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First UNDP Regional Stakeholders Conference Proceedings:

The First North Region United Nations Development Programme (UNDP) Stakeholders Conference was organized in Balkh Province on the 3rd of Dec. 2009. The purpose of the conference was to communicate UNDP development assistance in the region and advance ownership & commitment among the sub-national stakeholders to promote development goals. The conference was **attended by more than 80 stakeholders/development partners** of UNDP from the region. This included representatives from Provincial Governor Offices, Municipalities, Afghan National Police, National army, National Security, Line departments, Provincial councils, UNAMA and International Development agencies.

UNDP stakeholders conference began with recitation of holy Quran by the Chairperson of Provincial council of Jawzjan Province. The Participants were welcomed by Mr. Sadat, Regional Director IARCSC (Independent Administrative Reform & Civil Service Commission). Inaugural address was given by Mr. Mohd. Zaher Wahdat Deputy Governor of Balkh province.

Mr. Wahdat emphasized the need of collaborative implementation of projects for the community in the region. Mr. Pavel Erossov, Head of Office, UNAMA North region, shared how UNDP, UNAMA and other UN agencies are working as one UN to achieve development goals in the region. Mr. Atul Shekhar, Regional Governance Advisor and UNDP coordinator for north presented the UNDP core mandate and briefed about the initiatives in the region.

The conference had three theme areas panels followed by small groups/breakout sessions.

Theme Area I: **Stability & Development** : UNDP Afghanistan New Beginning Programme (ANBP) and National Area Based Development Programme (NABDP) regional progress were shared respectively by their Regional Managers. Role of Peace in development and its importance to create an enabling environment for sustainable human security and development was discussed...

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North UNDP Stakeholder's Conference Glimpse:



Feedbacks & Remarks:

Deputy governor Balkh Province, Mohammad Zaher Wahdat comments : "I am happy to participate in the UNDP stakeholders Meet and request other international organizations to conduct such events for strengthening the relationships, coordination and joint development efforts"

" This conference is a good opportunity for us to know about UNDP programmes in the provinces, this has provided me clarity and will certainly take more benefits of the projects" Aqa Mohd, Judicial and Security Specialist, Jawzjan

" This is the first time that all the projects of UNDP are here as 'one' and have shared their contributions towards nation building'..Regional Director CSC , North, Afghanistan

UNDP Brings Stakeholders Together ... Contd.



ANA Senior official sharing organizational needs with Mohd. Shafi Regional Manager ANBP/UNDP

Theme Area II: Governance & Institution Building: Afghanistan Sub National Governance Programme (ASGP), Capacity for Afghan Public Service Project (CAP) key contributions towards institution building process were shared. UNDP efforts to strengthen sub national entities to achieve long term sustainability through institutional reform, organizational restructuring and individual skills development at the central, provincial, district and municipal levels of government were presented.

Theme Area III Cross Cutting Issues: UNDP Gender Equality Project (GEP) and Greening Afghanistan Initiative (GAIN) progress in the region were presented. The GEP presentation focused on the importance of gender mainstreaming and women in development. Further highlights of integrated environment protection project (IEPP) initiative under the Green Afghanistan initiative were shared. Promotion of community based intervention for the management of natural resources towards sustainable was discussed.

In the last break out session, stakeholders worked in small groups covering three pillars of Afghanistan National Development Strategy (ANDS): Security, Governance and Development.. The stakeholders were proposed to brainstorm on challenges and way forward for effective programme implementation towards enhanced development results. Some of the key recommendations from the groups are below:

'I was not aware that so much work is being done by UNDP in the region. The conference was well designed and presented, this is a step towards building transparent and better government and international communities' relationship.'

Eng. Mohammad Yusuf, Director Department of Rehabilitation & Rural Development, Jawzjan

Small Group- Break Out Session—Stakeholder's Recommendations:

Security Pillar

- Need for Focused, time-limited support for urgent Re-integration & Peace process
- Adequately empower the law enforcement agencies to enable them to operate effectively, efficiently and responsibly
- More Community based livelihood Projects should be developed which facilitates re-integration and peace building in the region.
- Special fund should be allocated for developing capacity of Afghan National Police and National Security at the sub national level
- Active Public Awareness campaign should be conducted and success stories of DIAG (Disarmament of Illegal Groups) interventions should be communicated at the grass root level.

