment as part of humanitarian aid activities. However, there are still significant needs for rehabilitation of infrastructure and employment generation activities for vulnerable groups to assist further economic development. Therefore, the aims here are:

- To facilitate the transition from humanitarian assistance to development;
- To complement the activities by the other agencies;
- To pursue the reintegration of returnees (refugees and IDPs) and ex-combatants into communities (places of origin or temporary or permanent settlements);
- To assist in the economic empowerment of communities.

This component will be undertaken by UNDP-UDG¹⁴, and will have a number of linkage points with the other activities. The activities complement the interventions of FAO by rehabilitating the community infrastructure such as feeder roads or irrigation. The other potential linkage point is where the other agencies such as Japan International Cooperation Agency (JICA) have large infrastructure projects. It is intended to maximise the impact in the area by joint intervention. With coordinated efforts, these activities will lay the foundation for long-term economic development.

Employment opportunities and vocational training will be provided to ex-combatants, IDPs, returnees, and wherever possible, women and Afghans with Disabilities. The process of selecting beneficiaries will be coordinated in association with UNHCR, UNDP's Afghanistan's New Beginnings Programme (ANBP), and humanitarian NGOs working in the RISE target cities.

The cash-for-work methodology adopted here utilises labour-intensive input as a means of achieving the projects' objectives.

For the intended scope of work, please refer to Annex 3. The needs for specific infrastructure projects in the scope of work have been identified in full consultation with the relevant government authorities as well as local communities in each region.

Output 3: 2,000 vulnerable farmers will be empowered, supported and their productivity of their agricultural activities in the regions of Kandahar, Nangarhar and...

The UN Food and Agriculture Organization (FAO) will implement a project which will distribute agricultural inputs to 2,000 farmers comprising both basic input and optional inputs. For basic inputs all beneficiaries will receive wheat seed and fertilizer kits, hand tools and vegetable kits, poultry kits and storage containers. Optional packages include livestock, fruit tree nurseries kits, greenhouse kits, fishery and vineyard kits. Ample training is envisaged for all project components in order to empower beneficiaries by building their capacity to effectively run activities after termination of the project, thus ensuring sustainability.

For details about the target villages and interventions, please refer to Annex 4.

Output 4: Towns will be surveyed and cleared of mines and IEDs in the regions of Kandahar, Nangarhar and...

¹³ For the reporting mechanism of RISE programme within the framework of the PBGA Programme, please refer to the below section Part IV: Monitoring and Evaluation.

¹⁴ Formerly REAP Project Implementation Unit (PIU)

Mine/UXO survey and clearance will be carried out for the projects under RISE outlined above for 12 months in the Northern, Eastern and Southern regions.

Mine/UXO Landmine Impact Assessment Team (LIAT) Survey (general survey) will be carried out during the initial phase of the project. The aim is to ensure that the Landmine Impact Survey (LIS) data provided by UNMACA are accurate and the information shared is correct.

Upon finalization of the survey, the areas to be cleared will be determined based on the requests from UNDP-UDG and FAO. The survey and demining will also be provided in the areas of responsibility of the three Area Mine Action Centres (AMACs) in order to optimise the impact of the RISE projects (e.g. clearance to improve access to market) by contracted Implementation Partners (IPs). The duration of the clearance process is estimated to last throughout the project timelines in all three regions. UNMACA shall ensure that the Quality Assurance and Quality Control (QA/QC) is available for this project.

Specific works and roles of UNMACA will be defined in a Letter of Agreement (LoA) between UNDP and UNMACA, which will be prepared and signed upon the completion and approval of the current project document.

Indirect beneficiaries will include communities in the regions that no longer face the same level of threat from mines/UXO. The population will be able to move more freely, increase access to water points/land/fields to conduct economic activities, and enjoy the peace and increased stability that comes from this threat abatement.

This particular activity under the RISE programme is also expected to contribute to creating a conducive environment for the implementation of future development activities.

Integration with other similar projects

Integration with other development projects in the target regions is strongly sought in order to optimise the impact on beneficiaries while avoiding unnecessary duplication of efforts and resources. Potential on-going projects that could be approached for this sort of integration include those carried out and/or funded by JICA, USAID, Grant Aid for Grassroots Projects (GAGP) of the Government of Japan, MRRD's National Solidarity Programme (NSP) and National Rural Access Programme (NRAP).

