



Islamic Republic of Afghanistan

United Nations Development Programme

Institutional Capacity Building for Gender Equality

March 2007 – February 2009

Project Document

Executive Summary

This Project is a collaboration between the Government of the Islamic Republic of Afghanistan and UNDP Afghanistan. It aims to develop effective gender mainstreaming models and strengthen the capacity of government ministries and institutions. The Project is in line with the goals set out in the I-ANDS for gender equity and consistent with the Millennium Development Goals of gender equality and empowerment of women. The Project has three components: 1) Modelling gender mainstreaming through selected ministries; 2) Sustainable knowledge building and management on gender; and 3) Towards women's empowerment: conflict resolution, justice, security and peace at the sub-national level.

The Project activities will serve as pilots to establish models in co-operation, co-ordination and public sector effectiveness for gender mainstreaming, promotion of gender equality and strengthening of the position of women, with selected key government and non-government partners in a few specific locations. A strong partnership with civil society organisations will ensure effective implementation of some of the components of the Project and simultaneously serve as a bridge between government agencies and communities thereby modelling government-non-governmental organisations co-operation, co-ordination and synergy for the sustainable development of Afghanistan.

The Project will be implemented under the Direct Implementation modality of UNDP. The goal of capacity building will be achieved through a strategy based on the principles of 1) Effective piloting: manageable and affordable steps towards scaling up; 2) Macro-micro linkages: highlighting a comprehensive approach to gender mainstreaming; 3) Enhancing partnerships and synergies: working with and through the Ministry of Women's Affairs (MoWA), UNDP, and Civil Society Organisations; 4) Consensus-based and Afghan-led approaches, and 5) Promotion of sustainable learning.


An overall Project Management Entity consisting of the Ministry of Women's Affairs, the Ministry of Economy and a UNDP Project management team will be responsible for the implementation of the Project.

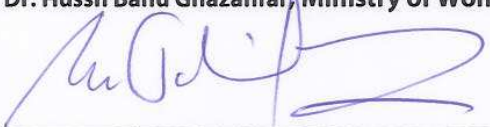
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UNDAF Area of Co-operation and Outcome	Area of cooperation 2: Governance, rule of law and human rights: Outcome 2--By 2008, an effective more accountable and more representative public administration is established at the national and sub-national levels, with improved delivery of services in an equitable, efficient and effective manner.
UNDAF Indicator(s)	Framework for rationalisation of ministries/agencies developed and implemented
Expected CP Outcome(s)	Outcome VI: Structures, mechanisms and processes in place to impact practices and projects and to ensure that a gender perspective is brought to bear on policymaking and development planning.
Service Line	1.6: Gender mainstreaming
Expected CPAP Output(s):	Output 6: Institutional capacity for gender mainstreaming established to promote women's empowerment.
CPAP Output(s) Indicators:	Indicator 6.1: Gender mainstreaming monitoring and evaluation system in place. Gender planning and budgeting methodology in use.
Implementing Entity:	UNDP
Responsible Parties	

Project Period	2006-2008
Project Component	1.6 Gender Mainstreaming
Project Title	Institutional Capacity Building for Gender Equality
Project ID	00054320
Project Duration	24 Months
Management Arrangement	Direct Implementation

Total Budget	USD 10, 628, 500 (7% GMS included)
Allocated resources:	USD
• Government	USD (Kind contribution, physical space)
• Regular	USD 500, 000
• Other:	USD
○ Donor name	USD
○ Donor name	USD
○ Donor name	USD
In kind contributions	(Office space provided by the government)
Unfunded budget	USD 10, 128, 500

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Table of Contents

	Page No
List of Acronyms	
PART 1: Project Definition	6
1. Situation analysis	6
2. Strategy	7
3. Project Description	13
3.1. Project Outputs	13
Component 1: <i>Modelling gender mainstreaming through selected ministries</i>	13
1.1 Roles, responsibilities and co-operation for gender mainstreaming among ministries clarified	13
1.2 Capacity of MoWA and selected ministries enhanced	14
1.3 Gender responsive planning and practice in place/use	14
1.4 A gender mainstreaming strategy for the Ministry of Agriculture in place	15
1.5 Gender responsive budgeting framework and methodology established and accepted	16
1.6 Gender mainstreaming monitoring and evaluation (M&E) system in place/use	16
Component 2: <i>Sustainable knowledge building and management on gender</i>	17
2.1 A Gender Studies Institute (GSI) is operational	17
2.2 A model framework for data collection and analysis on the status of women established	17
Component 3: <i>Towards women's empowerment: conflict resolution, justice, security and peace at the sub-national level enhanced</i>	18
3.1 Communities sensitised/equipped for the promotion of women's rights	18
3.2 Communities and local institutions capacitated to promote women friendly local level justice system and facilitate women's access to justice in selected provinces	19
3.3 Gender sensitive media established	19
3.2. Risk analysis	20
3.3. Monitoring and evaluation	21
4. Management arrangements	21
5. Legal context	23
PART 2: Results and Resources Framework	24
PART 3: Multi-Annual work plan	31
1. Multi-Annual Budget Sheet	31
2. Time Table	39
PART 4: Annexes	43
Annex I: Delivering on UNDP gender mainstreaming mandates: steps and processes followed in the development of the new gender Project	
Annex II: A comprehensive approach to gender mainstreaming	
Annex III: Legal context – supplemental provisions to the project document	
Annex IV: Project management structure: roles and responsibilities	
Annex V: Project reporting structure	
Annex VI: Staffing structure and placement	
Annex VII: Iterative learning and sequencing of outputs	

Acronyms

AREU	Afghanistan Research and Evaluation Unit
ANDS	Afghanistan National Development Strategy
BPFA	Beijing Platform for Action
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CO	Country Office
CPAP	Country Programme Action Plan
CPHD	Centre for Policy and Human Development
CSO	Central Statistics Office
CSO	Civil Society Organisation
DCSE	Democratisation and Civil Society Empowerment
DoJ	Department of Justice
DoWA	Department of Women's Affairs
GoA	Government of Afghanistan
GSI	Gender Studies Institute
GTZ	German Development Co-operation
HR	Human Resources
(I-)ANDS	(Interim-) Afghanistan National Development Strategy
ICB	Institutional Capacity Building
(I-)NAPWA	(Interim-) National Action Plan for the Women of Afghanistan
ISAF	International Security Assistance Force
IUNV	International United Nations Volunteers
JICA	Japan International Co-operation Agency
MDGs	Millennium Development Goals
MoA	Ministry of Agriculture
MoEc	Ministry of Economy
MoF	Ministry of Finance
MoHRA	Ministry of Hajj and Religious Affairs
MoJ	Ministry of Justice
MoWA	Ministry of Women's Affairs
MRRD	Ministry of Rural Rehabilitation and Development
MYFF	Multi-Year Funding Framework
NGO	Non-Governmental Organisation
NUNV	National United Nations Volunteers
PRT	Provincial Reconstruction Team
PSU	Project Support Unit
RRF	Results and Resources Framework
TA	Technical Assistance
TAD	Training and Advocacy Department (of MoWA)
ToR	Terms of Reference
ToT	Training of Trainers
UNAMA	United Nations Assistance Mission in Afghanistan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational Scientific and Cultural Organisation
UNIFEM	United Nations Development Fund for Women
UNV	United Nations Volunteers
VAW	Violence against Women

PART 1: Project Definition

1. Situation analysis

Over the past four years, the Islamic Republic of Afghanistan has made significant progress in terms of strengthening its state machinery and in developing instruments to promote and support the development and wellbeing of its citizens. Gender equality and the advancement of women have been given ample consideration in the nation building strategies. Ratification of the Convention of the Elimination of all Forms of Discriminations against Women (CEDAW) in 2003, endorsement of the Beijing Platform for Action (BPFA) and the Millennium Development Goals (MDGs) are some of the major steps taken by the government to this end. Rights and empowerment of women have been defended and emphasised upon in the Bonn Agreement, Berlin Plan of Action, the Constitution, Afghanistan Compact and the Interim Afghanistan National Development Strategy (I-ANDS). All these documents include provisions that promote women's empowerment and equality of women with men.

Within the overall framework of the I-ANDS the government of the Islamic Republic of Afghanistan expressed its commitments and set specific priorities for a lasting and equitable development. The main objectives of the I-ANDS are to attain security, good governance, economic growth and poverty reduction. Gender equality has been considered as one of the five major crosscutting themes. The government is aiming at mainstreaming gender and elimination of "*...discrimination against women, to develop their human capital and promote their leadership in order to guarantee their full and equal participation in all aspects of life in Afghanistan*".¹ To measure progress to that effect, a specific benchmark has been set and the full implementation of the National Action Plan for the Women of Afghanistan (NAPWA) is considered the minimum achievement.

Though there is still a high level of poverty in many parts of the country affecting both women and men, all indicators show that the benefits of the recent improvements in development opportunities, services and actual economic benefits have not had an equal impact on women, particularly outside the capital. Surveys show that the socio-economic and rights position of most girls and women in Afghanistan has not improved much. Given the lack of opportunities for their education, health care, economic development and active participation in community and nation building during the long period of conflict, specific attention for their development will be required. The attention for the position of women in the key policy documents of the GoA will need to be translated into adequate and effective instruments that can turn the tide. Adequate capacity of the public sector institutions for the mainstreaming of gender is therefore critical. The existing capacity of the state institutions is far from the desired level to handle the needs adequately. The current practices do not shore up the efforts of strengthening capacity; neither do the institutions have adequate tools and instruments for this purpose. Capacity building for gender mainstreaming so far has been limited to gender awareness training and training related activities for selected staff members. To ensure increased and sustainable capacity of the institutions in the field of gender equality and actual improvement in the position of women they require improved intellectual capability, analytical skills, practical tools and demonstrated and workable examples to model after. This requires a systematic and comprehensive approach towards the gender mainstreaming process and its management. Also required is strengthened collaboration and partnership (horizontal) between government institutions both on national and sub-national level to ensure increased and sustainable capacity.

Since 2002, UNDP has implemented the "Institutional Capacity Building (ICB) programme for gender mainstreaming" in support of and through the Ministry of Women's Affairs. During the past four years, the programme aimed to enhance the institutional capacity of MoWA. It provided a range of material, financial, and human resources as well as training support mainly focusing on MoWA itself. A recent evaluation of this programme indicated that the ICB had not been very successful in contributing to the capacity for gender mainstreaming. The evaluation also analysed the contributory potential of other

¹ I-ANDS Summary Report, p. 21.

programmes for gender mainstreaming, many of which mainly focused on training and capacity building.

Based on the mandate of MoWA as policy support ministry and well aware that actual gender mainstreaming need to take place in key line and oversight ministries, UNDP was recommended to promote gender equality through the creation of synergies, promotion of collaboration and capacity building support beyond MoWA. The evaluation also recommended that training should be provided as a means to change attitudes, policies and practices, not as an isolated activity. It was suggested that strategic partnerships are critical to successful change programmes in the field of gender mainstreaming, as well as to attain the goals of ANDS, NAPWA and achieve MDGs².

Much of the past and current support that the government receives from its co-operating partners has not been effective to adequately capture the four distinct yet interconnected aspects— attitudes, knowledge, skills and management —of gender mainstreaming. This has impacted on the effectiveness of institutional responses and as a result, their full contributory potential to gender mainstreaming remains unexploited. This also affects the way inputs, generated knowledge and tools are being utilised and managed and consequently the quality of outputs and results. To overcome this, development and utilisation of systematic approaches and models encompassing the theoretical aspect (knowledge, learning) as well as practical skills (application and experiences) for the mainstreaming of gender and its management are essential.

Management and dissemination of knowledge gathered through different processes and initiatives has so far been a challenge due to the absence of systematic approaches to documenting and central repository mechanisms. As a result development of new initiatives, designing new projects, making new strategies do not benefit enough from existing data, experiences, available knowledge and lessons learned. Yet building on experiences of successful approaches is of critical importance for the attainment of development goals in general and the ANDS goals and benchmarks in particular.

New approaches and actual models of practiced and successful gender equality and women's rights promotion will contribute to greater Human Development at large and Human Rights specifically, the MDGs to which UNDP and GoA are committed.

User-friendly tools and instruments, which can be utilised by institutions to fulfil the short-term development objectives, will be important. To build and sustain the national capacity to develop such analytical and other tools, a mechanism is required to create and nurture talents locally. This requires a systematic, local-based mechanism to develop the required intellectual capacity. In this respect, efficient collaboration between the international community and government institutions and CSOs is critical. It is important not only to address the issue of the national capacity gaps but also to reduce the government's dependency on international technical expertise to deliver on its gender equitable development mandate and making gender mainstreaming affordable.

2. Strategy

This project aims to build the Government's capacity for stronger policy formulation and gender mainstreaming to overcome deep-rooted gender inequalities in the country and achieve the goals set out in the I-ANDS. The goal of capacity building will be achieved through a strategy based on the following five interrelated principles:

- 1) Effective Piloting: Manageable and Affordable Steps towards Scaling up
- 2) Macro-Micro Linkages: Highlighting a Comprehensive Approach to Gender Mainstreaming
- 3) Enhancing Partnerships and Synergies: Working with and through MoWA and UNDP
- 4) Consensus-based and Afghan-led Approaches
- 5) Promotion of Sustainable Learning

² Further details are available in Annex - I

1. Effective piloting: manageable and affordable steps towards scaling-up

Although it contains a good number of activities, this project is manageable in scope. The project activities will serve as pilots to establish precedents in co-operation, co-ordination and public sector effectiveness for gender mainstreaming with key partners in a few selected locations. The goal is to undertake a manageable number of activities - and to do them well - and to use the outputs as templates for framing how the government can approach gender mainstreaming in the future.

It is recognised that the planned two-year duration of the project is rather short to achieve all the changes required for gender mainstreaming. However, this project is designed to serve as a piloting and planning phase for future scaling-up – deepening and widening – of the current activities based on the learning from this initial two-year period. In addition, given the changing security situation in Afghanistan, it is not possible to work everywhere in the country. Thus, the strategy is to work where DoWAs are prepared, where it is now secure and where UN operations are currently on the ground – Kabul, Herat and Balkh – and use the pilots in these locations to set the stage for future activities.

An external evaluation is planned after 18 months to make sure that scaling up of the project activities after the full two years is not hampered by a time-gap or by a lack of adequate information to design the new phase, which will be based on the strengths and the constraints of the first phase project (see Monitoring and Evaluation section below).

This first phase will require a comprehensive investment in piloting and researching the best options for new practices. Given the fact, moreover, that development opportunities and rights-related issues for women have not received much attention for many years, a backlog of data, knowledge, training, skills, facilities, leadership, etc. has to be overcome. Hence, a relatively high investment is required for the piloting phase. The lessons learnt in the process of modelling and the actual models prepared for up scaling will indicate what level of investment will be required in the next phase. Given the circumstances of Afghanistan, the 'investment' in women's equal rights, opportunities and (legal) protection for their contribution to Afghanistan's development, peace and security will require serious funding for human resources, leadership development, etc. The political commitment to gender equality is provided in all relevant policy documents. Adequate funding will have to follow suit. This must take into the consideration the current unstable political situation leading to security issues as well.

2. Macro-micro linkages: highlighting a comprehensive approach to gender mainstreaming

In addition to issues of security and practicality, there is "mainstreaming" logic behind the selection of pilot activities under this project. Together, the planned pilot activities outline gender mainstreaming at the different levels of Afghan society, namely the policy/central, the practice/institutional and the behavioural/local levels (see Annex II). The implementation of these pilot activities will help to bring to light the interrelated factors that contribute to the present disadvantaged position of women, and show possible, feasible interventions at each level to promote women's advancement and gender equality.