Governance Pillar

- Enhance support for development of systems and procedures to build capacity of Provincial and District Administrations towards effective service delivery.
- Infrastructural support are vital and quite needed to strengthen the Provincial entities such as Provincial Governor offices, Municipalities.
- Implementation of Public administrative reform process should be accelerated at the provincial and district level: inclusive of recruitment, implementation of Pay grade system etc.
- Sub national Policy should be implemented to create accountable and responsive provincial entities.
- Exposure visits for Civil servants should be organized.

Socio Economic Development Pillar

- Equitable project funding criteria should be initiated for the provinces
- Specific technical skills should be provided to the line departments: Moving from Generic to specific skills.
- Project funds to implement PDPs should be allocated at the Provincial level
- Selection of projects in consultation with Community Development Committees (CDC) should be done in a transparent way.
- More attention should be paid for the designing and implementation of the agricultural and Live-stock projects in the region.



Presentation on Governance by Rashed Behroz RGS, UNDP/ ASGP

Building Sub National Institutions towards Effective Service Delivery

UNDP through its Afghanistan Sub national Governance Programme (ASGP), is working with and through the Government of Afghanistan. ASGP's activities are designed to achieve long term sustainability through institutional reform, organizational restructuring and individual skills development at the central, provincial, district and municipal levels of government. During the last quarter, ASGP/UNDP in north, through its regional office provided following interventions:

Strengthening Capacity Building working Groups:

Capacity Building Working Groups (CBWGs) were established early 2009, with a mandate to facilitate capacity building tasks and institution building collaboration at the provincial level. In order to strengthen the capacity building working groups, Regional CBWG workshop was conducted in Oct. '09. Around 40 Capacity Building Committees members from all the five north provinces participated. ASGP & IARCSC (Independent Administrative Reform & Civil Service Commission) jointly facilitated the workshop. The members were exposed to CBWGs roles and guidelines, Capacity Assessment tools. The participants brainstormed on the challenges faced by them, agreed on institutionalization of the CBWGs in the provinces. Further, the Capacity Building workshop was rolled out in Samanghan in Dec. '09. Lessons learnt and strategy developed in the Regional workshop were shared and brainstormed with the provincial capacity building stakeholders/members. The group identified the areas of immediate interventions, and prepared action plan.

Building Capacity of Regional IARCSC to build Civil Servants Capabilities:

ASGP capacity building support to Regional office of IARCSC has demonstrated a collaborative and enhanced government ownership at the regional level. ASGP supported around 60 staff members of IARCSC to participate in professional development programmes in the North Region (Sept to Dec. 09). This led to enhanced capacity of the Regional IARCSC office to train more than 250 civil servants in the region. Training programmes were held in Human Resource management for the HR officers of the Line departments, M&E for the Provincial Governors' Offices (PGOs) and the Provincial Councils, Pay and Grading for the HR officers of Provincial Governors' offices, and Leadership for

the line departments and PGOs unit heads. It provided the opportunity to the officials to improve their administrative procedures, to result in the improvement of the service delivery.

Initiating Provincial Profiling and Strategic Planning:

ASGP supported the launch of Provincial Strategic Planning (PSP) in the Province of Balkh as a pilot. PSP will add a strategic dimension to the entire provincial planning process and enable to Localize (provincialize) the MDGs. The process is led by IDLG and the PGO of Balkh with the assistance of ASGP. Provincial Profiling team was formed in Nov.09, which included representatives from line departments and implementing partners. Further, the profiling team members attended four days training on PSP process. The participants were exposed to ANDS, MDGs, PDP, PSP, sub-national governance process and gained skills in data collection for development of provincial profile towards PSP. The team will work on the provincial profiling in the start of 2010 and followed by development of PSP.

Rapid Institution Assessments and Field Checks:

ASGP values continuous learning, this is done by receiving feedback from the partners and the project assurance and quality support team. ASGP initiated Rapid Institutional Assessment of Provincial Governor offices to design demand based Institution development strategy for ASGP II (early 2010). Further, several M&E missions were organized like: ASGP donors – Swiss and Norwegian government key representatives and ASGP Senior Management visits. The teams interacted with the key provincial stakeholders & conducted rapid assessments. The missions' feedback contributed to design of ASGP II, with provincial approach.

Information Management Support to Provincial Officials:

Information technology plays a vital role in creating better systems in an organization. Thirty anti-virus software packages were distributed to Balkh PGO, selected officials were trained on the software usage. Further, beta version Human Resource (HR) information data base was designed and introduced to the HR unit of Balkh PGO. Similar support was provided to the archive unit of the Balkh PGO. This will enable the officials to maintain updated documents /records)...

