

Country programme document for Afghanistan (2010-2013)

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I. Situation analysis

1. The UNDP country programme document for Afghanistan for 2010-2013 is designed to advance and deepen the progress made in the previous cycle in promoting stabilization, state building and governance, and strengthening democratic institutions in the country. It has been formulated in consultation with the Government and development partners and reflects the national development priorities articulated in the Afghanistan National Development Strategy (ANDS) and the United Nations Development Assistance Framework (UNDAF) priorities, and takes into account that UNDP operates under the overall mandate of the United Nations Assistance Mission in Afghanistan (UNAMA).

2. Afghanistan had made progress since December 2001 in the aftermath of a generation of conflict that left the country devastated, but recent upsurge in violence has stalled and in some areas reversed progress. While the gross domestic product has grown steadily, to \$12,850 million in 2008, the 24 per cent inflation rate places an increasing burden on the poor. Growing insecurity and the recurrence of violence affect service delivery, accessibility, and private-sector development and employment, and causes population displacement. Terrorists with sanctuaries and safe havens outside of Afghanistan, through attacking villages and towns, are disturbing the peace. In addition anti-government elements, combined with factional, tribal and community conflicts, all contribute to instability. Weak rule of law, corruption, narco-trafficking and an inability to protect the civilian population in many areas, and their basic human rights remain a major cause for concern. The most affected tend to be the poor and vulnerable, particularly the women. With a female literacy rate of a mere 14 per cent, Afghan women face formidable challenges. Gender based violence is very high and access to justice as well as livelihood opportunities is severely limited for women. At the same time, humanitarian space is being squeezed, with over 30 per cent of the territory inaccessible to UN, implementing partners and even Government service providers. Humanitarian aid is being increasingly delivered by military based actors causing confusion in perception in the minds of the people.

3. The human development indicator for Afghanistan is not available, but other indicators depict the challenge: a 42.9-year life expectancy (2005 data). The under-five mortality rate – 191 per 1,000 live births – shows modest improvement, as does the infant mortality rate, down to 129 per 1,000 live births, but both are among the highest in the world. While the adult literacy rate is 28 per cent – one of the lowest in the world – primary completion rates are gradually improving (from 25 per cent to 38 per cent since 2005). The most significant improvement has been witnessed in the maternal mortality rate, cut in half from a staggering 1,600 to 800 per 100,000 births over the past few years. In critical Millennium Development Goals, such as extreme poverty and hunger, the trend is regressing: 42 per cent of population lives below the poverty line, as compared to 33 per cent in 2005. The poorest now comprises 10.5 per cent of the population, as compared to 9.3 per cent in 2005, and 39 per cent of the population receives less than the minimum level of dietary energy consumption, compared to 30 per cent in 2005. Despite the efforts of the international community and the enormous resources invested, human development is showing improvement only in the health and education indicators.

4. The foundation for a viable, sustainable new democracy has been laid and a new constitution adopted. Presidential, parliamentary and provincial elections were successfully held in 2004-2005 and the next round of presidential and provincial elections will be held in August 2009. Public administration and services have gradually been restored, especially in respect of health, education and rural development. National security forces play an increasingly important role in the stabilization effort. Parliament is functioning, the national budget cycle is being observed, and modest levels of revenues to the treasury are being generated. At the sub-national level, while

provincial governance systems are slowly emerging, the outreach of national programmes is limited.

5. The private sector and civil society are fragile, and so is the economic growth. In 2008, 89 per cent of the total national budget was funded from external sources. While the development budget is still funded entirely by international donors, only 40 per cent of the operational budget is mobilized locally. This underlines the need for the international community to remain engaged in supporting Afghanistan and continue to serve as an important pillar of support to the Afghan people in this transition. UN/UNDP will continue to strive to facilitate the same.

6. Significant challenges remain. Overall, the analysis shows that security, governance and human development challenges are inextricably linked, and long-term investments targeting the poorest will be required to ensure that the human development trajectory of the country is in the right direction. The ANDS has been formulated and adopted. It projects “a vision of a peaceful, stable and prosperous Afghanistan, based on the principles of Islam, outlining the priorities of the Government in terms of security, governance, development and humanitarian domains”. The Government, in consultation with the international community, has developed a strategic plan for its implementation and is moving forward with it.