In short, the factors behind gender inequality exist at all levels of society, and these interact with and reinforce one another. Thus a piecemeal approach, or focusing on changing only one set of factors, will not lead to significant reduction in inequality. For example, a focus on changing individuals' behaviour and attitudes at the local level will have little effect on national laws and policies related to gender and equality. Neither will a change in policy be effective without a change in the practices among the institutions that are responsible for implementing the policy.

Thus this project aims to model a comprehensive approach to gender mainstreaming by co-ordinating pilot efforts at different levels; connecting the local behavioural change to national policies, and vice versa. In total, the interrelated project outputs help paint the picture of a comprehensive approach that is required for effective gender mainstreaming in Afghanistan.

3. Strategic partnerships and synergies: mainstreaming with and through MoWA and UNDP

Assisting to make gender equality a core business priority of selected ministries and therefore strengthening their relationship with the Ministry of Women's Affairs (MoWA) is a key strategy of this

project. Gender mainstreaming will not happen solely through the isolated efforts of MoWA. Gender mainstreaming must take place through all ministries and their provincial departments with commitments from both national and provincial governments. Along with continued substantial support to MoWA for the promotion of its policy role, capacity building of other Ministries and partners *through and with MoWA* will help to ensure effectiveness and lasting results.

The key partner Ministries under this project are the Ministry of Finance (MoF), the Ministry of Economy (MoEc), the Ministry of Justice (MoJ), the Ministry of Rural Rehabilitation and Development (MRRD), the Ministry of Agriculture (MoA) and the Ministry of Hajj and Religious Affairs (MoHRA).

In addition, the capacity building activities for MoWA staff will also focus on key staff from the selected partner ministries, for example, their planning and capacity building departments and their in-house gender teams. By supporting MoWA's leadership in capacity building activities and gender policy formulation in/with other key ministries, this project will help to raise the profile of MoWA among other ministries and help to clarify MoWA's roles and tasks in policy support for national gender mainstreaming, as well as its roles and tasks in the ANDS processes and the implementation of NAPWA. All this will bring MoWA centre-stage and strengthen its position as the oversight body for national gender mainstreaming.

The comparative advantage of other institutions (in capacities, skills, experiences, local contacts), including other UN agencies, non-governmental organisations, women's groups, media institutions and academia will be utilised to create synergies and strengthen partnerships within the different project components.

This project will work with and through several UNDP projects (see collaborative/partnership arrangement, p11). UNDP in particular brings a strategic advantage for the management and implementation of this project as a result of its wide in-country presence and established relations with the key ministries targeted through this project. A number of these project's activities will therefore take place through existing UNDP projects. Thus, this project will take advantage of UNDP established ministerial relationships and its presence in Herat and Balkh.

As, gender mainstreaming will be promoted through existing UNDP projects in key ministries, this in turn will call for strengthening UNDP own internal capacity for effective gender mainstreaming within the projects it undertakes. UNDP recognises that it needs to improve on gender mainstreaming throughout its diverse support project in Afghanistan. UNDP will contribute from its own core funding into this project, specifically earmarked for internal capacity strengthening on gender mainstreaming through existing support project areas related to state building, democratic governance, access to justice and improving livelihoods. With this funding UNDP project staff (serving in different UNDP projects) will be trained and capacitated in the field of gender mainstreaming so they can serve as better partners for gender mainstreaming with the government and bring synergy between the different projects implemented by UNDP for the promotion of gender equality. In this respect UNDP on-going gender audit will serve as the basis for an effective in-house capacity building initiative that will lead to systematic responses to address critical gender issues both within the country office as well as in its diverse programmes.

4. Consensus-based and Afghan-led approaches

Clarity of responsibility and ownership by the Government of Afghanistan (GoA) is vital for true progress to be made in gender mainstreaming. This project depends on the leadership and full participation of government ministries and departments as well as local level leadership, volunteers, mullahs and NGOs for long-term impact and sustainability. The ownership and responsibility will be nurtured through direct involvement of government officials, communities and leaders in the planning and implementation of the activities, and by ensuring that the project activities are in line with existing customs and practices.

To solidify the partnerships and synergies of initiatives under this project, each discrete component activity will begin with consensus building meetings among the stakeholders at the national and sub national levels. A national consensus-building workshop will be held at the outset of the project to build

ownership and clarify responsibilities among the various ministries and their departments, the UN organisations and other partners. Particular emphasis will be placed on the promotion of synergies among and between institutions involved to ensure complementarity between MoWA's on-going efforts and the initiatives/actions under this project. The consensus building exercises thus will address, clarify and resolve critical concerns related to roles and obligations of relevant parties including other ministries. This will also augment the participation and contribution of other line and oversight ministries involved.

At the local level, community leaders (women and men) and mullahs will be empowered as "community mediators" in helping to address violence against women, to ensure their access to justice and protection under the laws of the country and Islamic teaching. Principles and approaches used for community mobilisation and leadership development will be in line with the teachings of the Quran, and will build on existing forms of community organisation.

In addition, the project will support the participation of qualified Afghan citizens, including those from the Diaspora, to serve as advisors to the Ministry of Economy (MoEc) and MoWA. This will help ensure sustainable and Afghan-led solutions.

5. Promotion of sustainable learning

The Ministry of Women's Affairs will play a central role as a repository of learning to ensure that capacity is built in a sustainable fashion within the Government. The project's intensive documentation and monitoring system, managed by MoWA, will ensure that the learning and good practice from the pilot activities can be replicated later in other locations and sectors through the use of consolidated gender mainstreaming skills and tools appropriate for and tested in Afghanistan. In this respect, capacitating MoWA to lead the process will be a priority task and be undertaken under the technical guidance of the project team.

In addition, Learning Teams – a pairing of project staff with key individuals in the ministries - will be established under this project with clear time commitments and responsibilities agreed upon by ministry staff. Through the Learning Teams, teaching will go both ways: government employees will help orient the project staff to the Afghan culture, context and government practices, and the project staff will share their technical skills and strategies related to gender mainstreaming. Together, the teams will engage in a process of "learning-by-doing" during the implementation of the pilot activities.

Overall project monitoring will also take place in collaboration with MoWA. The monitoring team under this project will undertake internal monitoring of the activities, but will also set in place a system of monitoring and rating of the selected partner ministries. The rating and monitoring system will reward partner ministries for their progress in gender mainstreaming and also point out areas for improvement. Based on the identification of capacity gaps, the monitoring team will outline a plan of action to overcome identified challenges (see Monitoring and Evaluation section below).

UNDP's added value and comparative advantages in gender mainstreaming in Afghanistan

The very broad and high-level engagement in the public sector as well as the multidisciplinary nature of its project in Afghanistan provides UNDP a unique opportunity to contribute to the attainment of many of the policy goals of the government in general and the goal of gender equitable development in particular. One of the high-level benchmarks of the Afghan Compact, which governs the co-operation between the donor community and the Government of Afghanistan, is to advance gender equality through the co-operation project. Fulfilment of this benchmark requires adequate sectoral responses in line with gender related policy mandates. Developing and maintaining adequate technical capacity of state institutions in this particular field will be the key to progress in the desired direction. Within the scope of this new project, UNDP has created an opportunity to provide the much needed capacity in a manner that will enhance not only the competencies of co-operating partners, but also their collaboration and synergy towards attainment of the goal of gender equality.

Following the design and the strategies of the new project, UNDP brings together a number of state institutions, UN entities and civil society organisations/non-state entities as implementing,

supplementary partners for this project, which will further co-operation and strengthen partnership at different levels. This broad partnership of institutions each with their own mandates will in particular strengthen the position of MoWA as gender policy support agency to influence the ANDS process to become more gender responsive—a longer term gain for the government.

This new project will enable a learning environment, positively impacting on the longer-term capacity building efforts of UNDP and other partners to the GoA. Each of the three components of the project follows three similar steps: 1. knowledge creation and learning; 2. developing and providing tools, methodology and guidelines for the application of the knowledge; 3. actual testing of the knowledge and skills, using the tools and instruments. The project will thus enhance the capacity of the institutions involved for their future work, thereby sustaining the investments made by UNDP. The activities under component two will function as a safeguard and knowledge supply chain—a much needed mechanism to ensure adequate capacity to influence the ANDS process and attain the MDGs.

UNDP's access to global intellectual resources adds definite value particularly in accessing high quality intellectual services and lessons learnt available around the globe. Generally accessing time and services of highly qualified and culturally sensitive development practitioners to work in Afghanistan imposes a challenge. Because of its global network and knowledge management system UNDP is in a position to offer a solution to that effect.

While the UN system is operating under the guidance of UNAMA, UNDP holds a co-ordinating role among the larger UN family of organisations, which will help to maximise the synergies between the separate UN entities involved in the different activities under this project: UNESCO, FAO, UNFPA, UNICEF, UNIFEM and UNV, each with their own government and civil society partners.

Collaborative/Partnership arrangements

The project will be implemented in collaboration with a number of UN entities, key government institutions and in partnership with selected civil society organisations, women's groups and media groups. An implementing strategy —outlining the actions, stages and actors involved— will be developed within the 1st quarter of the 1st year of the project. At the national level, MoWA and the MoEc will be the main technical counterparts for the overall implementation of the project, while MoF, MoJ, MoHRA, MoA, MRRD will be actively engaged in separate activities relating to specific components/activities. These ministries will benefit from the implementation under the project approach of "Learning-by-doing" towards gender mainstreaming. At the sub-national level, the selected CSOs, media and women's groups will be engaged in direct implementation of the project. The provincial departments of the partner ministries will play significant roles for effective implementation of the project. The engagement of the CSOs and governmental bodies will help foster local level collaboration and partnerships for the promotion of gender equality. This in effect will create a resource-base for the government entities to give effect to ANDS processes as well as other development initiatives. The following partners and UNDP existing programmes/projects will be engaged in the project implementation:

1. UNDP Projects: Making Budgets Work, Access to Justice, Capacity Building Facility, Sub-national Governance, Afghanistan New Beginnings project (ANBP), NABDP, Civil Service Leadership Development Project (CSLDP), SEAL, CPHD and others. Selected staff from these existing UNDP projects will be further capacitated and directly involved in technical assistance provision to the MoF, MoEc, MoJ, MoHRA and MRRD. UNDP is dedicating its core funding for gender mainstreaming capacity building of its own staff.

2. UN Agencies: UNAMA, FAO, UNICEF, UNESCO, UNIFEM, UNFPA, UNV.

Partner UN Agencies will provide technical assistance and project support to various component outputs as listed in the Expected Results section. UNV will be recruited for various staffing positions under all components.

3. National and International NGOs, women's organisations and media groups, Afghan Independent Human Rights Commission (AIHRC) will be engaged for the implementation of community-based activities under Component 3.

4. MoWA Technical Support Providers: UNAMA, UNIFEM, The Asia Foundation, German Development Co-operation (GTZ), Japan International Co-operation Agency (JICA), UNFPA.

Other international service providers to MoWA will meet monthly with UNDP as a co-ordination committee to ensure complementary activities and technical assistance, share lessons and work towards greater co-ordination of roles. This will be a support mechanism for the implementation of the component 1.

5. University of Kabul/GSI, AREU, CPHD, other research institutes and (I)NGOs will be engaged in the Status of Women survey and other relevant data collection.

Sustainability and Exit Strategy

The project attaches great importance to the sustainability of the learning for the institutionalisation of gender mainstreaming and its management at all the levels/settings, where this project will function. Effective monitoring and reporting systems will be put in place in order to ensure documentation of lessons learnt and adapting new gender policies, instruments and required skills to maximise their ultimate effectiveness for gender mainstreaming. The next phase of the project will further adapt and apply the learnings from this phase, while scaling-up the type of activities already initiated with other partners and in other locations. The learning process will thus be scaled up as well, involving more people and institutions at different levels. Capacity building in the field of gender mainstreaming thus becomes a continuous process, based on new experiences and solid monitoring and feedback systems.

By the end of 2nd year partner institutions will have trained staff, as well as practice based tools and instruments. These and the models showing gender mainstreaming activities in the realities of communities and institutions will be available for replication by the project partners themselves. The following arrangements will be made to ensure the sustainability of the increased institutional capacity:

1. Within the first quarter of year 1, an elaborate and workable implementation plan will be developed.
2. International technical experts will be tasked to concretely train and transfer the knowledge, skills and instruments introduced in the process. The experts will be supervised by the Project Manager and will be required to report on the knowledge transfer process. Rather than a transfer of responsibilities at the end of the process, the project will introduce a learning-by-doing and paired-learning methodology, which leads to joined responsibilities from the earliest stage possible.
3. Regular monitoring of the implementation process and progress will be introduced and ensured and progress/status will be reported. Subsequent recommendations for changes will be followed through and corrective measures, if necessary, will be put in place.
4. The counterparts and implementing partners will be continually guided, oriented, trained and evaluated by the experts/trainers for the strengthening of their capacity.

At the end of the project, the counterparts and implementing partners will continue to use the guidelines, tools, instruments and newly acquired skills to further strengthen the initiative and start replication of the model in other areas.

All people and institutions involved in this project will have acquired new knowledge, skills and experiences with respect to gender mainstreaming and the promotion of women's equality, whether at community, sub-national or national level. Even when government officials trained in the process would move to other posts, their new knowledge on gender mainstreaming will remain an asset.

Given the prevailing situation of Afghanistan, the process of gender mainstreaming will be slow and should be seen as a long-term process, requiring sustained support by UNDP and the larger donor community. An exit strategy, recognising such long-term involvement can therefore only be prepared

in more concrete terms after this first phase project. Nevertheless, recommendations of the external evaluation (refer section 3.3) will determine the continuation, extension of the current phase.

3. Project Description

3.1. Project Outputs

Component 1: Modelling gender mainstreaming through selected ministries

Stipulating gender as a crosscutting theme within the I-ANDS is a reiteration of the commitment made by the Government of Afghanistan (GoA) for the promotion of gender equality. Development and implementation of the National Action Plan for Women of Afghanistan (NAPWA) is a basic requirement to that effect. Implementation of NAPWA requires adequate understanding and gender technical capacity of government ministries and institutions. Currently, initiating and implementing gender mainstreaming present serious challenges to MoWA and other oversight/line ministries³. The process of gender mainstreaming requires a reorientation and restructuring of approaches, attitudes, methods and systems for delivering on mandates and setting system-wide procedures and standards. It requires development of a common understanding and clear delineation of roles and responsibilities for MoWA as well as other oversight/line ministries engaged in the process. It also requires institutional capacity, particularly skills to deal with the technical aspects of gender mainstreaming and managing processes. As policy support ministry MoWA has to be capacitated to become the provider, the source of relevant information, technical skills and training for gender responsive planning, budgeting, etc. Supported by MoWA, oversight/line ministries have to develop their own specific gender strategies, policies and practices. Starting on a small scale this component will equip selected ministries with technical expertise to undertake gender-mainstreaming exercises and to establish models for further replication in other ministries and institutions at the national and sub-national level.

In oversight/line ministries, where UNDP and other UN agencies already have a presence, the technical assistance provided under this component will be arranged in close co-operation with the ongoing UN support to create synergies between the different support projects. Similarly, co-operation will be sought with other non-UN technical assistance providers, having a presence in the concerned ministries and departments.

Output 1.1 Roles, responsibilities and co-operation for gender mainstreaming among ministries clarified

Many state structures and institutions in Afghanistan, including the parliament, are of very recent date. Prior to the formation of the present government, Afghanistan also did not have a Ministry of Women's Affairs. Gender issues, women's rights or gender mainstreaming also did not feature in development planning in Afghanistan until 2001. Given its newness and the general situation in Afghanistan of finding positions, roles and mandates for many institutions, it is not surprising that the mandate of MoWA—of gender mainstreaming, policy and skill building support, rather than of undertaking women's projects—is not much known yet, or acknowledged.