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Faryab Governor Abdul Haq Shafaq with ASGP Review Mission Led by Joanne Adams Project Manager, ASGP /UNDP

ASGP capacity building support to Regional office of IARCSC has demonstrated a collaborative and enhanced government ownership at the regional level.



Balkh Provincial Profiling Team Trained on PSP, Dec 2009



Maimana municipal staff being trained on basic customer-oriented service skills

House-to-house waste collection programme launched in selected municipal districts, covering over 2,500 households in Aqcha & Andkhoy.



PAR Consultation workshop in Aybak, Dec. '09

UNDP/ASGP support to municipalities, is one of the key intervention for improved local governance in the region. The municipal support was piloted in north in early 2008 and has become learning ground for other municipalities in the country. Last quarter witnessed following support to municipal administrations in the region:

Municipal Revenue Improvement Action Plan: Revenue Improvement Action Plan (RIAP) task forces of Kholm, Balkh, Andkhoy and Aqcha municipalities were trained on safayi tax regulation and city service tax law. They were also coached on designing the RIAPs for selected revenue sources and developing revenue projection plans, monitoring benchmarks for revenue generation and implementation strategies for RIAPs during October to Dec. 09. Further, Municipal Expenditure Journal was designed and the municipal staff of Mazar, Aqcha and Saripul were trained on its application. The Journal records and summarizes revenue and expenditures and facilitates proper Accounting, Inventory and Payroll Databases system in the municipality.

The Municipal Revenue Officers' Community of Practice was organized on 7-8 Dec. 2009 in the form of a workshop at the national level that included participants from the northern municipalities, among others. This provided a platform for formulation of procedures for safayi tax and municipal business license, information and experiences sharing, and introduction of safayi tax objects database to the municipalities. Besides this, a comprehensive seminar/ workshop on Tax Mapping and related Records Management was conducted in Maimana for 20 Municipal staff members from 31st Sep – 14 Oct.09. Currently the tax mapping is in progress.

Solid Waste Management Support: Implementation of House-to-house waste collection program was launched in selected district municipalities of Aqcha, Andkhoy, where waste collection services provided to the citizen at their doorstep. This support covers Aqcha (2,500 households), and Andkhoy (2000 households). During December packaging of Solid Waste Management medium term plan for Sheberghan, Saripul and Aybak was completed.

Municipal Organization Development Support: Participatory consultation workshop on Public Administration Reform was conducted for Maimana Municipality, 33 civil servants participated. The participants developed organization development strategy towards PAR process. Further, series of Basic Customer Service Orientation programmes were conducted to develop customer centric approach in municipalities. Master trainers were developed who trained 21 trainers from 9 provincial municipalities, north & north east region. As a roll out, the trained municipal trainers have initiated training the municipal staff members in their municipalities. This will create a value for a One Stop Service Center in municipalities.

Enhancing Civil Servants Core functional skills in Provincial Agriculture Department

UNDP Capacity for Afghan Public Services Project (CAP) is being implemented in Balkh Province. The project uses coaching and advisory services as a major tool to strengthen the core functions of government partners. Two national coaches of CAP project have been working in Department of Agriculture, Mazar for nearly a year as part of its sub national activities. The project activities there got a Philip in October with the placement of a full time international coach/advisor.

In the last quarter, the CAP team led by the international coach/advisor conducted a development assessment of the directorate in the common function areas-financial management, procurement and general administration. Specific focus was laid on budget preparation, expenditure management and book keeping activities of the Directorate and identified the shortcomings and areas that needed capacity building and skill development. Detailed discussions were held with all the main functional and line units of the Directorate such as Livestock, Plant Protection, Irrigation, Cooperatives, Horticulture, Agri-extension services and Quality Control about their respective activities, problems, project preparation and implementation skills and handicaps so as to plan capacity development sessions.

Further, series of interactive sessions were conducted for the key line units on the ANDS based Agriculture and Rural Development sector strategy, the Comprehensive Agricultural Development. Regular coaching sessions were held during the quarter on the Procurement Law and procedures for the team of officials identified to carry out the procurement activities of the Directorate.