Communication strategy

RISE programme involves a number of partner agencies, institutions, relevant authorities for its implementation. Therefore, a Liaison Officer is appointed in order to facilitate the communication and collaboration between them and also with similar on-going projects. He/She is expected to serve within the overall framework of PBGA including RISE. He/She is expected to liaise with the national and international media to ensure the visibility of the project with assistance from the UNDP Country Office. The Liaison Officer is also to coordinate all the reporting activities required for the implementation of RISE programme, as well as reporting to the donor. When and as appropriate, Programme Officer of UNDP CO Programme will provide assistance in his/her liaising activities. (Also see below: Part III: Management Arrangement.)

Exit strategy

The currently planned implementation period of RISE programme is one year. During this period RISE aims at laying out a basis for enabling environment towards sustainable economy, with increased capacity of local authorities, sense of ownership and better management of development projects, improved skills of vulnerable groups and empowerment of farmers. It is an ultimate goal of most development projects to hand over the ownership and implementation to local authorities and beneficiary communities themselves, with sustainability of the development activities in place. However, it would be premature to propose a complete phase-out of RISE activities after the one year period. Therefore, while it is entirely dependent on the funding situation as well as the success of the activities proposed in this document, the desirable direction after the termination of the current programme is the continuation of RISE activities as the second phase.

In such case, it is expected that the outcomes of the above RISE activities will provide a platform where the integrated rural development plans, to be developed by UNDP-NABDP also with the financial support from PBGA of the Government of Japan, may be implemented. The continued RISE activities will assist the implementation of such rural development plan, but gradually UNDP and other partners' assistance should phase out as the capacities of the local authorities and communities increase and with the sustainability of development activities better secured. The timing of such phase out cannot be foreseen at this stage. The issue of exit strategy and modality should be further discussed along side with the implementation of the above RISE project activities.

Part III Management Arrangements

RISE programme activities will be guided and overseen by the Steering Committee of PBGA, under the framework of which the RISE programme has been conceptualised and proposed¹⁵. The Steering Committee consists of senior representatives of the relevant government counterparts, the Embassy of Japan, UNDP, FAO, UNMACA, and JICA.

While the RISE programme attempts to work in collaboration with various government agencies, MUDH and MAAHF, which have long been in close collaboration with UNDP-UDG and FAO, are the main counterpart government bodies of the RISE programme, and hence signatories from the Afghan Government to the current document.

To facilitate efficient coordination between the RISE partner agencies (UNDP-UDG, FAO and UNMACA), UNDP-NADBP, supporting government agencies, other members of the above Steering Committee and potential project partners, a PBGA Liaison Officer is appointed and operates out of UNDP-UDG Head Office in Kabul.

The M&E capacity development activities (Output 1) will be managed by UNDP-UDG. In each of the cities of Kandahar, Mazar-e-Sharif and Jalalabad, a Regional Project Officer (UNV) with experience and skills in both capacity building and project monitoring and evaluation are placed. Their role will be to identify those parts of regional government that are to be responsible for coordinating, monitoring and evaluation of aid projects (including PDCs where appropriate) and provide capacity building activities related to the M&E skills. The activities for Output 2 will be used to provide the cases for on-the-job M&E training.

Monthly field visits will be undertaken by the UNDP-UDG Programme Manager, PBGA Liaison Officer, and when necessary the UNDP Country Office Programme Officer, in order to monitor and evaluate field activities and provide necessary technical and administrative guidance.

Infrastructure intervention for employment generation and skills development (Output 2) will be controlled and overseen by UNDP-UDG engineers. Weekly progress reports will be provided on all projects. All construction materials will be produced locally in accordance with the provisions of UNDP Procurement Manual. All construction workers will be paid in cash as a function of the approved attendance record.

Management arrangements for Output 3 and Output 4 activities will be prepared by FAO and UNMACA respectively, utilising their existing management mechanism. The relevant officers and staff members in charge of RISE activities of the respective agency will ensure programme implementation, provide technical assistance and manage the support services and reporting under the Letter of Agreement with UNDP, which will be prepared and finalised upon approval of the current project document.

Reporting arrangement

In accordance with the UNDP reporting requirements, quarterly reports and annual report (activity and financial) will be prepared for submission to UNDP Country Office and relevant donors. The afore-mentioned Liaison Officer, with support from UNDP-UDG Programme Manager and UNDP CO Programme Officer in charge, will ensure collection of reports from the partner agencies, and will consolidate into one RISE quarterly/annual report.

Financial arrangement

Financial contribution from the single donor to the RISE programme, namely the funding of PBGA of the Government of Japan, has already been transferred in August 2005 to UNDP as the administrative agency (Direct Implementation (DEX) modality), from which the funds will be further transferred to UNDP-UDG to FAO and UNMACA. The details of the financial arrangements including the reporting requirements for the latter two partner agencies will be specified in the Letters of Agreement between UNDP and FAO, and between UNDP and UNMACA respectively. Such letters are to be prepared and finalised upon the approval of the current project document.