This component therefore aims to clarify and enhance the understanding of MoWA and selected key line ministries/institutions regarding their roles, responsibilities and forms of co-operation for the mainstreaming of gender in their respective ministries. In addition to MoWA as gender policy support provider, this component will focus - during this project period - on MoF, MoEc, MoA, MoJ, MRRD and MoHRA as the ministries that play a major role in the planning, financing and actual activities related to food security, livelihood development, justice and religious/cultural issues that impact directly on the scope to enhance gender equality and the quality of life for women.

³ Oversight ministries oversee management of policy development and implementation and line ministries/sector ministries ensure implementation of plans, programmes, projects and service delivery

The component will create opportunities for dialogue and partnership building among line/oversight ministries and MoWA, which will facilitate clarifying, accepting and fulfilling roles, responsibilities and accountabilities of the respective institutions at national and sub-national level. To maximise the impact of the dialogue and stimulate the political control functions of parliamentarians over ministerial mandates and responsibilities, co-operation will be sought with the (UNDP) Support to the Establishment of Afghan Legislature (SEAL) Project.

Output 1.2 Capacity of MoWA and selected ministries enhanced

One of the major outputs of the component will be MoWA's stronger position and role as the main policy organ to promote gender equality. MoWA will be assisted to develop the generic gender-technical expertise, which it will require to assist line and oversight ministries and other institutions to develop their subject specific tools, instruments and policies. Resources (intellectual, financial) will be invested to strengthen technical capacity of key officials and other relevant staff of various departments of MoWA to be able to deliver policy support services as mandated and to provide technical assistance and oversight to other ministries for gender mainstreaming and for the implementation of NAPWA. Introduction of an assessment and monitoring system managed by MoWA will enhance MoWA's ability to closely observe and analyse the progress made by the different ministries supported and allows it to provide feedback and other technical support needed in line with the capacities developed/still required.

During the course of the implementation, the component will ensure close co-operation with the ANDS secretariat. It will highlight and guarantee that MoWA leadership role on gender mainstreaming becomes visible and ensure that its technical capacity is enhanced and recognised by other institutions. Co-operation will be established with existing UNDP support activities for the ANDS process.

Under this component, MoWA will be assisted to develop a think-tank of Afghan experts living in the country and abroad to support Afghan-led and owned gender mainstreaming in the country.

A monitoring and feedback mechanism will be developed and instituted so that the progress and implementation efforts are closely observed and analysed and that staff of agencies involved can share their experiences and views on the effectiveness/limitations of the processes and methods for the attainment of the goals. Efforts will be geared towards systematic documentation and dissemination of good practices and lessons learnt. This will be closely monitored during the course of the implementation by the project staff.

Output 1.3 Gender responsive planning and practice in place and use

Gender responsive planning practices are critical for the government to give effect to and reach the gender benchmarks of ANDS and Afghan Compact. In order to address discrepancies, discrimination and to manage strategic interventions, the component will seek to establish complementarity of project planning and budgeting processes/methods. In close co-operation with MoF, MoEc, MoA and other stakeholders the component will introduce procedures and guidelines to demonstrate that the national development planning processes are adequately informed of critical gender aspects and thus equally respond to differential needs of men and women. The component will help develop competencies in the workforce in each ministry and specialised institutions to apply gender budgeting and planning as methods into their planning/budgeting exercises.

Through this activity, a pool of national experts will be created in the field of gender sensitive planning. Availability of methodologies, tools and trained personnel ensure long-term sustainability of the capacity developed for the institutions involved. Apart from MoWA, MoF, MoEc, MoA and the ANDS secretariat, finance and planning departments of line ministries and departments in the provinces will be immediate beneficiaries of the process. Success of the component will reflect in subsequent planning exercises and budgetary allocations of sector ministries involved.

Under this component, the MoEc will be assisted to develop its proposed think-tank of Afghan experts living in the country and abroad specifically in relation to Afghan-owned gender-responsive planning processes.

Activities under this component will be undertaken in close co-operation with existing UNDP and other support projects to the relevant ministries, such as NABDP. UNDP staff of these projects will be trained to incorporate the new methodologies, tools, etc. in their support projects.

Output 1.4 A Gender mainstreaming strategy for the Ministry of Agriculture in place

Agriculture is the largest sector of the economy in Afghanistan. However, women's important role in agriculture and thus women's contribution to the economy is often hidden, especially women's vital roles in farming, animal husbandry and agro-processing. The invisibility of these activities by women means not only that they are underestimated or inaccurately measured, but women's roles in agriculture are also often ignored in policy making and in the provision of agricultural extension and support services.

To highlight women's vital role in the economy, this component will support the development of a gender mainstreaming strategy and enhanced mainstreaming capacity for the Ministry of Agriculture in collaboration with MoWA and the Food and Agriculture Organisation (FAO). The purpose of this component is to create a model ministerial gender mainstreaming strategy that highlights the benefits of gender sensitive agricultural policy and service provision. The model strategy will serve as an example for other service ministries to strengthen their own policies and practices.

As a first step towards the formulation of the strategy, the current organisational and personnel management systems of MoA as well as their work procedures, agricultural policies and priorities will be assessed from a gender equality perspective. The assessment will focus on how to integrate gender perspectives into the MoA overall planning cycle, priority setting and how to track the link between plans, human resources, budgets and actual practice. This component will thus help establish systems and procedures for the technical line departments of MoA to screen their policies, practices and projects from a gender perspective. Senior management will play a significant role in the formulation of the gender strategy, will be asked to help articulate feasible gender-responsive policies, and practices for the Ministry. These activities will be undertaken in close co-operation with the FAO support project to MoA.

By providing training and capacity building support, this component will help to put the gender mainstreaming strategy into practice to build a more gender-responsive institution. The assessment of current systems, personnel and practices, roles and responsibilities of the departments, undertaken under the gender mainstreaming strategy formulation, will form the basis for the capacity building activities under this component. Capacity building will be provided to fill the gap between the expected functions required for gender mainstreaming and current staff knowledge and skills.

In addition, selected MoA staff, including the existing gender team, will be further capacitated on gender issues to enable them to function effectively as advocates and facilitators for gender mainstreaming in the longer term. These MoA staff will be teamed with the external specialists provided by the project as part of the "learning teams" approach.

Training projects will be designed based on the functions and needs of various staff. For example, specific trainings will be designed and conducted to cover technical subjects such as gender in crop production, livestock, and irrigation/water management.

This component will also apply and test the gender-mainstreaming framework in the field and build the capacity of provincial staff through on the job training, i.e., "learning by doing." The partners concerned will prepare simple action plans translating the sectoral gender mainstreaming objectives and strategic priorities into local pilot activities. Such activities will include ensuring women's ownership over their productive activities, gender-responsive participatory planning for (new) agricultural production and methods, gender-responsive extension services, etc. Detailed pilot activities will be selected through a

participatory approach with the provincial Departments of MoWA, MoA, (I)NGOs and the team. Results and findings will be fed back to the relevant MoA and MoWA departments at national level to further improve the MoA gender mainstreaming strategy and actions. Field level pilot activities are planned to be undertaken in two provinces.

Output 1.5 Gender responsive budgeting framework and methodology established and accepted

National, provincial and ministerial budgets are often assumed “gender neutral” whereas in fact they are often “gender blind”. Budgets fail to take into account the fact that individual men and women and different groups have different roles, responsibilities and resources in society. This failure leads to further discrimination against and disempowerment of women. One of the major failures of budgets is the neglect of the unpaid “care economy” as well as non-monetised productive livelihood activities often undertaken by women. In the case of Afghanistan, this oversight directly affects women as well as the country’s opportunities to overcome poverty.

A way forward is to create a better picture for understanding the budget and women and men’s differentiated contribution to and demands on the economy. This picture will be brought into focus with the “Gender responsive budget initiative”. As a start, recommendations are made how this “invisible” contribution to the economy by women could be valued and measured and included in the budget. This involves new ways of collecting and presenting data, and focusing on economic areas outside those more traditionally associated with labour outputs in budgets. This budget and planning initiative will function in collaboration with the “model data collection” activity team.

At the national level in Afghanistan, the budget initiative will produce a comprehensive gender analysis of central level expenditures and revenue. This activity will help policy makers view economic and planning models in a new light - re-thinking the relationships between different areas of economic life such as the public and private sectors, the domestic, and the formal and informal economies.

At the ministerial and provincial level the initiative will work with the Ministries and departments of Economy and Agriculture (cross listed with outputs 1.3 and 1.4) to review their budgeting process and investigate what type of institutional structures best facilitate women’s participation in decision making – budget formulation and designing planning strategies. Institutionalisation of gender mainstreaming in the national development and fiscal planning exercises will be another tangible outcome of the component. The initiative is thus directly linked to other project activities, especially the ministerial gender assessment of the MoA under output 1.4. At the local level, the initiative will inform the project’s pilot activities with a focus on how to create an enabling environment for a greater and better-recognised participation of women in the economy and in decision-making processes.

Output 1.6. Gender mainstreaming Monitoring and Evaluation (M&E) system in place/use

Systematic monitoring and evaluation of the project components are a key activity for the successful completion of the project and attainment of the goals of this pilot phase. Experience of this phase will determine the scaling up in the next phase. Therefore, monitoring progress, measuring success and documentation of the experiences will be vital particularly to overcome the limitations in the process and approaches. A Monitoring and Evaluation mechanism will be developed and institutionalised. This particular aspect of the project will ensure that the M&E system is used for the data gathering, documentation and lessons learnt purposes. Monitoring of this project will go beyond the rituals of reporting to account for adequate utilisation of funds and fulfilling reporting requirements; monitoring and evaluation activities will also serve as the basis for adjusting activities during this pilot phase. Evaluation will provide learning and feedback about effectiveness and impact of different approaches and to inform project partners at different levels of the GoA what gender responsive planning, budgeting, implementation and participatory monitoring means in the reality of their work. Staff from different ministries and NGOs will be oriented and trained in the system so that they can undertake M&E and keep the management informed of all difficulties. An M&E action plan will be developed and followed through during the implementation period.

Component 2: Sustainable knowledge building and management on gender

Output 2.1 A Gender Studies Institute (GSI) operational

In partnership with MoWA, UNESCO and UNIFEM a Gender Studies Institute (GSI) will be established within the framework of the University of Kabul. In the first year, the GSI will focus on curriculum development for graduate courses as well as short and specialised training/certificate courses on gender. Mobilising and development of teaching/training faculty members will be another major task. Actual teaching of graduate courses will commence at the end of first year and/or early second year. Research activities will be an integral part of the GSI, both to provide Afghanistan-based teaching materials and to adequately inform gender responsive policy making.

When fully operational the GSI will operate as an academic as well as policy research organ contributing to the promotion of gender equality in Afghanistan. The GSI will develop and promote intellectual resources in the field of gender and will contribute to the body of knowledge, reliable data and policy research on gender differential status of men-women and boys-girls in different spheres of life. The GSI will thus inform development initiatives, institutional priorities and policies for the promotion of gender equality.

Adequate integration of gender equality concerns across all sectors requires gender technical capacity and competency of institutions. At present, the relevant gender technical capacity of institutions is far from a desired level. Teaching projects of GSI will thus play a significant role to minimise the capacity gaps by nurturing national gender expertise. Short training and certificate courses will cater for specific and immediate needs of institutions and graduate courses will ensure long-term sustainability of national capacity.

The GSI will be led by a team of national and international experts. To ensure quality and excellence, the initial actions will largely be carried out under technical supervisions and guidance of international specialists. The GSI will establish and maintain technical co-operation with other like-minded academic and research institutions, nationally, regionally and globally. An internship project in collaboration with AREU in the field of gender focussed social research may form part of the project.

An oversight committee comprising members of key stakeholders will ensure quality of the institute's outputs. A steering committee will provide general guidance for the implementation of the planned activities. A professional team led by a project Co-ordinator will carry out day-to-day functions.

Output 2.2 A model framework for data collection and analysis on the status of women established

In order to determine the status of women in Afghanistan for adequate policy making, a pilot survey will be conducted in two provinces in collaboration with the University of Kabul (GSI), MoWA, MRRD, Central Statistics Office, leading research institutions, women's organisations/groups, (I)NGOs, UNIFEM and UNV. The survey will provide baseline data on the status of women in selected areas in Afghanistan. The data collected will serve as a basis for analysis of the achievements of the ANDS gender related benchmarks, NAPWA and adherence to the CEDAW convention. The data will inform future development planning and priority setting exercises.

The component will deliver a model framework for data collection on the status of women in Afghanistan to be applied to more extensive data collection exercises in the future. By building data collection and analysis skills, this component will contribute to an enhanced planning capacity, relevance and effectiveness of institutions involved in development activities.

Local community and women's groups will be engaged as volunteers in the data collection, which will promote community-based and owned processes. The volunteers will be trained in the use of the methodology. They will be given instruments and adequate guidance to undertake the survey systematically, producing reliable and locally owned data. From the preparatory phase to the conclusion, the survey exercise will be conducted under the guidance and supervision of international

technical experts. A close monitoring and follow-up mechanism will be introduced to ensure timely and successful completion. The preliminary findings of the survey will be analysed, processed and translated into reports, which will be disseminated among the stakeholders. The government will be the main repository of knowledge gathered and reports prepared through the survey. The communities, especially the women, who are the real owners of the knowledge generated, will have a baseline to assess the benefits of development activities and the progress that is made towards improving their lives.

Component 3: *Towards women’s empowerment: conflict resolution, justice, security and peace at the sub-national level enhanced*

The component aims to enhance the security of women in terms of social, economic and psychological wellbeing. It will lead to more awareness on violence against girls and women; improved knowledge and recognition of women’s rights; the promotion of women’s participation by community and religious leadership and recognition of the value of community volunteerism for the promotion of development in general and advancement of women’s equality in particular. It will also lead to greater understanding of men’s responsibilities in the promotion and protection of women’s security, wellbeing and active roles in the economy.

The outputs of this component will contribute to women’s greater security both in terms of their position within the community as well as at household level, resulting in their increased freedom and participation in different spheres in life. In addition to MoWA and the DoWAs, the agencies that will be engaged in the implementation of this component are the Ministry of Justice, MRRD/NSP, Ministry of Hajj and Religious Affairs, local governance authorities, selected NGOs, women’s groups, media institutions, religious institutions, international agencies, law enforcement agencies, UNAMA and UNV and relevant projects/programmes of UNDP.

A number of CSOs and NGOs, selected on the basis of their strengths and scope to contribute, will be engaged to undertake the implementation of the component activities. Apart from being merely implementing agencies these CSOs/NGOs will benefit from the process in terms of strengthening their own capacity while promoting GO - NGO collaboration for the promotion of women’s advancement. This component will contribute to the gradual attainment of ANDS benchmarks and the millennium development goals of gender equality and human security.

Output 3.1 *Communities sensitised/equipped for the promotion of women’s rights*

Community and local religious leaders and volunteers—the primary beneficiary—will be trained and actively engaged in promoting awareness in the community for women’s participation in the socio-economic development process, ending violence against women and increasing their access to information, education and justice.

The trainings and mobilisation will be carried out by the selected NGOs/CSOs—the implementing partners. An implementation plan will be developed and agreed upon in the first quarter of the 1st year. The Regional Co-ordinators of the project team will be monitoring the progress.

This component will take advantage of existing initiatives working with progressive mullahs and local leaders, integrating a gender equality perspective into their training and capacity building activities. Connections between gender equality, the teachings of Islam, the constitutional rights and the development goals of the GoA and the scope for peaceful and prosperous communities will be highlighted.

MoHRA, MoWA, and their respective departments will play critical role in facilitation the implementation process of the component. They will work in close co-operation and joint activities are foreseen with UNAMA, UNIFEM, UNICEF and a number of NGOs.