Advocating for Gender Equality and Social Equity

UNDP Gender equality Project (GEP) is being implemented in Balkh province in collaboration with Department of Women affairs (DoWA). GEP is actively involved in building the capacity of DoWA, Balkh and other related institutions to facilitate gender mainstreaming and raising the status of women in the province. Key activities undertaken by UNDP GEP in Balkh province during last quarter of 2009 are described below:

DoWA Mazar & Partners M&E skill building support: GEP in Balkh province, completed comprehensive six-days training on Monitoring and Evaluation (M&E) for the department of Balkh women's affairs (DOWA) and other provincial partner institutions. The course was designed to develop M&E skills among the local government counterparts which are vital for conducting gender audits and result based activities management. In total 20 women participants from provincial directorates of Balkh women's affairs, provincial directorate of justice, provincial directorates of rural rehabilitation development and provincial directorate of agriculture, attended this training course. Head of DoWA, Ms. Friba Majeed actively contributed to the programme. She expressed "Women's capacity for management and leadership must be utilized to the full and to the benefit of all in order to progress towards a culture of women empowerment. In this country, their historically limited participation in governance has led to a distortion of concepts and a narrowing of processes".

Women and Security: During October 2009, GEP together with Ministry of Women's Affairs organized a meet on Women and Security in Mazar-e-sharif. The purpose of this gathering was to raise awareness and importance of security, peace and unity among women for justice, stability and sustainable development in the province. It was to encourage women to raise their voices to promote a culture of peace and security in the province. The meet brought together members of civil society organizations, non-governmental organizations,

United Nations agencies. Afghanistan Independent Human Rights Commission, community based organizations, Local peace Councils and other sub-nationwide programs like the National Rural Access program, the Governor, Parliament and Provincial Council representatives, donors, members of the clergy and other influential people, and women.

Elimination of Violence against Women (EVAW) Campaign: UNDP/GEP actively took part in the campaign for Elimination of Violence against Women (EVAW) in Mazar-e-sharif and 14 districts of Balkh province. The 16-day campaign on EVAW was officially launched by Balkh Deputy Governor on 25th November 2009. The purpose of this campaign was to increase awareness of

community about women right and elimination of violence against women and to encourage key stakeholders such as CSO, Government and Donor integrate women Empowerment process in their development management initiatives.

Legal Awareness Programme for women: Community members of Khulm district of Balkh province were exposed to women rights according to the Islamic laws, Panel Code of Afghanistan and International laws. Over 30 women from community development committees(CDCs) were trained. These women members of CDCs will contribute to reduce and eliminate violence against women at district level and feed into gender sensitive decision making processes-women's rights and equal access to opportunities. This initiative was in line to the Islamic Regulations towards women and International documents signed by Afghanistan e.g. Human's Rights Convention and Convention of Eliminating all kinds of Discriminations against Women.



DOWA staff skills enhanced in M&E



Women and Security seminar In Balkh Province



Women trained on legal Rights

Enhancing Peace and Stability



Sari Pul deputy PG inaugurating DIAG development project in Sozma Qala district.

Afghanistan's New Beginnings Programme (ANBP) will be replaced by Afghanistan Peace and Reintegration Project (APRP). The UNDP supported APRP Project will be led by the Afghan Government.

The United Nations Development Programme's (UNDP) Afghanistan's New Beginnings Programme (ANBP) will be replaced by Afghanistan Peace and Reintegration Project (APRP). The UNDP supported APRP Project will be led by the Afghan Government. This programme will be in continuation of the initiatives funded by the Government of Japan and other donors through DIAG as part of the new phase.

Based on the lessons learnt from ANBP, three immediate objectives or components have been identified to achieve the of peace and reintegration overall objective in the country. These components are Community Reintegration for Human security, DIAG and Development to ensure durable peace.

The project (APRP), launched in January 2010 will aim at supporting in overall commitment of the Government of Afghanistan in strengthening the Peace and Reintegration process through community based organizations and democratic system of local governance as the institutional basis for conflict prevention and recovery, equitable development, poverty reduction and human security.

The essence of the strategy would be to mobilize the community at the village and district level to resolve conflicts, secondly to provide community reintegration packages to enable human security and finally ensure sustainable development work is undertaken to ensure peace efforts being initiated are lasting..

The new APRP will build on ANBP' efforts to bring stability in the country. As of now, 119 districts of the country have been targeted for District DAIG Implementation, out of which 85 have been declared DIAG-complaint. In the Northern region, Out 50 districts 24 were targeted for DIAG implementation in the provinces of Balkh, Samangan, Jawzjan, Sari Pul and Faryab. Of these, 18 districts have already reached a stage of DIAG-compliance.