II. Past cooperation and lessons learned

7. Since early 2002 the UNDP programme in Afghanistan has supported stabilization, state-building, governance and poverty reduction. UNDP support, in partnership with the Government, the United Nations system, the donor community and other development stakeholders, has contributed to the following: convening of emergency Loya Jirga; adoption of the Constitution; presidential, parliamentary and provincial council elections; institutional development through capacity building to the legislature, the judiciary and the executive and key ministries, Government agencies and commissions. UNDP has played a key role in the management of the Law and Order Trust Fund, which supports the Government in developing and maintaining the national police force and in efforts to stabilize the internal security environment. Like many other strategic UNDP programmes, the Trust Fund has benefited, and continues to benefit, from the very active support of donors. Major demobilization, disarmament, rehabilitation, area-based livelihoods, and reconstruction programmes have taken place though with mixed results. UNDP also supported the formulation of the first ever, Millennium Development Goals-based, ANDS, and the Government is institutionalizing and promoting its implementation. To meet government’s most pressing needs in the aftermath of decades of conflict, UNDP rightly focused on reconstruction and emergency response and its coverage was broad.

8. The new country programme builds on the lessons from the previous cycle and Assessment of Development Results for the period 2002-2007, in particular the need to strengthen UNDP’s coherence and sharpen the focus of its programmes. In line with the assessment’s recommendations, UNDP will seek to expand its programmatic sub-national presence to enhance the outreach of its programmes to ordinary Afghans. While this has to be balanced with security concerns, it is a key objective in this new country programme, as an emphasis limited to secure provinces in the past cycle undermined development for large segments of the population. UNDP invested heavily in central institutional development; however, the positive impact on the lives of Afghans was limited, and more must be done to improve state-society relationships, trust and confidence. To strengthen accountability, the assessment recommended improved reporting of development results from UNDP interventions and better integration of UNDP programmes and coordination with UNAMA and the United Nations system as a whole. It noted that the donor practice of paying government salaries and supplements and creating externally funded implementation units affected sustainability.

9. The new country programme takes these lessons and recommendations into account and will build on the foundations laid during the last cycle. It will focus on institution building and will support ongoing efforts to systematically build capacities within the Government and civil society to enable expanded and effective sub-national presence and to deepen the functioning of transparent and accountable democratic governance. However, capacity building in the Government will be

informed by the conclusions of the ongoing debate on the best way forward for the development of a comprehensive national programme for technical assistance. Emphasis will be increasingly placed on sub-national governance and livelihood development programmes aimed towards the most vulnerable groups.

III. Proposed programme

10. The new country programme reflects a deliberate strategic shift to more long term development oriented programmes that target poverty, human security and sustainable livelihood issues and concentrates on a few key strategic outcomes where UNDP has a clear comparative advantage. UNDP will strive for clarity in its strategic direction in Afghanistan and its role within the international community's interventions in the country. The proposed programme is firmly anchored in the ANDS and UNDAF and is designed to support UNAMA's mandate. To help ensure sustainability and enhance impact, UNDP will seek to promote national ownership, greater strategic coherence of its programmes as well as stronger complementarities with similar programmes under the UNDAF and with those of other bilateral and multilateral donors. The proposed programme is therefore derived from ANDS priorities and fully aligned with two UNDAF outcomes, which contribute to: (a) Fostering good governance, peace and stability; (b) Promoting sustainable livelihoods, with a focus on agriculture, rural development, food security and income generation. The attached Results & Resources Framework indicates the linkage between UNDP programme outcomes and the relevant ANDS priority and UNDAF outcomes.

11. UNDP proposes to increase and strengthen its presence at sub-national level and to significantly improve coordination with other development partners, and will build stronger partnership with United Nations organizations, government counterparts, bilateral donors, the World Bank, the Asian Development Bank, the private sector and civil society organizations, among others. To address the issue of redundancy and duplication in implementation in the field, UNDP will strive to build strong partnerships with relevant provincial authorities in order to streamline interventions by multiple entities at the field level.