Output 3.2 Communities and local institutions capacitated to promote women friendly local level justice system and facilitate women's access to justice in selected provinces

The government is committed to establishing security for the fulfilment of the rights of all Afghans⁴. Women's equal rights are enshrined in the constitution. Safe and easy access to justice is a prerequisite for the establishment of women's rights. This component of the project aims to improve women's access to justice by engaging local institutions and shurahs and by creating provision for information and legal services through paralegals.

The component will engage local organisations, CBOs, existing shurahs and local leaders (both men and women) and maintain close collaboration with them throughout the project. To this effect, a consensus building exercise will be conducted at the beginning. In consultation with local leaders, suitable candidates to become community-based paralegals will be identified. The candidates will be trained in basic legal literacy and the functioning of the existing justice systems and institutions (formal and informal). The paralegals will subsequently work with local communities and shurahs to enhance their understanding of legal matters. They will provide information, assistance and referral services directly to women. Based on regular follow up training and supervision, (where feasible supported by modern technology information storage systems) they will function as the key information sources in the community. The awareness of different actors in the community as well as of the women themselves will be enhanced through regular learning and knowledge sharing activities.

To ensure maximum co-ordination among the partners, paralegal volunteers, leaders, etc. regular co-ordination meetings and monitoring activities are planned. Close monitoring and documentation of the processes and lessons learnt will be institutionalised as part of this component. To this end, a monitoring and documentation system will be developed and put in place. To make sure the value added to increased justice for women as a result of this project can be adequately established, 'control' communities/villages will be included in the monitoring process. Lessons and good practices from this component will be disseminated to all concerned.

Local level institutions will be the direct beneficiaries of this component. The implementation of the component will be undertaken by CSOs/NGOs at local level and the selected government entities (DoWAs, DoJs, local authorities) will help facilitate the implementation process. The component will rely on and maintain close collaboration with the on-going Justice project (Access to Justice at District Level) of UNDP and other relevant support projects in the field of justice.

Output 3.3 Gender sensitive media established

Under this component, a media and advocacy campaign will be launched to promote women's security both in terms of their position within community and at household level. The campaign will be geared towards the reduction of incidences of women experiencing violence in public and private spheres and to promote their peace-building roles. Strengthening the co-operation among stakeholders and the promotion of volunteerism are the key strategies for the implementation.

A consensus building exercise will be undertaken to create a common understanding of the stakeholders and to clarify the responsibilities of each partner. A campaign strategy, and campaign and advocacy materials will be developed; selected mullahs and local leaders (women and men) will be trained in the use of the materials. Local media institutions and radio stations will be engaged in the implementation.

A monitoring and feedback mechanism will be introduced and institutionalised. Every aspect of the implementation process and lessons from this component will be documented and disseminated. The component will be implemented in two provinces.

⁴ Security Priorities, ANDS

The activities will be implemented by local NGOs, CSOs and media institutions and local leaders will be the direct beneficiary of the activities. The selected government entities including the Training and Advocacy Department (TAD) of MoWA and the DoWAs will help facilitate the implementation.

3.2. Risk analysis

Ensuring adequate capacity to provide the necessary technical inputs and guidance will largely depend on the timely deployment of appropriate expertise (national and international). Current difficulties relating to recruitment present a serious challenge. Lack of timely response to meet such challenges will delay the implementation, and will impact on the quality of outputs and results. Beside general recruitment exercises, creation of a pool of resource people and establishing/strengthening contacts with relevant academic and professional institutions including international women's networks will help to minimise the recruitment related difficulties.

Institutional resistance to unlearn old gender blind practices and to adapt to and cope with new methods, approaches, attitudes and responsibilities will impact on timely delivery and suitability of capacity and institutional learning practices. Clarifying and changing the role of MoWA and DoWAs from a project implementer/weak organisation to a policy making body with strong leadership roles may provoke some internal resistance from MoWA/DoWAs staff and external resistance from other ministries and institutions, not ready to accept MoWA's leadership role or resistant to the promotion of women's equality.

Engaging the institutions concerned from the very start and supporting their ownership of the change processes, referring to their obligations under existing national policies, will reduce such resistance. Resistance may also be encountered at the initial stage when engaging stakeholders, particularly local level institutions and communities. Local authorities and leaders will be consulted and good practices and lessons from the experiences of other institutions will be utilised.

Cultural sensitivities with respect to the promotion of gender equality may lead to some resistance as well. The concepts of gender equality, women's rights and women's empowerment are not yet well understood in Afghanistan. They are frequently referred to as western and un-Islamic, even though women's equal rights, etc. are firmly grounded in Afghanistan's constitution and Islamic teachings. By stressing Afghanistan's traditions of men's and women's responsibilities, by showing the socio-economic benefits to the family units, by the use of culturally sensitive terminology and by involving religious leaders in spreading the gender-equality messages, such resistance can be minimised.

The security situation in the country poses an extraordinary risk and impacts on both short and long-term progress, achievements and impact of the Project. Increased instability in implementation areas will have consequences, both in terms of security measures (communication, transportation), slowing down implementation and adequate supervision and monitoring. This has to be factored in the implementation strategy and the financial resource allocation.

Given the background and nature of the Provincial Restructuring Teams (PRTs), operating in Afghanistan under direct control of the different ISAF contingents, participatory approaches and ownership promotion of the communities concerned are not likely to get much attention in their work. Quick outputs are likely to feature high. This can easily lead to dependency rather than self-help attitudes, quite contrary to the development approach promoted by UNDP and other UN agencies. To mitigate conflicting messages at community level arrangements have to be made to avoid geographical overlap of (pilot) Project areas. As some bilateral donor agencies may fund their PRTs and this UNDP gender equality promotion Project, clarity about the different approaches, with their own time frames, community involvement, expected outputs, etc. needs to be established from the start.

The Project intends to draw strength from building synergies between many different agencies and stakeholders. The management arrangements will therefore be rather complex. This possible risk can be minimised by clarifying the roles and responsibilities of each agency and by conducting consensus-building workshops and monitoring meetings involving all relevant partners. This should also help to minimise competition, overlap or even conflict.

3.3. Monitoring and evaluation

Monitoring and evaluation of the activities undertaken under this project are a key component of the learning-by-doing principles informing gender responsive planning, budgeting and implementation policies. In addition to reporting to account for adequate utilisation of funds and fulfil reporting requirements, monitoring and evaluation activities will also serve as the basis for adjusting activities during this pilot phase. Evaluation will provide learning and feedback about effectiveness and impact of different approaches and to inform project partners at different levels of the GoA what gender responsive planning, budgeting, implementation and participatory monitoring means in the reality of their work. Monitoring and evaluation will thus become a vital element of the strategy to test the effectiveness of different project components, approaches as well as the synergy building and co-operation between agencies towards effective policies and practices to promote gender equality in Afghanistan.

Each component/activity undertaken under this project will be monitored closely by the relevant staff. Specific gender-indicator based baseline information will be collected and monitoring guidelines will be developed. The purpose of this will be to maximise the impact of lessons learnt from the various activities under this project. The 'control' units (villages, communities, etc.), where no project activities are undertaken, will form part of the monitoring system. Apart from monitoring the activities undertaken in relation to the plans, the evaluation exercise will document the processes, mechanisms and lessons learnt featuring what worked, how and why, what did not and why. Activity based progress reporting will be done monthly.

At a higher level, a monitoring workshop is foreseen every three months, under the leadership of MoWA. These workshops will assess and document the progress made, constraints and weaknesses in the project, how these can be addressed and who takes the lead and responsibility to address them. Subsequent monitoring meetings will review how and to what extent earlier issues have been resolved.

The monitoring and reporting strategy of the project will include a rating mechanism under the first component to assess the gender responsive capacities of the partners (ministries, departments, support agencies, etc). Capacity building support will be based on the rating indicators/results and progress made. Specific criteria will be set out to assess/measure the contribution of each component for the implementation of NAPWA in relevant sectors.

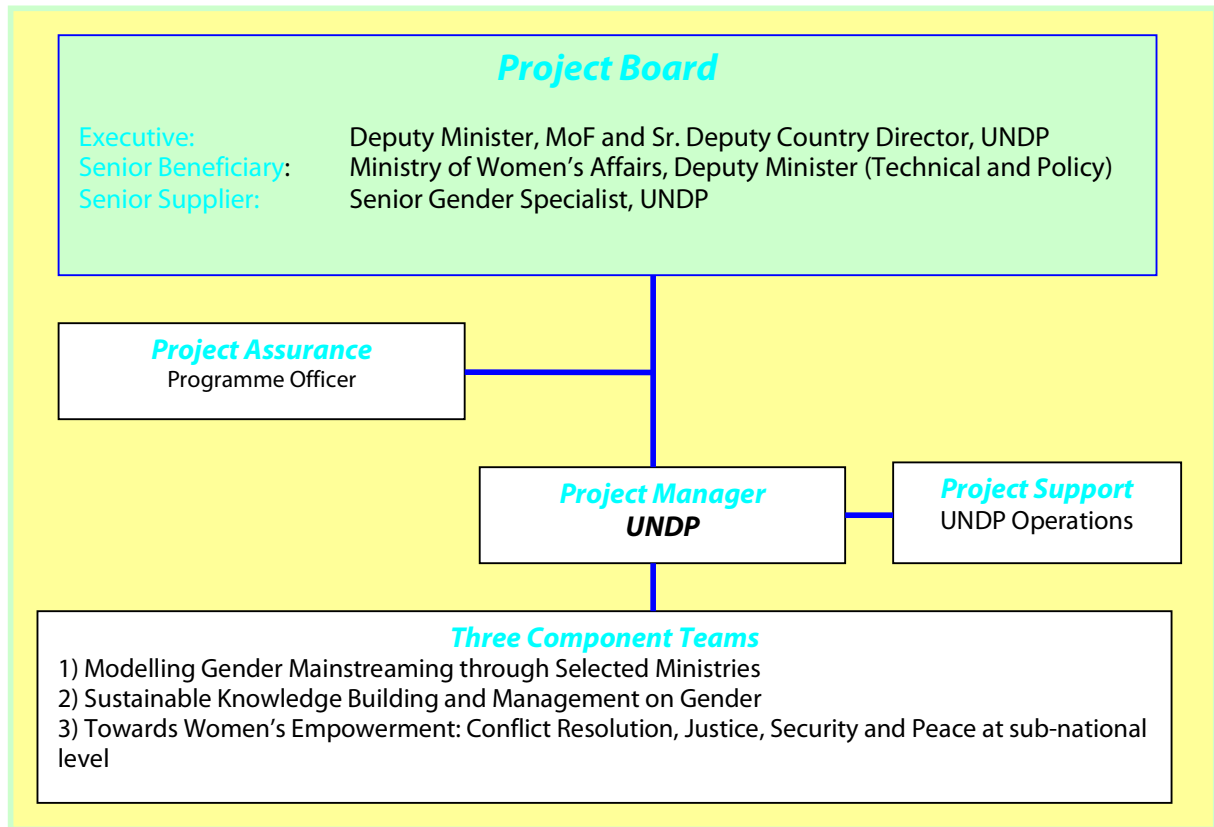
Based on the results and learning from the pilot phase of this project, scaling up is foreseen after the present Project period. While monitoring the processes and lessons learnt will be an ongoing effort, (all three components will be evaluated in one go and together) an external evaluation is planned after 18 months (75% of project period) to make sure that scaling up of the component activities after the full two years is not hampered by a time-gap or by a lack of adequate information to design the new phase, which is to be built on the strengths and addressing the constraints of the current project. No end-evaluation is therefore foreseen in this two-year project phase. Based on the experiences of the first two years the scope and timeframe for up scaling and UNDP future involvement will be established. The recommendations of the evaluation will be the determinants for the continuation, extension of the current phase.

Based on the external evaluation and the ongoing monitoring and reporting a national workshop is foreseen to disseminate the lessons learnt at the end of the two-year project. International M&E staff will be recruited to develop an adequate M&E strategy for the different project components. National staff will be recruited and trained to document processes and to undertake, guide and supervise M&E activities at different levels.

4. Management Arrangements

The project will be implemented through UNDP Direct Implementation modality (DIM). The audit arrangements will follow the UNDP audit regime for Direct Implementation.

The management structure described in the chart below is a structure specifically designed to manage the project, indicating the roles and responsibilities to bring together the various interests and skills required by the project. The roles and responsibilities are described in Annex IV, and the reporting structure is described in Annex V.



The Project Board will provide oversight for effective implementation and quality delivery of the project. The board will meet periodically to study progress and deal with challenges, concerns and provide necessary guidance. The executive of the Board will be constituted of the Deputy Minister (Budget) of the Ministry of Finance (MoF)—*MoF being the main counterpart from the government* and the Senior Deputy Country Director (programme) of UNDP. The Ministry of Women’s Affairs (MoWA) being the main oversight and co-ordination body for the promotion of gender equality will be the main beneficiary of the project. The role of MoWA will be to constantly monitor the progress vis-à-vis the annual action plan and report to the executive. This will enable the executive to provide necessary directives, adequate guidance and address any challenges evolve in course of the implementation. The other members of the project board will be MoA, MoEc, MoHRA, MoJ, MRRD and relevant donors & stakeholders. The members will take part in the Board meetings and share observations, concerns and offer solutions to overcome challenges. The Senior Gender Specialist of the UNDP Country Office will ensure gender technical inputs to guide the other members of the Project Board for the actual implementation of the project and will also ensure inter-linkages between and among various projects of UNDP.

The project assurance role will be held by a UNDP Programme Officer who will closely follow the actual implementation and progress made and will keep the Project Board all time informed of the latest status of the project and make sure that project management team is given timely and necessary support and reports for monitoring workshops and the evaluation of the project.

The Project Manager will be responsible for the management of the actual implementation and delivery of the outputs of the project. The specific role in this regard will include timely deployment and supervision of staff, launching of the project, negotiations with the partners and government

counterparts. Assurance of sound financial resources management and compliance with reporting and donors requirements will also be the responsibility of the Project Manager. Under the guidance of the Project Manager, the three project teams will undertake the actual implementation of the activities.

The assigned Programme Officer and the UNDP Operations will ensure timely support to the project.

5. *Legal context*

This document shall be the instrument referred to as such in a) the Standard Technical Assistance Agreement, 1956 and b) Country Programme Action Plan (CPAP) 2006-2008. The host country implementing agency shall, for the purposes of the Standard Technical Assistance Agreement, refer to the Government co-operating agency described in the Agreement. Annex - III has the detail in this regard.

PART 2: Results and Resources Framework

UNDAF Area of co-operation and Outcome: Area of co-operation: Governance, rule of law and human rights: Outcome 2--By 2008, an effective more accountable and more representative public administration is established at the national and sub-national levels, with improved delivery of services in an equitable, efficient and effective manner
Intended CPAP Outcome as stated in the Country Programme Results Framework: Outcome VI: Structures, mechanisms and processes in place to impact practices and projects and to ensure that a gender perspective is brought to bear on policymaking and development planning.
Applicable MYFF Service Line: 1.6: Gender mainstreaming
Intended CPAP Output(s) Output 6 – Institutional capacity for gender mainstreaming established to promote women’s empowerment.
CPAP Output(s) indicator(s), baseline and benchmark: Indicator 6.1: Gender mainstreaming monitoring and evaluation system in place. Gender planning and budgeting methodology in use.
Partnership Strategy: The Project will be implemented in collaboration with a number of UN entities, key government institutions and in partnership with selected civil society organisations. The Project will bring together state and non-state institutions, UN and international agencies to promote synergies for the strengthening of efforts for the advancement of gender equality. Comparative advantage of the institutions/agencies involved will be harmonised for greater benefit of the attainment of ANDS goals, NAPWA objectives and MDGs.
Project title and ID: Institutional Capacity Building for Gender Equality Project ID 00054320

Component: 1. *Modelling gender mainstreaming through selected ministries*

Project Outputs	Performance Indicators (baseline and benchmark ⁵)	Indicative Activities	Inputs
1.1. Roles, responsibilities and co-operation for gender mainstreaming among ministries clarified	<p>Number of assistance requests from selected ministries to MoWA</p> <p>Confidence of other institutions in MoWA capacity</p> <p>Number of support activities provided by MoWA</p> <p>Number of gender integration initiatives</p>	<p>1.1.1 Consensus building workshops (national, sub-national) for clarification of roles, responsibilities and commitments on management and Monitoring and Evaluation of gender mainstreaming</p> <p>1.1.2 High-level meeting: agreeing on management of gender mainstreaming system</p> <p>1.1.3 Consensus building workshop on roles of co-operating partners of MoWA and other selected ministries, UNDP projects</p>	International Gender technical expertise (management, mainstreaming, planning) and M&E expertise

⁵ Baseline will be established as the project is launched, which will assist setting benchmark. In the first quarter of the project, a methodology shall be worked out in this regard.