DIAG achievements in north 2009:

DIAG Initiative	Number
Weapons collected –	1002
Illegal Armed Groups Disbanded –	45
Districts announced as DIAG compliant –	18

ANBP involved community based consultative approach to implement DIAG. This was done by forming Provincial DIAG committees led by the Provincial Governors.

Around 10 Provincial DIAG committee meetings were conducted during the last quarter and 57 meetings held in the year 2009 in the north region. These committees facilitated several public awareness working groups' activities at the district level which encouraged the IAGs to comply with the DIAG process and giving away the weapons. Over 87 weapons were collected in the last quarter leading to 1002 weapons collection in the year.

ANBP jointly with the department of rehabilitation and rural development organized several consultations with the DDA (District Development Assemblies) to identify development projects for enhance stability in the region. Priorities projects were developed for San Charak, Kham Ab, Qarqeen, Dawlatabad, Shirin Tagab and Firoz Nakhjir districts, during the last quarter.

Besides this, under the DIAG initiative several development infrastructural projects were funded. Sozma Qala district received a grant to construct of vet clinic building which was inaugurated by the Deputy Provincial Governor, in the month of Nov. 2009. In addition to this, 12 rooms were constructed for Andkhoy hospital as part of DIAG development participation in 2009.

Illegal Armed group commanders life changes

Mr. Faiz Mohammad from Shirin Tagab district of Faryab province is enjoying his poultry production farm supported by Afghanistan's New Beginning Program. Once a illegal armed commander who was known for terror is now famous for his poultry farms eggs.

He was commanding an illegal armed group in his district having some 10 men under his command. He officially disbanded his illegal armed groups and handed over his weapons to DIAG early last year.

Now with his business, he feels very happy and plans to expand his eggs supply to neighboring districts. "Life without weapon is so much pleasant ... I experience myself as a pure and satisfied person.. good that I submitted my weapons to the government" says Mr. Faiz Mohd



Press briefing on the occasion of weapons collection under DIAG.

Empowering Communities through Area Based Development Approach

UNDP supported National Area based Development Programme (NABDP) phase III was launched in Mid 2009. NABDP Phase III is a five year commitment supported by UNDP for MRRD (Ministry of Rural Rehabilitation and Development, Government of Afghanistan) to take the next step in the continuum of national programme development that started with NABDP phase I (started in 2002) as a priority recovery and economic regeneration programme in a complex emergency context. The programme is based on the third pillar of ANDS, ‘social and economic development’ and addresses the following main thematic areas: Local governance and District Development Assemblies (DDAs) Institutionalization, Sustainable Livelihoods through Rural Infrastructure Services and Stabilization through enhanced economic livelihoods.

In the north region, NABDP is implementing 133 Rural Development Projects. Out of which it has successfully implemented 49 and others are ongoing. The projects varies from supporting livelihoods activities to providing basic community infrastructure support for improved services to the community. Some of the projects so far accomplished are: 42 km road graveling projects in Jawzjan province completed benefiting 28702 families creating 60425 man days work. Three CNTF supported road graveling projects completed in Balkh province which created over 60,000 man days work for the community . Constructed Veterinary Clinic in Shorepa district under the DIAG sub project, which created 4500 mandays work for the local community. Further , in the last quarter, a guard room, boundary wall of

Community Center and Water reservoir for Animals were constructed in Jawzjan province, which created 20996 mandays work. These all projects were implemented in partnership with District Development Assemblies and Community Development committees. Its obvious that these community infrastructure projects have generated employment/ livelihood opportunities and has enabled the community to have proper access to markets, and health facilities.

Besides this the programme is actively involved in building the capacity of DDAs and individuals to undertake actions that secure the economic and social fundamentals of poverty reduction by empowering the poor, improving service delivery and resource mobilization. DDAs are regarding as the vehicle required for this to occur, thereby fulfilling their perceived role as district- level development institutions by having robust and responsive DDAs structures. In the last quarter, 19 District Development Assemblies (DDAs) have been re-elected in the two Provinces (Balkh and Faryab), in which over 85 women were elected as DDA members. Further, their DDPs have been revised and developed and sub-committees have been established within the DDA structure (Financial and Procurement Committee, Project Management Committee, Monitoring and Evaluation Committee, Disaster Management Committee and gender focal point as well).

Enhancing Efficiency of Angaza Enterprise

Around a year ago, NABDP signed contract with a facilitating partner NGOs- Hand in Hand (HIH) to enhance the capacity of Angaza Melon enterprise in Balkh province. Angaza selects and buys Alkani melons from local Afghan farmers in north then packages and exports to neighboring countries. The entrepreneur, Mohammed Azam Afridi, was running this enterprise for several years with traditional management practices and limited business development skills, this came as an hindrance to upscale his enterprise.