12. UNDP, in order to increase the development effectiveness of its programme and to attain sharper focus will further reduce and consolidate the number of projects within the country programme to about 16 from the 32 in the current cycle and limit itself to four focus areas, which coincide with its areas of strength and comparative advantage.

13. Based on the ANDS, the UNDAF, the UNDP strategic plan 2008-2011 and the comparative advantages of UNDP, complemented by an assessment of support provided by other donors and UN system to Afghanistan, four key programmatic areas have been identified for the new country programme:

(a) ***Stabilization and peace building.*** Afghanistan continues to remain unstable, and conflict and violence are serious challenges to long-term development and stability in the country. The security and stabilization priorities presented in the national development strategy are therefore not only critical but prerequisites for attaining sustainable development outcomes. While narrowing its focus to a fewer programmes, UNDP will continue to support the reform of security-sector institutions to make them more effective, legitimate and transparent and contribute to moving Afghanistan towards a rights-respecting state accountable to its citizens. This will be addressed both through some of the ongoing programmes such as the Law and Order Trust Funds for Afghanistan (LOTFA), and the Disbanding of Illegally Armed Groups (DIAG) and new initiatives focusing on community based conflict resolution, counter narcotics and sustainable livelihoods which are being taken up as a part of the Livelihoods, natural resource management and disaster risk reduction programmatic area. To promote coherence, impact and long-term sustainability, there will be greater synergies with the governance programme area as well as with the livelihoods sector. The objective will be to nurture and promote linkages that ensure that security and peace building are reinforced with stability building measures that are premised on creating better and equitable economic opportunities for the people. This programme component will, through the outcomes / outputs, contribute to

achieving the ANDS priority of Security: achieve nationwide stabilization, strengthen law enforcement and improve personal security for every Afghan as well as UNDAF outcome 1 – Stabilization process is strengthened through effective integrated UN support to Government and communities.

(b) ***Strengthening democratic governance.*** In light of the need to create an enabling environment and strengthen Afghanistan's nascent democracy, democratic governance will be one of the pillars that will be accorded even greater attention under this country programme. UNDP will work in several mutually reinforcing areas to promote good governance at the national level, with a particular focus on sub-national levels. Governance programmes will cover institutional development, leadership training, administration reform and capacity building / strengthening of provincial, district and municipal level entities to achieve service delivery improvements. This engagement will be based on the needs identified following the provincial council elections of 2009 and the municipal elections planned for 2010. In addition, programmes in the governance area will support measures to establish and improve transparency and accountability in the public sector through e-governance and communications. Promoting citizen participation, public-private partnerships, rule of law and equality of opportunity especially for women and other disadvantaged groups will also form the core of the governance initiatives. UNDP's programmes will include Accountability & Transparency project (ACT), Support to Afghan Legislature (SEAL), Enhancing Legal & Electoral Capacities for Tomorrow (ELECT), the Justice Programme, the Afghanistan sub-national Governance Programme (ASGP) and new initiatives such as E-governance and support to the strengthening of civil society. Efforts will be made to improve the responsiveness and performance of national and sub-national institutions, taking into account the priorities of local people. This programme component will, through the outcomes / outputs, contribute to achieving the ANDS priority of Governance, rule of law and human rights: Strengthen democratic processes and institutions, human rights, the rule of law, delivery of public services and government accountability as well as UNDAF outcomes 1 – Stabilization process is strengthened through effective integrated UN support to Government and communities, 2 – Government capacity to deliver services to the poor and vulnerable enhanced and 3 – the institutions of democratic governance are integrated components of the nation-state.