Project Outputs	Performance Indicators (baseline and benchmark ⁵)	Indicative Activities	Inputs
	taken by ministries	1.1.4 Consensus building with partners and Ministry of Agriculture	
1.2. Capacity of MoWA and selected ministries enhanced	<p>Level of satisfaction of other ministers/institutions with the support received from MoWA</p> <p>Number / % of staff trained in each ministry</p> <p>Oversight/line ministries seeking MoWA advice in planning and Project formulation exercises</p> <p>Degree of gender responsiveness in ministerial planning exercises, strategies, business practices</p> <p>MoWA offers technical expertise, tools, guidelines</p> <p>Ministries consideration of gender disparity in their planning and budgeting exercises</p> <p>Quarterly progress reports of ministries are informed of gender differential/ desegregated data/analysis</p>	<p>1.2.1 Staff training in gender responsive planning, budgeting and M&E</p> <p>1.2.2 Leadership development workshop, training for MoWA and other ministerial staff</p> <p>1.2.3. Training in gender planning and budgeting exercise</p> <p>1.2.4. Development /adaptation of generic tools and guidelines for gender planning methodology and budgetary exercise.</p>	International and national technical expertise (planning, budgeting, management), Equipment (office, communication, vehicle)
1.3. Gender responsive planning and practice in place and use	<p>Number/% of staff trained on gender consideration in planning exercise</p> <p>Guidelines and checklists (tools) are available</p> <p>Pool of gender resource people available (Nr of trained people)</p> <p>Ministry of Economy (MoEc) staff guide other ministries/departments planning exercises in a gender sensitive manner</p>	<p>1.3.1 Assessment of adequacy of current planning exercises</p> <p>1.3.2 Inventory of existing tools, guidelines, data, inputs, trained human capital</p> <p>1.3.3 Development/improvement of methodology, guidelines, procedures</p> <p>1.3.4 Training of key staff (national, provincial)</p> <p>1.3.5 Establishment of an advisory group</p> <p>1.3.6 Undertaking consultation organising workshops with advisory</p>	<p>Gender technical expertise (planning, economy)</p> <p>Equipment (office, vehicle, furniture)</p>

Project Outputs	Performance Indicators (baseline and benchmark ⁵)	Indicative Activities	Inputs
	Gender responsive planning methodology and procedures in use	group of MoEc 1.3.7 Development of M&E system and training in usage	
1.4. A gender mainstreaming strategy of Ministry of Agriculture (MoA) in place	Number of trained personnel available Process is being led by key national staff of MoA Number/% of staff trained on gender consideration in strategy development exercise Applied gender mainstreaming framework available	1.4.1 Undertaking a gender assessment of policies, human resources, capacity, budgets, planning, culture, attitudes and practices within MoA 1.4.2 Development of a plan of action based on identified needs and gaps 1.4.3 Consultation meeting of partners to determine who will do what and how 1.4.4 Formulation of draft strategy 1.4.5 Identifying pilot agricultural communities and partners 1.4.6 Clarification of methodologies and developing action plan 1.4.7 Designing and conducting training (gender mainstreaming) 1.4.8 Process guidance and capacity upkeep 1.4.9 Establishing feedback loop for policy formulation 1.4.10 Finalising strategy based on pilot learning	Gender Technical Expertise (Agriculture and planning, economy) Equipment (office, vehicle)
1.5. Gender responsive budgeting framework and methodology established and accepted	Number of tools and guidelines developed, Number/ % of trained personnel MoF technical staff lead discussions on gender matters, use gender tools in their planning and monitoring exercises and give gender responsive budgeting instructions to line ministries Number/% of staff trained on gender consideration in budgetary exercise Sectoral resource allocations showing gender needs' responsiveness	1.5.1. Clarification of roles of institutions, individuals and process 1.5.2 Gender assessment of present budgeting exercise 1.5.3 Development of instruments, guidelines, process related material 1.5.4 Conducting trainings 1.5.5 Development of M&E system and training in usage	Gender Technical expertise (budget, economy), trainers Equipment (office equipment, communication)

Project Outputs	Performance Indicators (baseline and benchmark⁵)	Indicative Activities	Inputs
1.6. Gender mainstreaming Monitoring and Evaluation (M&E) system in place/use	<p>Number of M&E meetings/workshops at national, sub-national levels conducted</p> <p>Periodic Gender status report available</p> <p>Quarterly progress reports available at any given time</p> <p>Gender sensitive M&E system and methodology; templates for annual status report; tools and guidelines; trained personnel</p>	<p>1.6.1 Development of M&E system and its implementation mechanism/guidelines</p> <p>1.6.2 Development of an M&E action plan</p> <p>1.6.3 Staff training in usage of M&E system/mechanism</p> <p>1.6.4 Development of annual status report template and conduct workshops to use the template</p> <p>1.6.5 Process and lessons documentation and dissemination</p>	<p>Technical expertise, Equipment (communication)</p>

Component: 2. Sustainable knowledge building and management on gender

Project Outputs	Performance Indicators (baseline and benchmark)	Indicative Activities	Inputs
2.1. A Gender Studies Institute is operational	<p>Number / % of students trained</p> <p>Number of on-going research activities</p> <p>Number of diploma/certificate courses delivered</p> <p>% of successful students</p> <p>Number of enrolment/graduates</p> <p>Gender related policy advise given to GoA</p>	<p>2.1.1 Integration of existing faculty and establishing internship Project</p> <p>2.1.2 Faculty training for gender-related teaching</p> <p>2.1.3 Curriculum Development for professional training courses, graduate courses and certification Project</p> <p>2.1.4 Formulation of research strategy</p> <p>2.1.5 Producing gender research publications</p> <p>2.1.6 Undertake training and academic courses</p>	<p>Technical expertise (curriculum development, training, management)</p> <p>Infrastructure and equipment (office, vehicle)</p>
2.2. A model framework for data collection and analysis on the status of women established	<p>Model survey tested in two provinces and gender desegregated data available</p> <p>A pilot baseline on status of women is available</p>	<p>2.2.1 Inventory of uses and availability of existing data</p> <p>2.2.2 Analysis of existing data collection methodologies</p> <p>2.2.3 Establishing key indicators sets for new data collection</p> <p>2.2.4 Establish new data collection methodologies</p>	<p>Technical expertise (gender, statistics, research)</p> <p>Equipment (vehicle, office equipment, furniture)</p>

Project Outputs	Performance Indicators (baseline and benchmark)	Indicative Activities	Inputs
		2.2.5 Training of staff for data collection 2.2.6 Undertake data collection 2.2.7 Analysis of data 2.2.8 Policy recommendations formulated based on updated/new data	

Component: 3. *Towards women empowerment: conflict resolution, justice, security and peace at the sub-national level*

Project Outputs	Performance Indicators (baseline and benchmark)	Indicative Activities	Inputs
3.1. Communities sensitised/capacitated for the promotion of women's rights	Number of Mullahs / community leaders trained Change in perception of community (men and women) in respect of women's human rights Surahs understand/accept women's rights under existing laws Women informed and aware about their (rights) position under existing constitution and laws Difference of community perception of women's rights before and after the completion of the project.	3.1.1 Selection of NGOs and mobilisation of community participants and volunteers 3.1.2 Inventory and consultations on existing community outreach projects 3.1.3 Design of training and advocacy packages 3.1.4 Development of community mobilisation strategy 3.1.5 Development of an action plan for the NGOs/CSOs to undertake (selection of mullahs and community leaders (women and men), shurahs, and conducting trainings (awareness raising, ToTs, leadership development and communication), launching advocacy campaign) 3.1.6 Development of criteria for successful gender responsive advocacy by community 3.1.7 Monitoring of the implementation by NGOs 3.1.8 Annual general meeting of NGOs, leaders and women on their position under the constitution and prevailing laws 3.1.9 Undertake surveys (base-line and end-of-project) to determine perception of women's rights	Islamic theologian, Training, communication specialist Equipment (office, communication, furniture, vehicle) Support to NGOs for meeting with community women/groups

Project Outputs	Performance Indicators (baseline and benchmark)	Indicative Activities	Inputs
<p>3.2 Communities and local institutions capacitated to promote women friendly local level justice system and facilitate women's access to justice in selected provinces</p>	<p>Religious and local leaders publicly acknowledge role of paralegals</p> <p>Women and community seek support, information, services from trained women paralegals in the community</p> <p>Policy directives and guidelines to institutions to deal with women's issues/cases in dignified manner</p> <p>Number of women's complaints registered</p> <p>Number of paralegals trained</p> <p>Number of cases handled and referred by paralegals</p> <p>Number of women seek information from public institutions</p> <p>Number of requests to DoWAs by women and other institutions for support</p> <p>DoJs proactive to support women and DoWAs</p>	<p>3.2.1 Consensus building workshop of partners</p> <p>3.2.2 Co-ordination mechanism developed with key partners.</p> <p>3.2.3 Development of an action plan for the partners to undertake activities in the community and with local authorities, law enforcement agencies (awareness raising in communities and shurahs on justice issues and mechanisms, sensitisation of agencies/authorities, development of paralegals (selection and training), legal education)</p> <p>3.2.4 Training of DoWA and DoJ staff, local police and law enforcement agencies</p> <p>3.2.5 Development of monitoring and documentation guidelines (derived from the main M&E system/mechanism for the project)</p> <p>3.2.6 Undertaking monitoring of implementation and report preparation</p> <p>3.2.7 Quarterly meetings on progress with partners (NGOs, CSOs, media group and other stakeholders)</p>	<p>Technical inputs (Legal specialist)</p> <p>Equipment (office equipment, vehicle)</p>

<p>3.3 Gender sensitive media established</p>	<p>Media report proactively on violence against women (VAW) and gender issues from women’s rights perspective</p>	<p>3.3.1 Selection of partner media agencies</p> <p>3.3.2 Undertaking a consensus building workshop (strategic partnership building exercise) and development of action plan</p> <p>3.3.3 Development of gender sensitive media strategy</p> <p>3.3.4 Production of training and advocacy materials</p> <p>3.3.5 Training of TAD and DoWA staff</p> <p>3.3.6 Train media institutions in women’s rights and development</p>	<p>Technical expertise (communication, gender), training</p>
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PART 3: Multi Annual Work Plan

1. Multi Annual Budget Sheet

Output	Key Activities	Acc. Code	Description	Unit	Unit cost	Quantity	Total Amount	Year1	Year2
1.1 Roles, responsibilities and co-operation for gender mainstreaming among ministries clarified	1.1.1 Consensus building workshops (national, sub-national) for clarification of roles, responsibilities and commitments on management and Monitoring and Evaluation of gender mainstreaming 1.1.2 High-level meeting: agreeing on management of gender mainstreaming system 1.1.3 Consensus building workshop on roles of co-operating partners of MoWA and other selected ministries, UNDP projects 1.1.4 Consensus building with partners and Ministry of Agriculture	71200	International Consultant	Person/Week	8,750.00	2	17,500	17,500	
		71600	Travel	Lumpsum	1,500.00	1	1,500	1,500	
					3,000.00	1	6,000	6,000	
					5,000.00	1	5,000	5,000	
		72500	Supplies	Lumpsum	500.00	1	500	500	
					1,000.00	1	2,000	2,000	
					2,000.00	1	2,000	2,000	
		73100	Rental & Maintenance-Premises	Lumpsum	1,500.00	1	1,500	1,500	
					2,000.00	1	4,000	4,000	
					3,000.00	1	3,000	3,000	
74200	Audio Visual &Print Prod Costs	Lumpsum	500.00	1	500	500			
75100	GMS 7%	GMS				3,045	3,045		
Total Output 1.1							46,545	46,545	
1.2 Capacity of MoWA and selected ministries enhanced	1.2.1 Staff training in gender responsive planning, budgeting and M&E 1.2.2 Leadership development workshop, training for MoWA and other ministerial staff 1.2.3. Training in gender planning and budgeting exercise 1.2.4. Development /adaptation of generic tools and guidelines for gender planning methodology and budgetary exercise.	71200	International Consultant	Person/Month	15,610.00	20	312,200	187,320	124,880
		71400	Contractual Services-Individual	Person/Month	1,000.00	24	24,000	12,000	12,000
					680.00	24	16,320	8,160	8,160
		71600	Travel	Lumpsum	3,000.00	6	18,000	12,000	6,000
					28,300.00	1	28,300	14,150	14,150
		72200	Equipment	Unit	35,000.00	1	35,000	35,000	
					Equipment and Furniture	Lumpsum	12,100.00	1	12,100
		72500	Supplies	Lumpsum	1,000.00	6	6,000	4,000	2,000
					2,000.00	2	4,000	2,000	2,000
					3,000.00	2	12,000	9,000	3,000
					15,000.00	1	15,000	9,000	6,000
		73100	Rental & Maintenance-Premises	Lumpsum	2,000.00	6	12,000	8,000	4,000
		74200	Audio Visual &Print Prod Costs	Lumpsum	1,000.00	2	2,000	1,000	1,000
					1,500.00	2	3,000	1,500	1,500
					2,000.00	2	4,000	4,000	