HIH and NABDP team worked closely for over a year to develop appropriate business processes for improved efficiency of the enterprise. Further, NABDP supported the firm to construct proper warehouse and inventory system. With the support, now Angaza employees over 80 well trained staff. The capacity building efforts have improved their relationships with their clients and are now providing on time delivery resulting to increase in their revenue. One of the farmers who supplies melon to Angaza said: ‘Now I am providing more melons to Agaza due to their improved warehousing and storage capacity, I also see a change in their workstyle and approach’



Chaharkint DDA members working on DDP



16 Class Room School Constructions in Zari District in Balkh



Nahar-i-Shahi DDA election process



Chimtal District 16KM road asphalt activities

**UNDP Afghanistan
Northern Region Co-ordination
Secretariat:**

Mr. Atul Shekhar
Regional Coordinator
UNDP Northern Region
atul.shekhar@undp.org

Mr. Ahmad Rashed Behroz
Focal Point
Regional Co-ordination Secretariat
rashed.behroz@undp.org
Address: ASGP Office, IARCSC
Building, Mazar-e
Sharif, Afghanistan



UNDP in Afghanistan

UNDP aims to enhance government's ability to deliver public services to the population in an efficient, effective, equitable and accountable manner, to consolidate a participative democracy with a responsible civil society and to create an enabling and secure environment for sustainable livelihoods.

UNDP has been present in Afghanistan for over 50 years and continued to operate from Islamabad during the Taliban régime. During that decade, UNDP delivered USD 200 million of assistance to communities throughout the country. UNDP re-established its offices in Kabul in early 2002. UNDP supports the people of Afghanistan as they face new challenges and move their country from recovery to development towards the achievement of the Millennium Development Goals by 2020.

Since the Bonn Agreement was signed in December 2001, UNDP has delivered USD 1.1 billion of assistance to Afghanistan. In 2005, UNDP delivered USD 349 million of development assistance, mainly for elections, disarmament, reconstruction and institution building. In 2006, UNDP delivered USD 202 million focusing mainly on state building, security sector reform (police) and rural development.

UNDP operates within the framework of the integrated United Nations Assistance Mission to Afghanistan (UNAMA) and within the United Nations Development Assistance Framework (UNDAF). In December 2005, UNDP signed a new country programme with the Government that covers the areas of state-building, democracy and sustainable livelihoods, in line with the Interim Afghanistan National Development Strategy (I-ANDS). UNDP operates in all 34 provinces of Afghanistan.

UNDP supports the Government in achieving a number of development benchmarks of the Afghanistan National Development Strategy (ANDS) in the field of security and the rule of law, civil service reform, transparency and accountability, local governance, political processes (support to the Elections Commission and the newly elected parliament), civil society empowerment, youth, gender equality, human rights, environment and rural energy, the reintegration of former combatants into society, the implementation of the national counter-narcotics strategy, as well as rural development and private sector development.

Northern Region UNDP Projects Contacts:

- **Afghanistan Sub-National Governance Programme (ASGP)**, Atul Shekhar, Regional Governance Advisor/Head of Office, Mobile: +93 (0) 703 333 014, E-mail: atul.shekhar@undp.org
- **Afghanistan New Beginnings Programme (ANBP)**, Mohammad Shafi Rahimi, Regional Manager, Mobile: +93 (0) 700 502 716, E-mail: mohammad.shafi.rahimi@undpafg.org
- **Enabling Electoral & Legal Capacity (ELECT)**, Gayatri Pandey, Regional Electoral Advisor, Mobile: +93 (0) 796 861 301, E-mail: gayatri.pandey@undp.org
- **Afghanistan National Area Based Development Programme (NABDP)**, Habib Omerkhail, Regional Manager, Mobile: +93 (0) 700 295 490, E-mail: habib@mrrd.gov.af
- **Gender Equality Programme (GEP)**, Ahmaduddin Sahibi, Provincial Coordinator –Balkh, Mobile: +93 (0) 799 089 900, E-mail: ahmad.sahibi@undp.org
- **Capacity for the Afghan Public Service (CAP)**, Gopal Singh Negi, Coach and Advisor, Mobile: +93 (0) 708 903 764, E-mail: gopal.singh.negi@undp.org