(c) ***Livelihoods, natural resource management and disaster risk reduction.*** Poverty and environmental degradation continue to pose serious challenges and to undermine long-term stability. 80% of the population are in rural areas and are engaged in agricultural activities. Therefore focus on development of agricultural sector and expansion of rural development initiatives is critical. Emphasis will therefore be placed on promoting economic opportunities and sustainable livelihoods. In this regard and to achieve better focus, UNDP will terminate some of the ongoing programmes like Sustainable Land Management (SLM), and Comprehensive Disaster Risk Reduction Programme (CDRRP) in an effort to reorient its interventions towards a more integrated approach that seeks stronger complementarities with the ANDS priorities (National Priority 3 – Economic and Social development: reduce poverty, ensure sustainable development through a private sector-led market economy, improve human development indicators and make significant progress towards the MDGs) and programmes of other partners. New initiatives focusing on addressing the implementation of MDGs and human development priorities, Sustainable Environment Initiative (SEN) and Greening Afghanistan Initiative (GAIN) as well as complementing the Afghanistan Reconstruction Trust Fund (ARTF) led by the World Bank with support to the Ministry of Agriculture, as well as new initiatives focusing on community based conflict resolution, counter narcotics and sustainable livelihoods are expected to contribute to these closely inter-linked programme areas. In order to improve its effectiveness and coherence in peace-building, recovery and disaster risk management, UNDP will formulate a longer term Strategic Partnership Framework with its Bureau for Crisis Prevention and Recovery. The focus of the framework will be to enhance national capacity for disaster risk reduction as well as crisis prevention and recovery efforts. Given the extent of environmental challenges and the limited capacity and support, concerted efforts will be made in the programme period to expand the portfolio of the

GEF initiatives in the country at both national and local levels. Specific interventions in this programme area will include early recovery initiatives that engage the local public, the private sector and civil society in rural electrification and renewable energy; and use of community contracting modalities that maximize local employment opportunities and foster better ownership, productivity, sustainability and higher rates of return from public investments. This programme component will, through the outcomes / outputs, contribute to achieving the ANDS priority as mentioned above as well as UNDAF outcomes 5 – Improved capacity to manage natural resources to support poverty reduction and dispute resolution, and to reduce vulnerability to natural disasters and 6 – Opportunities for decent work and income are improved and diversified, especially for vulnerable groups.

(d) Policy Advisory support for achieving MDGs through economic growth and poverty reduction. In the past programme cycle, UNDP invested heavily in capacity building of national policy institutions and mechanisms. In its efforts to support the national policy formulation of the Government, UNDP will provide support for ANDS implementation through technical advisory services to key government institutions. Ongoing successful programmes like the National Area based Development Programme (NABDP), Making Budgets and Aid work (MBAW) as well as Anti-Corruption & Transparency (ACT) and Policy Analysis & Development (PAD) projects will be continued with a sharper focus that takes into account new and emerging priorities arising out of ANDS implementation. The country programme will support the Government in the formulation, enactment and implementation of economic and social policies that spur sustainable and equitable growth and the building of a national results monitoring and evaluation platform crucial for accurate reporting on the progress made by the country towards attaining its MDG targets through national programmes across the country. Interventions and efforts on economic growth and poverty reduction will be made through increased opportunities for income generation, trade, private sector development and Public-Private partnerships. All initiatives with the objective of human development, will be closely based on and contribute to the achievement of ANDS targets (National Priority 3 – Economic and Social development: reduce poverty, ensure sustainable development through a private sector-led market economy, improve human development indicators and make significant progress towards the MDGs). Two substantive policy priorities will be at the heart of UNDP support in this regard – the advancement and equality of women and the promotion of human rights. This programme component, like (c) above will, through the outcomes / outputs, contribute to achieving the ANDS priority above as well as UNDAF outcomes 5 – Improved capacity to manage natural resources to support poverty reduction and dispute resolution, and to reduce vulnerability to natural disasters and 6 – Opportunities for decent work and income are improved and diversified, especially for vulnerable groups.

14. In all four areas, the underlying principle that will guide the programme development and its implementation will be national ownership, capacity development, coherence in policy formulation, and coordination, as a part of the UNCT and in collaboration with UNAMA. Ongoing efforts to consolidate programmes into fewer, strategic and sufficiently large initiatives, optimizing the size of the individual programmes, achieve efficiencies and economies of scale as well as avoid dissipation of UNDP's resources and energies, will continue to be emphasized and implemented proactively. UNDP will also proactively support the renewed efforts of Afghanistan to gain greater national ownership by supporting the Civilian Technical Assistance (CTAP) Secretariat.