						6	12,000	8,000	4,000	
		74500	Miscellaneous	Lumpsum	10,000.00	1	10,000	5,000	5,000	
		75100	GMS 7%	GMS			36,814	23,046	13,768	
Total Output 1.2								562,734	352,276	210,458
1.3. Gender responsive planning and practice in place and use	1.3.1 Assessment of adequacy of current planning exercises	71200	International Consultant	Person/Month	12,740.00	18	229,320	127,400	101,920	
	1.3.2 Inventory of existing tools, guidelines, data, inputs, trained human capital	71400	Contractual Services- Individual	Person/Month	680.00	24	16,320	8,160	8,160	
	1.3.3 Development/improvement of methodology, guidelines, procedures	71600	Travel	Lumpsum	1,080.00	24	25,920	12,960	12,960	
	1.3.4 Training of key staff (national, provincial)				700.00	5	3,500	3,500		
	1.3.5 Establishment of an advisory group				2,000.00	1	2,000	2,000		
	1.3.6 Undertaking consultation organising workshops with advisory group of MoEc				4,000.00	3	12,000	4,000	8,000	
	1.3.7 Development of M&E system and training in usage				5,000.00	2	10,000	10,000		
					15,000.00	5	75,000	30,000	45,000	
		26,420.00	1	26,420	17,610	8,810				
		72200	Equipment	Unit	35,000.00	1	35,000	35,000		
			Equipment	Lumpsum	28,500.00	1	28,500	23,000	5,500	
		72400	Communication & Audio Visual Equip	Lumpsum	10,000.00	1	10,000	5,000	5,000	
		72500	Supplies	Lumpsum	700.00	5	3,500	3,500		
					2,000.00	1	4,000	4,000		
						3	6,000	4,000	2,000	
					3,000.00	1	3,000	3,000		
						3	9,000	3,000	6,000	
					4,000.00	2	8,000	8,000		
		5,000.00	5	25,000	10,000	15,000				
		73100	Rental & Maintenance- Premises	Lumpsum	2,000.00	3	6,000	4,000	2,000	
					3,000.00	1	3,000	3,000		
						3	9,000	3,000	6,000	
					3,500.00	2	7,000	7,000		
		74200	Audio Visual & Print Prod Costs	Lumpsum	600.00	5	3,000	3,000		
					1,000.00	3	3,000	2,000	1,000	
					2,000.00	1	2,000	2,000		
					2,500.00	2	5,000	5,000		
					3,000.00	1	6,000	6,000		
						3	9,000	3,000	6,000	
					5,850.00	5	29,250	11,700	17,550	
		75100	GMS 7%	GMS			43,031	25,468	17,563	
Total Output 1.3.								657,761	389,298	268,463
1.4 A gender mainstreaming strategy of Ministry of Agriculture (MoA) in place	1.4.1 Undertaking a gender assessment of policies, human resources, capacity, budgets, planning, culture, attitudes and	71200	International Consultant	Person/Month	12,740.00	18	229,320	127,400	101,920	
		71400	Contractual Services-	Person/Month	680.00	24	16,320	8,160	8,160	

	practices within MoA		Individual							
	1.4.2 Development of a plan of action based on identified needs and gaps				1,080.00	24	25,920	12,960	12,960	
	1.4.3 Consultation meeting of partners to determine who will do what and how	71600	Travel	Lumpsum	2,000.00	3	6,000	4,000	2,000	
	1.4.4 Formulation of draft strategy				5,000.00	2	10,000	5,000	5,000	
	1.4.5 Identifying pilot agricultural communities and partners				43,420.00	1	43,420	27,610	15,810	
	1.4.6 Clarification of methodologies and developing action plan	72100	Contractual Services- Companies	Lumpsum	25,000.00	1	50,000	45,000	5,000	
	1.4.7 Designing and conducting training (gender mainstreaming)				70,000.00	1	70,000	50,000	20,000	
	1.4.8 Process guidance and capacity upkeep	72200	Equipment	Unit	35,000.00	1	35,000	35,000		
	1.4.9 Establishing feedback loop for policy formulation				13,500.00	1	13,500	12,000	1,500	
	1.4.10 Finalising strategy based on pilot learning	72500	Supplies	Lumpsum	7,500.00	2	15,000	7,500	7,500	
					2,170.00	3	6,510	4,340	2,170	
		74200	Audio Visual &Print Prod Costs	Lumpsum	1,500.00	3	4,500	3,000	1,500	
		75100	GMS 7%	GMS			36,784	23,938	12,846	
Total Output 1.4								562,274	365,908	196,366
1.5. Gender responsive budgeting framework and methodology established and accepted	1.5.1. Clarification of roles of institutions, individuals and process	71100	ALD Employee Cost	Person/Month	12,740.00	12	152,880	152,880		
	1.5.2 Gender assessment of present budgeting exercise	71200	International Consultant	Person/Month	16,000.00	6	96,000	96,000		
	1.5.3 Development of instruments, guidelines, process related material	71400	Contractual Services- Individual	Person/Month	1,000.00	24	48,000	24,000	24,000	
	1.5.4 Conducting trainings				1,080.00	24	25,920	12,960	12,960	
	1.5.5 Development of M&E system and training in usage	71600	Travel	Lumpsum	7,000.00	2	14,000	7,000	7,000	
					40,900.00	1	40,900	35,900	5,000	
		72100	Contractual Services- Companies	Lumpsum	8,750.00	1	8,750	8,750		
					42,000.00	1	42,000	21,000	21,000	
		72200	Equipment	Lumpsum	23,000.00	1	23,000	20,000	3,000	
		72500	Supplies	Lumpsum	3,000.00	1	3,000	3,000		
					4,000.00	1	4,000	4,000		
						2	8,000	4,000	4,000	
					8,000.00	1	8,000	8,000		
					16,000.00	1	16,000	10,000	6,000	
		74200	Audio Visual &Print Prod Costs	Lumpsum	3,000.00	1	3,000	3,000		
					6,500.00	2	13,000	6,500	6,500	
					7,000.00	1	7,000	7,000		
		74500	Miscellaneous	Lumpsum	9,500.00	1	9,500	5,000	4,500	
		75100	GMS 7%	GMS			36,607	30,029	6,577	
Total Output 1.5.								559,557	459,019	100,537

1.6. Gender Mainstreaming Monitoring and Evaluation (M&E) system in place	1.6.1 Development of M&E system and its implementation mechanism/guidelines 1.6.2 Development of an M&E action plan 1.6.3 Staff training in usage of M&E system/mechanism 1.6.4 Development of annual status report template and conduct workshops to use the template 1.6.5 Process and lessons and documentation dissemination	71100	ALD Employee Cost	Person/Month	12,740.00	20	254,800	140,140	114,660
		71600	Travel	Lumpsum	1,500.00	1	1,500	1,500	
					2,000.00	3	6,000	4,000	2,000
					4,000.00	3	12,000	8,000	4,000
					9,000.00	3	27,000	18,000	9,000
					10,000.00	1	10,000	10,000	
					20,500.00	2	41,000	20,500	20,500
					73,280.00	1	73,280	40,000	33,280
		72500	Supplies	Lumpsum	1,000.00	1	1,000	1,000	
					2,333.33	3	7,000	4,667	2,333
					5,000.00	1	5,000	5,000	
					6,333.34	3	19,000	12,667	6,333
					6,666.67	3	20,000	20,000	
					24,000.00	2	48,000	24,000	24,000
		73100	Rental & Maintenance-Premises	Lumpsum	2,000.00	1	2,000	2,000	
74200	Audio Visual & Print Prod Costs	Lumpsum	8,000.00	3	24,000	16,000	8,000		
			10,000.00	1	10,000	10,000			
			18,000.00	2	36,000	18,000	18,000		
75100	GMS 7%	GMS			41,831	24,883	16,947		
Total Output 1.6.							639,411	380,356	259,054
2.1. A Gender Studies Institute is operational	2.1.1 Integration of existing faculty and establishing internship Project 2.1.2 Faculty training for gender-related teaching 2.1.3 Curriculum Development for professional training courses, undergraduate courses and certification Project 2.1.4 Formulation of research strategy 2.1.5 Producing gender research publications	71100	ALD Employee Cost	Person/Month	12,740.00	12	152,880	152,880	
		71200	International Consultant	Lumpsum	10,000.00	1	10,000	10,000	
		71400	Contractual Services-Individual	Person/Month	1,000.00	24	96,000	48,000	48,000
					2,000.00	48	96,000	48,000	48,000
					680.00	48	32,640	16,320	16,320
					3,265.00	24	78,360	39,180	39,180
					420.00	24	10,080	5,040	5,040
		71600	Travel	Lumpsum	1,000.00	10	10,000	4,000	6,000
					4,000.00	1	4,000	4,000	
					6,000.00	10	60,000	24,000	36,000
					7,000.00	1	7,000	7,000	
					17,000.00	1	17,000	17,000	
					15,000.00	1	15,000	15,000	
		72100	Contractual Services-Companies	Lumpsum	7,000.00	4	28,000	7,000	21,000
					927,000.00	1	927,000	295,000	632,000
50,000.00	1				50,000		50,000		
72200	Equipment	Unit	35,000.00	2	70,000	70,000			
72400	Communication & Audio	Lumpsum	12,500.00	1	12,500	6,000	6,500		

			Visual Equip							
		72500	Supplies	Lumpsum	1,000.00	1	1,000	1,000		
					4,000.00	2	8,000	4,000	4,000	
						10	40,000	16,000	24,000	
					5,000.00	1	5,000	5,000		
					5,350.00	1	5,350	5,350		
					8,000.00	1	8,000	8,000		
					15,000.00	1	30,000	23,000	7,000	
					1,900.00	10	19,000	7,600	11,400	
		73400	Rental & Maint of Other Equip	Lumpsum	11,500.00	1	11,500	6,000	5,500	
		74200	Audio Visual & Print Prod Costs	Lumpsum	2,000.00	1	2,000	2,000		
					3,500.00	2	7,000	3,500	3,500	
					10,000.00	1	10,000	10,000		
					2,900.00	10	29,000	11,600	17,400	
		75100	GMS 7%	GMS			129,662	61,003	68,659	
Total Output 2.1.								1,981,972	932,473	1,049,499
2.2. A model framework for data collection and analysis on the status of women established	2.2.1 Inventory of uses and availability of existing data 2.2.2 Analysis of existing data collection methodologies 2.2.3 Establishing key indicators sets for new data collection 2.2.4 Establish new data collection methodologies 2.2.5 Training of staff for data collection 2.2.6 Undertake data collection 2.2.7 Analysis of data 2.2.8 Policy recommendations formulated based on updated/new data	71200	International Consultant	Person/Month	14,570.00	5	72,850	72,850		
						8	116,560	72,850	43,710	
		71300	Local Consultant	Lumpsum	1,500.00	2	3,000	3,000		
		71400	Contractual Services- Individual	Person/Month	680.00	24	16,320	8,160	8,160	
					1,080.00	12	12,960	12,960		
						24	25,920	12,960	12,960	
		71600	Travel	Lumpsum	3,000.00	1	3,000	3,000		
					3,333.33	3	10,000	6,667	3,333	
					3,500.00	1	3,500	3,500		
					5,000.00	1	5,000		5,000	
					18,650.00	1	18,650	18,650		
		72100	Contractual Services- Companies	Lumpsum	15,000.00	1	15,000	-	15,000	
					35,000.00	1	35,000	35,000		
					100,000.00	1	100,000	100,000		
			Volunteers	Lumpsum	9,250.00	1	9,250	9,250		
		72200	Equipment	Unit	35,000.00	1	35,000	35,000		
			Equipment and Furniture	Lumpsum	25,000.00	1	25,000	20,000	5,000	
72400	Communic & Audio Visual Equip	Lumpsum	10,000.00	1	10,000	5,000	5,000			
72500	Supplies	Lumpsum	2,000.00	1	4,000	4,000				
				3	6,000	4,000	2,000			
			2,500.00	1	2,500	2,500				
			3,000.00	1	3,000	3,000				

					3,500.00	1	3,500	3,500		
					4,000.00	1	12,000	4,000	8,000	
					5,000.00	1	5,000		5,000	
					10,000.00	1	10,000	5,000	5,000	
					35,000.00	1	35,000	25,000	10,000	
		73100	Rental & Maintenance-Premises	Lumpsum	3,000.00	1	12,000	12,000		
		74200	Audio Visual &Print Prod Costs	Lumpsum		3	9,000	6,000	3,000	
		74200	Audio Visual &Print Prod Costs	Lumpsum	3,000.00	1	3,000		3,000	
		74500	Miscellaneous	Lumpsum	5,000.00	1	5,000	2,500	2,500	
		75100	GMS 7%	GMS			43,891	34,324	9,566	
Total Output 2.2.								670,901	524,671	146,230
3.1. Communities sensitised/capacitated for the promotion of women's rights	3.1.1 Selection of NGOs and mobilisation of community participants and volunteers 3.1.2 Inventory and consultations on existing community outreach projects 3.1.3 Design of training and advocacy packages 3.1.4 Development of community mobilisation strategy 3.1.5 Development of an action plan for the NGOs/CSOs to undertake (selection of Mullahs and community leaders (women and men), Shurahs, and conducting trainings (awareness raising, ToTs, leadership development and communication), launching advocacy campaign 3.1.6 Development of criteria for successful gender responsive advocacy by community 3.1.7 Monitoring of the implementation by NGOs 3.1.8 Annual general meeting of NGOs, leaders and women on their position under the constitution and prevailing laws 3.1.9 Undertake surveys (base-line and end-of-project) to determine perception of women's rights	71200	International Consultant	Person/Month	16,000.00	6	96,000	80,000	16,000	
		71400	Contractual Services-Individual	Person/Month	1,125.00	48	54,000	27,000	27,000	
					1,200.00	24	28,800	14,400	14,400	
					680.00	48	32,640	16,320	16,320	
					420.00	24	10,080	5,040	5,040	
		71600	Travel	Lumpsum	3,000.00	2	6,000	3,000	3,000	
					8,900.00	2	17,800	8,900	8,900	
					58,800.00	1	58,800	31,800	27,000	
		72100	Contractual Services-Companies	Lumpsum	3,000.00	180	540,000	180,000	360,000	
					5,000.00	2	10,000	10,000		
					15,000.00	1	15,000	15,000		
					150,000.00	1	150,000	75,000	75,000	
					50,000.00	1	50,000	50,000		
					625,000.00	1	625,000	225,000	400,000	
					20,000.00	1	20,000	20,000		
			Contractual Services-Companies	Lumpsum	150,000.00	1	150,000	150,000		
		72200	Equipment	Lumpsum	25,000.00	1	25,000	20,000	5,000	
				Unit	35,000.00	2	70,000	70,000		
			Furniture	Lumpsum	8,000.00	1	8,000	6,000	2,000	
		72400	Communic & Audio Visual Equip	Lumpsum	14,000.00	1	14,000	7,000	7,000	
		72500	Supplies	Lumpsum	4,000.00	2	8,000	4,000	4,000	
					17,000.00	1	17,000	10,000	7,000	
					5,300.00	2	10,600	5,300	5,300	
		73100	Rental & Maintenance-Premises	Lumpsum	3,000.00	2	6,000	3,000	3,000	
		74200	Audio Visual &Print Prod Costs	Lumpsum	3,000.00	2	6,000	3,000	3,000	