Security concerns and risk management, especially for *rural* activities

The security situation facing the field staff clearly places the most significant risk to the successful implementation of the activities of RISE, especially for rural ones. All field missions and accommodation will be arranged strictly following the requirements of the Area Field Security Coordinator along with the provisions of the Minimum Operations Security Standards (MOSS).

There is a significant possibility, however, that the some areas of planned interventions will not be accessible for at least some time within the currently proposed project time frame. These areas of perceived risks, in decreasing order of hazard, are Kandahar, Nangarhar / Jalalabad, and then Balkh / Mazar-e-Sharif.

From the viewpoint of risk management, in the event where some areas cannot be security-cleared for planned project interventions, the scope of works should be amended accordingly. That is, funds should be diverted from the unsecured areas to those areas where intervention is possible or more feasible, as stipulated by the Area Field Security Coordinator. Such amendment should be made only upon sufficient consultation with and receiving the approval of the Japanese Embassy.

¹⁵ See above foot note 9.

Options for managing security risk in rural areas (Kandahar Province) include:

- Amend the beneficiary villages to those areas which have been security-cleared within Kandahar Province;
- Relocate some resources for RISE rural activities from the high-risk areas of Kandahar Province to Bamiyan Province, while retaining activities in secured urban areas of Kandahar City.

Part IV Monitoring and Evaluation

Activities for each Output will be monitored by the respective implementing agencies.

UNDP-UDG will monitor and evaluate the progress, performance and results of its activities under the RISE programme through weekly field reports prepared by UDG's supervising engineers and submitted to each Regional Office (for the M&E function of UDG's on-site engineers, please refer to the sample TOR in Annex 5). In turn, each Regional Office will submit a consolidated regional report to UDG Head Office in Kabul on a weekly basis. These weekly regional reports will form part of the RISE quarterly report.

UNDP will receive quarterly progress reports from FAO and UNMACA for Output 3 and 4, which they will compile based on their field reports collected through their existing reporting system.

Those quarterly reports from the partner agencies are collected at the UNDP-UDG Head Office, and finalised¹⁶ for submission to the PBGA Steering Committee. This reporting procedure will be facilitated by the PBGA Liaison Officer to ensure timely and quality-assured reporting. The Steering Committee meetings will be held every three months to review the overall progress of the PBGA Programme. (Also see Annex 6 for PBGA reporting system including RISE.)

For UNDP-UDG activities, there will be periodical field visits by the UDG Programme Manager, PBGA Liaison Officer, and when appropriate the UNDP CO Programme Officer and national authorities. One purpose of the field visits will be to verify the field/regional reports. Joint field visits will also be planned, as and when appropriate, by the programme partner agencies (UNDP-UDG, FAO and UNMACA), for the purpose of monitoring and evaluation of project progresses and outputs.

In general, M&E for RISE activities will refer to the existing UNDP M&E guidelines. Where possible and appropriate, PDCs will also be involved in the M&E process of the RISE programme. However, the extent and modality of PDCs' involvement will be determined at the field level as the programme moves on, considering the yet early stage of the institutional development of PDCs and the local-specific context of the PDC establishment in each target region.

Part V Legal Context

Standard Text: Supplemental Provisions to the Project Document:

General responsibilities of the Government, UNDP and the executing agency

All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.

The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.

Assistance under this Project Document being provided for the benefit of the Government and the people of (the particular country or territory), the Government shall bear all risks of operations in respect of this project.

The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.

The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.

Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.

Part of the Government's participation may take the form of cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.

The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.

The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate

¹⁶ RISE quarterly reports and reports from the NABDP on its part of activities under the framework of PBGA Programme will be consolidated into one document as a report of the PBGA Programme activities. This work will also be carried out by the PBGA Liaison Officer.

an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

Within the given number of person-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.

The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.

The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.

The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data, which are considered necessary to the implementation of the project.

Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager¹⁷ a/ who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of

national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.

All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.

Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly there from. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.

UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.

The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.

The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:

¹⁷ May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.

- (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
- (b) Be immune from national service obligations;
- (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;
- (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
- (e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

- (a) The salaries or wages earned by such personnel in the execution of the project;
- (b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn there from;
- (c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
- (d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn there from upon departure of such personnel.

The Government shall ensure:

- (a) prompt clearance of experts and other persons performing services in respect of this project; and
- (b) the prompt release from customs of:

- (i) equipment, materials and supplies required in connection with this project; and
- (ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance

The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.

If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.

The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.