15. As a cross-cutting issue, UNDP will continue its advocacy and programme of support to the Government for increasing the role of Afghan women in peace building, governance and development through implementation of the national action plan for women, including human rights, participation, employment, independence and advocacy. UNDP will partner UNIFEM in the implementation of Security Council resolution 1325 in respect of women in conflict and will further mainstream gender empowerment and equality across the entire country programme portfolio (please refer to the attached Results & Resources Framework that explicitly mentions gender based targets that are proposed under many outputs as a measure of achievement) . In this effort, UNDP's comparative advantage of a strong partnership with the Ministry of Women's Affairs as well as other key line ministries will be exploited. Recognizing the centrality of the impact of environmental challenges across the programmatic pillars, UNDP will, in the

implementation of this CP, attempt integrating environment as an additional cross-cutting theme.

IV. Programme management, monitoring and evaluation

16. The Country Programme will be implemented under the overall aegis of the Government of Afghanistan and UNDP will redouble its efforts to promote national ownership. However, due to weak institutional capacity, complexities in the operational environment and the need for flexibility, direct implementation will continue to be used as the modality, but concerted efforts will be made, across the lifespan of this country programme, and in alignment with Paris declaration on Aid effectiveness, for a shift to the national implementation modality wherever capacities are proven. The harmonized approach to cash transfers will be adopted by the Executive Committee agencies. Through the United Nations Resident Coordinator system, the United Nations Country Team and UNAMA, UNDP will support the Government through joint data collection and analysis, joint programming, and joint monitoring and evaluation.

17. From an analytical and policy perspective, UNDP will seek to strengthen country office capabilities in the following areas: (a) Conflict prevention and peace building; (b) Economic analysis for attainment of the Millennium Development Goals; (c) Capacity-building and mentoring; (d) Gender empowerment and equality; and (e) Coordination of UNDP sub-national programmes. Recognizing the need to strengthen policy advisory capacity of the UNDP office in order to be able extend policy advisory services on demand from the Government, UNDP will focus on securing access to such capacity both by drawing on the expertise available in the ongoing programmes in Afghanistan as well as bringing onboard new capacities in the office as well as draw on UNDP corporate capacities.

18. To ensure effective monitoring of the country programme as per established practice, a programme / outcome board will be established to endorse and monitor the progress of the country programme using information provided by the project boards. To enhance results-based management, UNDP will support national monitoring and evaluation systems pertinent to poverty reduction and attainment of the Millennium Development Goals with data disaggregated by gender and district, in support of the national poverty profile. An evaluation plan for the period of the country programme has been developed and is attached to this document.

19. UNDP will hold quarterly project-based board meetings and will improve the quality and timeliness of results-based reporting, monitoring and evaluation. Project risk logs will be regularly monitored, updated, and reviewed at the quarterly board meetings. To strengthen implementation, performance business centres have been established within core national programmes to provide stronger operational support. Internal memoranda of understanding have been devised to establish service delivery standards for core operational services. The UNDP accountability framework, quality assurance oversight, risk management and standard audit controls are firmly in place.

20. The Programme / Outcome Board will meet annually co-chaired by the Government and UNDP; Membership will consist of eminent persons drawn from among development stakeholders including academia and civil society. In addition, UNAMA and specific organisations working in Afghanistan in each of above 4 programmatic areas will also be invited to join this mechanism to encourage better complementarity and address concerns of duplication of UNDP work in the field. The membership will be agreed upon mutual consultation between the Government and UNDP.

21. Partnerships will be deepened with bilateral and multilateral donors sharing the mutual aspiration for a long-term nationally owned and led development approach that seeks to invest in the building of durable national institutions. Particular focus of such partnerships will be on programmes that aim to build capacities at sub-national level, on addressing gender issues as well as to address the extreme poverty by supporting economic growth and creation of sustainable livelihoods. The challenge of ensuring stability through growth will be an important element of such partnerships.