		74500	Miscellaneous	Lumpsum	30,000.00	1	30,000	15,000	15,000	
		75100	GMS 7%	GMS			144,110	73,833	70,277	
Total Output 3.1.							2,202,830	1,128,593	1,074,237	
3.2 Communities and local institutions capacitated to promote women friendly local level justice system and facilitate women's access to justice in selected provinces	3.2.1 Consensus building workshop of partners 3.2.2 Co-ordination mechanism developed with key partners. 3.2.3 Development of an action plan for the partners to undertake activities in the community and with local authorities, law enforcement agencies (awareness raising in communities and Shurahs on justice issues and mechanisms, sensitisation of agencies/a 3.2.4 Training of DoWA and DoJ staff, local police and law enforcement agencies 3.2.5 Development of monitoring and documentation guidelines (derived from the main M&E system/mechanism for the project) 3.2.6 Undertaking monitoring of implementation and report preparation 3.2.7 Quarterly meetings on progress with partners (NGOs, CSOs, media group and other stakeholders)	71100	ALD Employee Cost	Person/Month	12,750.00	12	153,000	153,000		
		71400	Contractual Services- Individual	Person/Month	680.00	24	16,320	8,160	8,160	
		71600	Travel	Lumpsum	3,000.00	1	3,000	3,000		
					4,000.00	1	4,000	4,000		
							8	32,000	20,000	12,000
						6,000.00	2	12,000	6,000	6,000
						44,875.00	1	44,875	32,075	12,800
		72100	Contractual Services- Companies	Lumpsum	3,000.00	1	3,000	3,000		
					6,625.00	40	265,000	122,000	143,000	
					20,000.00	1	20,000	20,000		
		72200	Equipment	Lumpsum	22,000.00	1	22,000	15,000	7,000	
				Unit	35,000.00	1	35,000	35,000		
		72400	Furniture	Lumpsum	17,000.00	1	17,000	13,750	3,250	
		72400	Communic & Audio Visual Equip	Lumpsum	22,000.00	1	22,000	13,000	9,000	
					2,000.00	1	2,000	2,000		
					3,000.00	1	3,000	3,000		
					3,125.00	8	25,000	15,625	9,375	
					4,000.00	2	8,000	4,000	4,000	
		73100	Rental & Maintenance- Premises	Lumpsum	3,000.00	1	3,000	3,000		
					3,500.00	8	28,000	17,500	10,500	
12,000.00	1				12,000	1,000	11,000			
75100	GMS 7%	GMS			52,706	35,480	17,226			
Total Output 3.2.							805,651	542,340	263,311	
3.3. Gender sensitive media established	3.3.1 Selection of partner media agencies 3.3.2 Undertaking a consensus building workshop (strategic partnership building exercise) and development of action plan 3.3.3 Development of gender sensitive media strategy 3.3.4 Production of training and advocacy materials 3.3.5 Training of TAD and DoWA	71400	Contractual Services- Individual	Person/Month	3,260.00	24	78,240	39,120	39,120	
		71600	Travel	Lumpsum	2,500.00	1	2,500	2,500		
					25,000.00	1	25,000	13,000	12,000	
					10,670.00	3	32,010	21,340	10,670	
		72100	Contractual Services- Companies	Lumpsum	2,125.00	40	85,000	45,000	40,000	
					17,000.00	1	17,000	17,000		
					125,000.00	1	125,000	75,000	50,000	
					95,000.00	1	95,000	50,000	45,000	

staff 3.3.6 Train media institutions in women's rights and development	72500	Supplies	Lumpsum	1,500.00	1	1,500	1,500	
				8,000.00	3	24,000	16,000	8,000
	73100	Rental & Maintenance-Premises	Lumpsum	2,000.00	1	2,000	2,000	
				3,000.00	3	9,000	6,000	3,000
	74500	Miscellaneous	Lumpsum	30,000.00	1	30,000	15,000	15,000
75100	GMS 7%	GMS			36,838	21,242	15,595	
Total Output 3.3.						563,088	324,702	238,385
Contingency 3%						277,582	163,385	114,196
A. Total development activities						9,530,305	5,609,568	3,920,737

B. Other Project Cost									
Recurrent cost	71100	Programme Manager (Inclusive of all cost)	Person/Month	16,600.00	24	398,400.00	199,200.00	199,200.00	
	71400	Admin and Finance Associate	Person/Month	1,350.00	24	32,400.00	16,200.00	16,200.00	
		Deputy Programme Manager	Person/Month	2,500.00	24	60,000.00	30,000.00	30,000.00	
		Drivers (2)	Person/Month	685.00	24	32,880.00	16,440.00	16,440.00	
		Office Cleaner	Person/Month	420.00	24	10,080.00	5,040.00	5,040.00	
		Programme Associate	Person/Month	1,350.00	24	32,400.00	16,200.00	16,200.00	
		Translator	Person/Month	1,085.00	24	26,040.00	13,020.00	13,020.00	
		71500	HR Officer	Lumpsum	50,000.00	1	50,000.00	50,000.00	
	71600	Travel Cost	Lumpsum	34,150.00	1	34,150.00	17,075.00	17,075.00	
	72200	Office Equipment and Furniture	Lumpsum	61,000.00	1	61,000.00	51,000.00	10,000.00	
		Vehicle	Unit	35,000.00	1	35,000.00	35,000.00		
	72400	Internet, Telecommunication, etc	Lumpsum	50,000.00	1	50,000.00	30,000.00	20,000.00	
	72500	Office Supplies and Stationary	Lumpsum	24,000.00	1	24,000.00	12,000.00	12,000.00	
	74500	Miscellaneous expenses	Lumpsum	29,000.00	1	29,000.00	17,000.00	12,000.00	
	75100	GMS7%				61,274.50	35,572.25	25,702.25	
Recurrent cost Total						936,625	543,747	392,877	
Evaluation	71200	Consultant for External Evaluation after 75% implementation	Lumpsum	17,000.00	3	51,000.00		51,000.00	
	71600	Travel costs for External Evaluation after 75% implementation	Lumpsum	15,000.00	1	15,000.00		15,000.00	
	72500	Supplies for External Evaluation after 75% implementation	Lumpsum	10,000.00	1	10,000.00		10,000.00	
	75100	GMS 7%				5,320.00	-	5,320.00	
Evaluation Total						81,320.00	-	81,320.00	
Audit	74100	Audit	Lumpsum	75,000.00	1	75,000.00	30,000.00	45,000.00	
	75100	GMS 7%	GMS			5,250.00	2,100.00	3,150.00	
Audit Total						80,250.00	32,100.00	48,150.00	
B. Other project cost Total						1,098,195	575,847	522,347	
Total Cost (A+B)						10,628,500	6,185,415	4,443,085	

PART 4: Annexes

List of Annexes

Annex 1	Delivering on UNDP gender mainstreaming mandates: steps and processes followed in the development of the new gender Project
Annex 2	A comprehensive approach to gender mainstreaming
Annex 3	Legal context – supplemental provisions to the project document
Annex 4	Project management structure: roles and responsibilities
Annex 5	Project reporting structure
Annex 6	Staffing structure and placement
Annex 7	Iterative learning and sequencing of outputs

ANNEX I

Delivering on UNDP gender mainstreaming mandates: steps and processes followed in the development of the new gender project

Introduction

When the peace and reconstruction agenda of the Government of the Islamic Republic of Afghanistan was launched in 2001, women's empowerment was recognised not only as part of the human rights agenda but also as an indispensable prerequisite for sustainable peace and development. To enhance women's empowerment and support women's equal rights after a long period in which development opportunities were not available to women, the Government of Afghanistan (GoA) created the Ministry of Women's Affairs (MoWA). Its mandate is the mainstreaming of gender for the establishment of women's human rights and the achievement of lasting peace and development in Afghanistan.

As many government institutions, including the newly established MoWA had to be (re-)established in line with the new GoA development principles, UNDP responded to the urgent needs of the government for assistance towards building and enhancing the capacity of governmental institutions. One of the undertakings in this regard was the Institutional Capacity Building (ICB) support to the Ministry of Women's Affairs. The objective was to equip MoWA to deliver as per its mandate.

Though the ICB programme was operational since 2002, no evaluation had been undertaken in the first four years to assess the achievements and contributions of the ICB programme towards systemic changes that are required for the mainstreaming of gender and the promotion of women's empowerment. Realising that since the start of the ICB programme major changes had occurred in Afghanistan and the support to MoWA required assessment of its continuing relevance, UNDP called for an external evaluation of the ICB programme: a stocktaking of past performance as well as forward looking, harnessing new opportunities for partnerships towards gender mainstreaming.

As such partnerships requires UNDP to be well equipped to provide relevant technical assistance, UNDP intended the evaluation also to assess its own capacities, strengths and weaknesses in the field of gender equality promotion.

The evaluation, undertaken in May-June 2006, included meetings with ministries and other institutions of the GoA, NGOs and other civil society organisation as well as many development and funding agencies and UNDP support programmes: gender mainstreaming cannot be done in isolation and requires the involvement of many development partners.

The findings of the assessment were shared in a debriefing workshop to which all people interviewed during the evaluation had been invited.

Main conclusions

ICB: output and impact

During its four year ICB Programme UNDP had provided a diverse range of material-, financial-, and human resources as well as training support to MoWA. These have been much appreciated.

- Material support included repairs and refurbishing the MoWA building as well as installing communication equipment. It also covered the constructing and equipping of the TAD training centre to facilitate the Ministry to undertake and manage training for government and non-government staff members of different ministries and programmes at national and provincial level.
- Financial assistance included payments for publications, topping up of MoWA staff salaries, DSA for trainers and trainees (from provinces), incentives to advisors to the minister as well as payments related to campaigns, conferences and seminars.
- Human resources support consisted of the ICB Programme staff that managed the UNDP Programme, two consecutive gender training manual developers, gender master trainers and a designer for the MoWA publications.
- The UNDP-ICB Programme facilitated gender training workshops, ToT in gender, training in development planning and other aspects of programme management, English language,

computer training as well as the organisation of advocacy campaigns, preparation of conferences, workshops and presentations and in organising exhibitions. Two sets of gender training manuals were developed.

About 600 people were trained in gender issues and various programme planning and management skills both in Kabul and in 10 provinces. Yet no evidence was found that this had much impact in terms of the ultimate objective of gender mainstreaming. No training strategy existed, no trainee selection system was developed nor had there been monitoring or follow-up to the training provided with respect to its applicability, usefulness or impact. Two sets of gender training manuals were developed by international experts, but no testing was done. This investment in foreign expertise did not deliver the expected output.

Programme planning and strategy

Even though all activities under the ICB Programme were covered in formal programme documents, the activities were not based on a well-conceived plan and strategy for support to MoWA in relation to its mandate. No structured reflection or internal evaluation had been planned or organised during its first four years, nor had the programme been financially audited. In retrospect, this has been accepted as a serious omission by UNDP, which cannot be condoned with reference to the general situation in Afghanistan. Even if the political conditions in the country and the support for MoWA have gone through considerable turmoil, there was a clear mandate, on the basis of which UNDP, together with MoWA, should and could have (re-)formulated a relevant capacity building programme.

ICB support has mainly been focussed on the capacities of MoWA itself, whereas this ministry is mandated to support policy development for gender mainstreaming and the advancement of women's rights through other ministries, rather than implementing programmes itself. The ICB programme as it was conceived and developed contributed very little to support MoWA to deliver in relation to this mandate. The strategies and subsequent programmes had little direct and indirect contributory potential towards gender mainstreaming capacity building.

At least seven other international development and technical assistance institutions provided capacity-building support to MoWA. However, their activities were undertaken in isolation from one another, there was no common plan, neither was there synergy between the different programmes.

Gender in UNDP-Afghanistan

Staff recruited by UNDP for the ICB Programme had not been adequate for the responsibilities it shouldered, nor was there sufficient backstopping and supervision from the UNDP-CO to rectify the weaknesses in staff capacity, programme design and its administration.

UNDP-Afghanistan itself had no gender strategy for its programmes, activities and systems even if the UNDP corporate mandate requires that all programmes contribute to women's equal rights and development, along the lines of the MDGs and laid down in UNDP own corporate policies. Consequently, many of the UNDP administered programmes in Afghanistan have been weak in gender mainstreaming and the support to women's equal development. Gender had not been given adequate priority in staff recruitment, their skills, orientation, guidance and job performance assessment.

Recommended way forward

The present staff of the UNDP-ICB Programme as well as the UNDP-Afghanistan senior management is well aware of the weaknesses of the ICB Programme to date and the limited gender capacities of UNDP-Afghanistan. Fully endorsed and supported by the CO management, measures to address UNDP own lack of capacity in the field of gender are being introduced already.

Weaknesses in the earlier ICB programme design and practices are acknowledged and need to be addressed in a new support programme in line with I-ANDS, I-NAPWA and Afghanistan Compact, policies and principles:

- Clarity of vision and strategy is required with respect to the role of MoWA as policy making rather than implementing ministry.
- For gender mainstreaming a comprehensive strategy is required

- To be effective in gender mainstreaming, capacity building support has to go beyond MoWA
- Sustained efforts in capacity building are required: training should be provided as a means to change attitudes, policies and practices, not as an isolated activity. Activities must be results-oriented and need to demonstrate their impact on the ground.
- It is necessary to clearly understand the present position of women in the different cultural and economic settings of the country; it is also necessary to know what obstacles exist to improve their position, how mainstreaming is perceived and wanted by women and men, what opportunities exist and who can be involved in promoting the changes required. Adequate data on the status of women and proven gender mainstreaming practices are required to inform policy development.
- Strategic partnerships are critical to successful change programmes in the field of gender mainstreaming. UNDP is already involved in many programmes with the GoA: ample scope to enhance gender mainstreaming and women's development. In vital areas in which UNDP is not directly involved, collaboration needs to be sought and synergy developed with other development partners.
- Sensitivity to the Afghanistan cultural setting needs to guide choices and the design of programmes. Yet culture and religion cannot be used as excuse not to actively address gender power issues and women's rights, neither can it be relegated to second priority in favour of traditional gender blind development assistance. UNDP-Afghanistan needs to develop its internal capacities and instruments to assist in developing activities in Afghanistan, which fulfil the criteria of its own global gender policies and the MDG requirements.

Development of the new gender Project

Though significant progress has been made in Afghanistan in the development of the government machinery, gender-mainstreaming capacity is still very weak and the socio-economic position of women has hardly improved. Hence the need for a new gender mainstreaming support project.

In line with the principle of promoting synergy and co-operation among relevant development partners for gender mainstreaming, a consultation process was undertaken. Meetings were organised with selected line/oversight ministries and GoA institutions, which through their work directly impact on the development opportunities and security situation of women: MoWA, MoA, MoF, MoEc, MoJ and MoHRA. In each of these meetings, opportunities for co-operation were discussed to promote gender sensitive/responsive practices. Consultations were also organised with donor agencies, NGOs, research and private sector institutions. Special meetings were conducted with the staff and partners of the Gender Studies Institute to be set up under the auspices of the Kabul University. The GSI is considered a key instrument in long-term capacity building and knowledge generation within Afghanistan for gender mainstreaming.

All relevant UNDP programme and project staff and management were consulted to solicit their views with respect to opportunities for future cooperation and synergy of activities and projects. Apart from meeting with the UN gender group, meetings were organised with UNAMA, UNESCO, UNIFEM, UNFPA, UNICEF and FAO as each of them is involved in activities that impact on the broad security situation and development opportunities that impact on the position of women.

A special meeting was organised with all TA providers to MoWA to discuss the scope for closer co-operation, rather than isolated activities, overlap or competition. It was decided that all TA providers to MoWA will have to speak with one voice to effectively contribute to the capacity of MoWA.

To assess the capacities available and opportunities for support to gender mainstreaming activities at the sub-national level, visits were made to Herat and Balkh. In each of these provinces meetings were conducted with UN agencies, (I)NGO and civil society groups and departments of the ministries contacted at national level.

Ministries, UN and donors agencies, institutions and organisations met, shared their views on the

prevailing development processes and the need to address the present gender inequalities. The responsibilities of men as well as the development opportunities, rights and security position of women were discussed. All institutions consulted showed keen interest in the new proposal and shared their ideas about possibilities for co-operation. The fact that the new project will pilot new approaches in gender mainstreaming practice and subsequently develop replicable models was much appreciated. It was acknowledged by everyone that while gender mainstreaming is a must, the process will be slow and arduous.

Using the experiences of the earlier ICB Programme and the inputs from all people and institutions consulted a new capacity-building programme was drafted for the promotion of gender equality. A first round of feedback on the proposal was received from UNDP internal staff and management, during a de-briefing meeting. Further consultations on the proposal are planned with all partner institutions and donor agencies. The level of interest in the programme shown so far and the motivation of all concerned to build synergies between the different development actors' activities provide hope for a successful start of a new and effective programme to promote gender equality.

ANNEX II

Project strategy - a comprehensive approach to gender mainstreaming

Factors behind gender inequality exist at all levels of society and these interact with and reinforce one another. Focusing only on changing one set of contributing factors will not lead to significant reduction in inequality. For example, a focus on change of individuals' behaviours and attitudes at the local level will have little effect on national laws and policies related to gender and equality. Nor will a change in policy be effective without a change in the attitudes and practices among the institutions that are responsible for implementing the policy.

This project aims to model a comprehensive approach to gender mainstreaming by co-ordinating pilot efforts at different levels. Below is a list of some of the outputs that interlink across different levels. In total, these outputs help paint the picture of a comprehensive framework for gender mainstreaming in Afghanistan.