22. The country programme will be of the order of \$1.1 billion, of which \$99 million will be UNDP regular resources and the remainder, other resources, including resource mobilization. The risks associated with such a large resource gap or mobilization target have been considered carefully. UNDP – AFG will carry over an estimated US \$ 250 million from the current CP cycle. Support to LOTFA, ELECT and ASGP and other ongoing programmes have already an indicative contribution of US \$ 100 million. This effectively leaves a reduced financial gap of US \$ 650 million. UNDP has been successful, in the last 5 or more years, to mobilize, on an average, US \$ 250 to 300 million for regular programmes annually, excluding resource surges associated with initiatives such as elections. Based on these past trends, the target of about US \$ 160 million a year is very much feasible. The new programme is also based on well-defined national priorities of the ANDS as well as critical priorities identified under the UNDAF (as identified in the Results & Resources Framework) and those that emerged in multiple consultations with donors and other stakeholders. This should provide a credible basis for generating the necessary resources from a broad based donor support. Further strengthening of monitoring and strong results based approach is also expected to contribute positively to this effort. In addition the Outcome Board will review the resource situation and will provide guidance / direction to the programming process to re-prioritise / modify programme outcomes / outputs as needed to address any potential resource gaps that may arise.

**Annex I. UNDP - Afghanistan - Country Programme 2010 - 2013
Results & Resources Framework**

		<i>National Priority</i>		<i>1. Security: Achieve nationwide stabilization, strengthen law enforcement, and improve personal security for every Afghan.</i>	
		<i>UNDAF Outcomes</i>		<i>Priority area: Good governance, peace and stability</i>	
				<i>1. Stabilization process is strengthened through effective integrated United Nations support to the Government and communities.</i>	
				<i>3. The institutions of democratic governance are integrated components of the nation-state</i>	
		<i>Relevant MDGs</i>		<i>AFG MDG Goal-9: Enhance Security</i>	
				<i>MDG 3 - Promote gender equality and empower women</i>	
PROGRAMME COMPONENT	OUTCOMES	OUTPUTS	OUTPUT INDICATORS	PARTNERS	INDICATIVE RESOURCES
Programme Component 1: Stabilization and Peacebuilding	<p>1. Capacity in state and non-state institutions increased to contribute to overall stabilization and peacebuilding.</p> <p>Indicator: Increased access to provinces/districts for development interventions. Baseline: Low level of accessibility in vulnerable provinces/districts. Target: 30% reduction in number of inaccessible districts (compared to current number of inaccessible districts).</p> <p>Indicator: Perception of the communities regarding improved security; Baseline: 2009 (1387) Survey (UNAMA/Omnibus) results on people's perception on insecurity at the provincial/district levels; Target: 20% increase from the baseline in positive perception of security in provinces/districts</p>	1.1. Government and state institutions responsible for security and the maintenance of the rule of law are better empowered, ensuring long-term sustainability.	<p>1.1.1 Indicator: Levels of public confidence in the Afghan National Police .</p> <p>Baseline: 89% men and 82% women (2008 TAF survey) Target: 3% increase</p> <p>1.1.2.Indicator: Number of high-threat districts</p> <p>Baseline: 115 high threat districts (MoI report; UNAMA survey) Target: No high threat district</p> <p>1.1.3. Indicator: Number of registered incidents of criminality reduced.</p> <p>Baseline: 12530 (UNDSS security incident data; chief of police data) Target: 10% reduction per year</p> <p>1.1.4. Indicator: Police remunerations at MoI and MoJ are paid transparently.</p> <p>Baseline: EPS: 98 %, EFT: 70% Target: 100% implementation of EPS and EFT</p> <p>1.1.4. Indicator: Number of women in the Afghan National Police (ANP);</p> <p>Baseline: 650 Target: 5,000</p> <p>1.1.5 Indicator: Degree of government ownership of DIAG, weapons registration licensing and licensing of private security companies.</p> <p>Baseline: 16,000 individual weapons registered & licensed, 39 private security companies registered & licensed; 16500 private security companies' weapons registered and licensed Target: By 2013 relevant government institutions fully functional without external support, monitoring and evaluation</p>	<p>Ministry of Interior (MoI)</p> <p>Ministry of Defense (MoD)</p> <p>National Security Directorate (NDS)</p> <p>Disarmament and Reintegration Commission</p> <p>Ministry of Labor, Social Affairs, Martyrs and the Disabled (MoLSA)</p> <p>Ministry of Women's Affairs (MoWA)</p> <p>Ministry of Justice (MoJ)</p> <p>Ministry of Rural Rehabilitation and Development (MRRD)</p> <p>National Security Advisor</p> <p>International Security Assistance Force (ISAF)</p> <p>United Nations Mission in Afghanistan (UNAMA)</p> <p>Independent Directorate of Local Governance (IDLG)</p> <p>Ministry of Hajj and Religious Affairs</p> <p>Ministry of Tribal affairs and Borders</p> <p>Ministry of Education</p> <p>National Commission on Peace and Reconciliation</p> <p>Ministry of Culture and information</p> <p>Ministry of Pilgrimage and Tribal Affairs</p> <p>Local Shuras</p> <p>Provincial Councils</p>	Regular: 14.05 Other: 350.0