Level of Society	Project Outputs	Target Group	Outcomes
Central Policy	Gender-sensitive and pro-poor budgets Capacity for sex disaggregated data collection	Ministries of Finance, Women's Affairs and Economy, Central Statistics office	Enhanced policies and strategies for gender equality
Institutional Practice	A model ministerial gender mainstreaming strategy Model gender-sensitive participatory planning framework gender sensitive agricultural service provision	MoA, MoEc, MRRD Provincial departments with MoWA	Enhanced sectoral gender and poverty policies and institutional practices
Local Attitudes Behaviours	Local Access to Justice initiatives Pilot village projects with MRRD or MoA Leadership training on women's rights, safety and contributions	MoJ, Local leaders and Mullahs, individual women and men	Encouraging gender equitable behaviours and attitudes among communities and individuals

ANNEX III:

Legal context – supplemental provisions to the project documentGeneral responsibilities of the Government, UNDP and the executing agency (when applicable)

1. 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 policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of Afghanistan, the Government shall bear all risks of operations in respect of this project.
4. 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 (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project, the Executing Agency (UNDP) 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.

(a) Participation of the Government

7. 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.
8. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency (UNDP), 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.
9. 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 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.

10. 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.
 11. 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.
 12. 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.
 13. 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.
 14. 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.
 15. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.
 16. 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. The Government shall make payment of this amount to the UNDP in accordance with the Schedule of Payments.
 17. 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 - the executing agency
18. The UNDP shall provide to the project 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.
 19. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Co-ordinator 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.
 20. The Executing Agency, in consultation with the Government, 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.
 21. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

22. The Executing Agency may, in agreement with the Government, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government, in accordance with the Executing Agency's procedures.
23. 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. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP.
24. 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.
25. Prior to completion of UNDP assistance to the project, the Government, the UNDP 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.
26. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
27. 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

28. 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.
29. 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.
30. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
 - 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.

31. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.
32. 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'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.
33. 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.
34. 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, 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.
35. 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.
36. 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

37. The UNDP may by written notice to the Government suspend its assistance to any project if in the judgment 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 that it is prepared to resume its assistance.

38. 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.
39. 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.

ANNEX IV

Project management structure: roles and responsibilities

The following roles explain the normal responsibilities and tasks of each member of the project management structure.

Project Board (PB):

The PB is the group responsible for making executive management decisions⁷ for a project when guidance is required by the Project Manager, including approval of project revisions.

Project assurance reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the project Manager. This group is consulted by the project Manager for decisions when project tolerances have been exceeded.

The Project Board (PB) is responsible for the overall direction and management of the project and it covers the following three roles:

- The *Executive* is ultimately responsible for the project supported by the Senior Beneficiary and the Senior Supplier.
- The *Senior Beneficiary* represents the interests of those who will ultimately benefit from the outputs of the project.
- The *Senior Supplier* represents the interests of those designing and developing the project deliverables and providing project resources.

Specific responsibilities of the PB:

At the beginning of the Project:

- Approve the start of the project
- Agree on Project Manager's responsibilities
- Appraise and approve the project plans submitted by the Project Manager
- Delegate any Project Assurance roles as appropriate
- Commit project resources required by the plan

As the project progresses:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Review each completed project stage and approve progress to the next
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
- Assess and decide on project changes
- Assure that all planned deliverables during each stage are delivered satisfactorily

At the end of the project:

- Assure that all products deliverables are delivered satisfactorily
- Review and approve the end project report (if required)
- Make recommendations for follow-on actions if required

Project Manager:

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the PB within the constraints laid down by the PB. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to

⁷ Where there is no consensus, in order to ensure UNDP's ultimate accountability, final decision making rests with UNDP in accordance with its applicable regulations, rules, policies and procedures.

ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibility would include:

Overall project management and planning:

- Manage the production of the required deliverables
- Liaise with the PB or its appointed project Assurance roles to assure the overall direction and integrity of the project
- Identify and obtain any support and advice required for the management, planning and control of the project
- Be responsible for project administration
- May also perform Team Manager and project Support roles
- Prepare Project Plans and agree them with the PB

Project monitoring:

- Plan and monitor the project
- Record progress
- Manage the risks
- Take responsibility for overall progress and use of resources and initiate corrective action where necessary
- Be responsible for change control

Project reporting:

- Report to the PEG according to agreed mechanisms and frequency
- Prepare any Follow-on Action Recommendations as required

Project Assurance role supports the PB by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate Project management milestones are managed and completed.

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues to meet, a business need and that no change to the external environment affects the validity of the project.

- User/Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the expected achievements
- The right people are being involved
- An acceptable solution is being developed
- The Project remains viable
- Focus on the development need is maintained
- Applicable standards are being used
- Adherence to quality assurance standards

Project Support

The Project Support role provides project administration and management support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any project Support on a formal basis is optional. It is necessary to keep project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: *Provision of administrative services:*

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process

- Administer Project Executive Group meetings

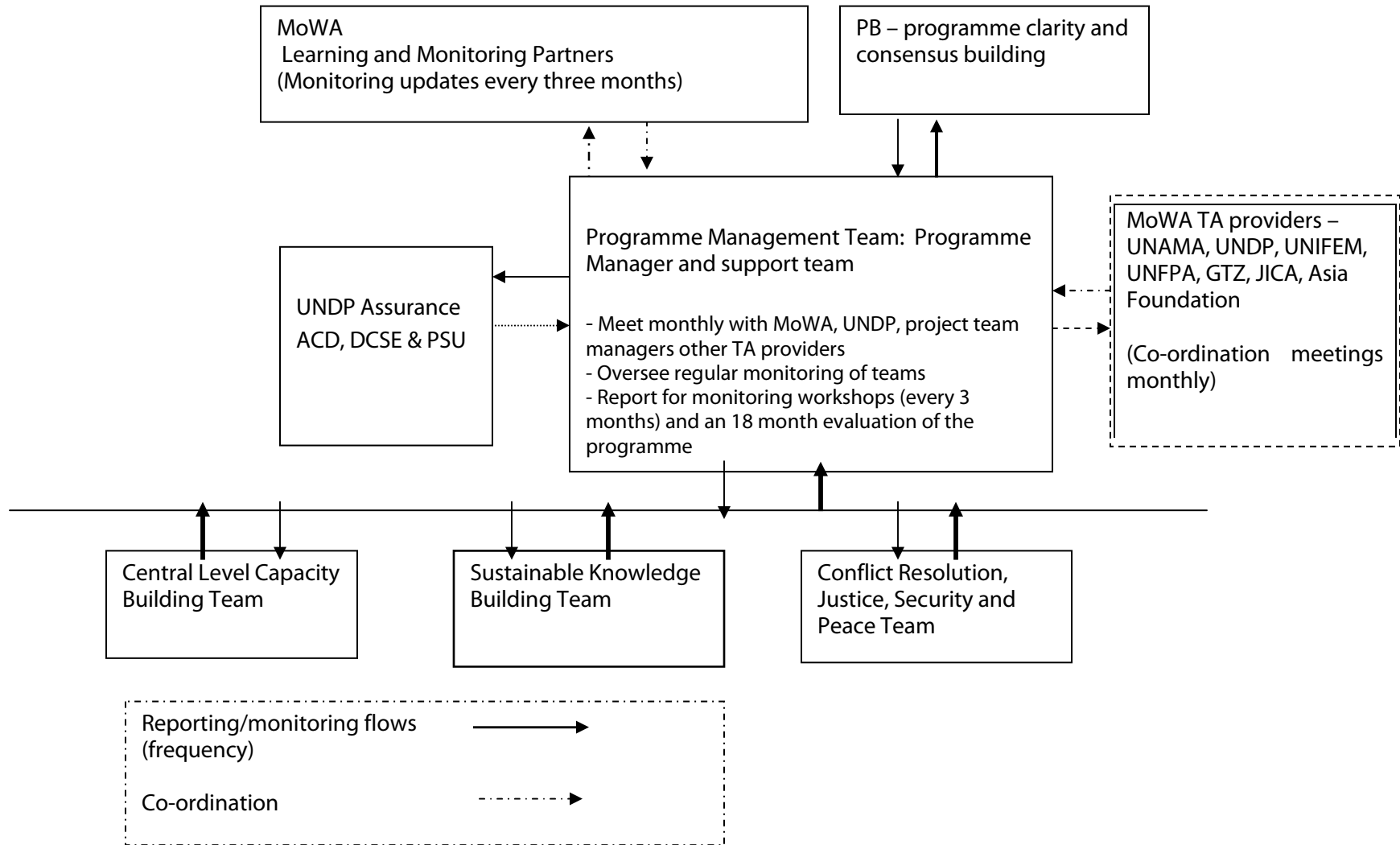
Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Central source of expertise in:

- Specialist knowledge (for example, estimating, risk management)
- Specialist tool expertise (for example, planning and control tools, risk analysis)
- Specialist techniques and standard

ANNEX V
Project reporting structure



Annex VI

Staffing structure and placement

The Project management team will be housed within MoWA in Kabul and this team will be responsible for the overall management of the project as well as the component 1, "Modelling Gender Mainstreaming through Selected Ministries". The HR Officer, M&E/Learning specialists will serve all component; the Gender specialists, advisors and trainers will be housed at the MoWA, MoA, MoF and MoEc under this component.

Component 2 Sustainable Knowledge Building and Management on Gender will be housed at the University of Kabul and the model data collection (output 2.2) will be undertaken in one district each in Herat and Balkh provinces respectively. The pilot survey will cover an adequate number of villages/households for statistical significance and will work in the same districts/villages as under Component 3.

Component 3 will be managed from Kabul overall, with teams led by coordinators based in Herat and Balkh. All output activities will be undertaken in 3 districts within the 2 provinces (6 districts total). Two national UNV will be based in each district. The direct community mobilisation will be implemented by NGOs and will be supported by the UNV.

Project Management Team (based in Kabul, housed in MoWA, also serving as Management for Component 1)

1. Project Manager (x 2 years, international)
2. M&E and Learning Specialist (x 20 months, international)
3. HR Specialist (x 1 year, international UNV)
4. Project Associate (x 2 years, national)
5. Administrative and Finance Associate (x 2 years, national)
6. Translator (x 2 years, national)
7. 2 Drivers (x 2 years, national)
8. Cleaner (x 2 yrs, national)

(1) Modelling Gender Mainstreaming through Selected Ministries (based in Kabul, housed in MoWA and Selected Ministries)

1. Gender Mainstreaming Specialist – Capacity Building (x 20 months, intl)
2. Gender and Agriculture Specialist (x 18 months at MoA, intl)
3. Gender Economist (x 5 months at MoF, intl)
4. Trainer/Training Co-ordinator (x 1 year at MoF, intl)
5. Gender Advisor - Planning (x 18 months at MoEc and ANDS, intl)
6. Project Assistant (x 2 years, at MoWA, national)
7. 2 Trainers (• + •) (x 2 years at MoF, national)
8. 3 Translators (x 2 years, national)
9. 3 Drivers (x 2 years, national)

(2) Sustainable Knowledge Building and Management on Gender (based in Kabul, University of Kabul, Pilot survey in Herat and Balkh)

1. Team Co-ordinator (x 2 years, national) (for GSI and survey)
2. Curriculum Specialist (x 1 year, international)
3. 2 Researchers (x 2 years, national)
4. 2 Trainers (x 2 years, national)

5. Training Co-ordinator (5 months, international)
6. Gender Expert - Statistics (8 months, international)
7. Project Assistant (x2 years, national)
8. Survey Assistant (x1 yr, national)
9. 2 Translators (x2 years, national)
10. 2 Drivers (x2 years, national)
11. 1 Cleaner (x 2 yrs, national)

(3) Towards women's empowerment: conflict resolution, justice, security and peace at the sub-national level enhanced (management based in Kabul, others in Herat and Balkh – capital and 3 districts, housed in MoWA/DoWAs)

1. 2 Provincial Co-ordinators (x 2 years, national, one in each province)
2. Gender Specialist Islamic Theology (x 6 months, international)
3. Legal Specialist – Women's rights (x 6 months, international)
4. Communication Specialist (x 2 years national)
5. Project Assistant (x 2 years, national)
6. Translator (x 2 years, national)
7. 3 Drivers (x 2 years, national)
8. 2 Cleaner (x 2 yrs, national)

ANNEX VII

Iterative learning and sequencing of outputs

There is a learning plan that underlies the sequencing of outputs and activities of this project. The sequence presented below broadly outlines major outputs and benchmarks in six-month time frames (project quarters).

The outputs of the three Components are inter-related under the chapeau of the overall capacity building/learning objective of the project. Thus key pilot activities will take place first across all Components – such as a model gender budgeting and planning framework, a ministerial gender assessment, baseline survey template and community mobilisation strategy - and the learning from these outputs will be applied to the next set of activities, namely new strategy and policy recommendations.

In total, the learning and capacity building of the project will be iterative, with a step-by-step progression leading from piloting to policy formulation based on the project learning. The Project Manager and the M&E and Learning Specialist will ensure that the proper feedback loops and documentation mechanisms are in place for learning to proceed across the Components and over the two-year duration of the project.

Pre-Project planning phase

- This phase is presently ongoing with the current project Manager in collaboration with GoA and UNDP and other UN agencies, partners and potential donors. Substantial progress has been made towards agreement of the scope and management of the project as well as the involvement, roles and responsibilities of potential partners.

1-6 months

- The Project Management team is established, with the recruitment specialist on board to expedite all recruitment for the project.
- Ongoing recruitment of full time staff (managers, assistants, translators, drivers) and placement of gender specialists and advisors in selected Ministries (Component 1)
- In Jan 2007, the entire project will be launched with a consensus-building workshop in Kabul bringing together all partners to clarify roles, responsibilities, commitments and collaboration modalities. Each Component will also have Components level consensus building meetings before commencing activities in the first three months of the project.
- Monitoring and evaluation strategy formulated (overall project management)
- GSI established at the University of Kabul, trainers and specialist recruited, draft template formulated, and sites selected for data collection (Components 2).
- NGOs, women's and media groups contracted, training and community mobilisation. Community-based work commences (Component 3)
- Media Strategy formulated (Component 3)

6-12 months

- This six-month period will focus on training and capacity building of partners and volunteers under all Components.
- The gender budget analysis and model gender-responsive planning frameworks will be established (Component 1).
- The gender assessment of the MoA is completed (Component 1)

- The curriculum for the GSI is established and ongoing ToTs and topic specific trainings are undertaken for faculty and GoA staff (Component 2)
- Data collection undertaken at the community level in two districts in two provinces (Component 2)
- Community mobilisation/awareness raising continues with community leaders, and Mullahs; paralegals are in place in villages (Component 3)
- Media campaign begins (Component 3)

12-18 Months

- Model gender budgeting and planning frameworks inform new policy recommendations through MoWA for the MoF and MoEc (Component 1)
- The ministerial gender mainstreaming strategy is finalised based on gender assessment of the MoA (Component 1)
- GSI begins academic courses for University students (Component 2)
- Data analysis undertaken of base line survey data and recommendations formulated (Component 2)
- Community mobilisation/awareness raising continues with community leaders, and Mullahs; paralegals are in place in villages (Component 3)
- Media campaign operating at full capacity (Component 3)

18 – 24 Months

- The final quarter of the project is characterised by consolidation of project learning and subsequent planning for the scaling-up of activities under a new project.
- To this end an external project evaluation takes place at 18 months to assess lessons learned, level of results and to inform planning for a next phase project
- Model gender responsive budget and planning methodology finalised (Component 1)
- Gender Strategy of MoA accepted (Component 1)
- GSI is fully operational as a research, training and academic teaching institute (Component 2)
- Model data collection methodology finalised (Component 2)
- Model community mobilisation and communications strategies produced (Component 3)
- End of Component consolidation, learning and future planning meetings are held for the project overall and the three Components.
- Project formulation for next project begins.