		1.2. State and non-state actors - including community groups - play an increasingly active role in promoting reconciliation, stability and peacebuilding.	1.2.1. Indicator: Number of illegal armed groups disbanded. Baseline: 650 (DIAG Reports) Target: 1100	District Councils CAPU Sanayee Development Organization US Institute for Peace Foundation for Culture and Civil Society	
			1.2.2. Indicator: Number of districts where community actors, especially women and youth, have an enabling environment in which to participate in peacebuilding and development processes. Baseline: Unknown Target: 365		
			1.2.3. Indicator: Number of DIAG unstable district stabilized and disarmed groups reintegrated into civil society; Baseline: 77 DIAG compliant districts; 160 districts inaccessible due to instability (Mol Map) Target: 365 stable districts		
			1.2.4. Indicator: Level of women & youth confidence and role in peace-building Baseline: Unknown Target: Quantified improvement		
		<i>National Priority</i> 2. Governance, rule of law and human rights: Strengthen democratic processes and institutions, human rights, the rule of law, delivery of public services and government accountability.			
		<i>UNDAF Outcomes</i> Priority area: Good governance, peace and stability Outcome 1. Stabilization process is strengthened through effective integrated United Nations support to the Government and communities Outcome 2. Government capacity to deliver services to the poor and vulnerable is enhanced Outcome 3. The institutions of democratic governance are integrated components of the nation-state			
		<i>Relevant MDGs</i> AFG MDG Goal-9: Enhance Security			
PROGRAMME COMPONENT	OUTCOMES	OUTPUTS	OUTPUT INDICATORS	PARTNERS	INDICATIVE RESOURCES
Programme Component 2. Strengthening Democratic Governance A) Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups	2. Effectiveness of the justice system is improved and access to justice is increased. Indicator: Public perception of the ability of State Courts to effectively deliver of justice Baseline: 52% (TAF survey 2008); Target: 55% Indicator: Reduction in perception of corruption in justice mechanisms; Baseline: Percentage of population believing that corruption is a major impediment in accessing fair justice; Target: Reduction of perception of corruption by 30%	2.1 Justice institutions at the central level develop greater capacity to deliver justice services, as required by the ANDS, through the provision of training, equipment and technical assistance.	2.1.1. Indicator: Level of public perception that courts resolve cases promptly. Baseline:38%(TAF survey 2008) Target:42% 2.1.2. Indicator: No. of district level courts and jails functioning. Baseline: District level justice institutions lack proper facility and capacity across the country Target: 120 district level facilities (Courts, Jails and Judges' residence), rehabilitee/constructed in 19 provinces.	Ministry of Justice (MoJ) Supreme Court Office of the Attorney General Independent Afghan Human Rights Commission (IAHRC) Parliament United Nations Office on Drugs and Crime (UNODC) UNAMA Human Rights Unit	Regular: 10.49 Other: 100.00

		<p>2.2. Access to law enforcement, justice, and awareness of and respect for human rights are increased at the community level through training, infrastructure development, public legal awareness, and engagement with the traditional justice system.</p>	<p>2.2.1. Indicator: Public perception among men and women of access to State Courts improves, and the difference between men and women decreases. Baseline: 66-73% men, 63% women (2008 survey) Target 78% for men, 70% for women; decrease in difference between men and women.</p> <hr/> <p>2.2.2. Indicator: Progress achieved in implementation of community policing Baseline: No progress Target: Programme covering 17 Police-Districts inside Kabul and 6 Districts outside Kabul</p>		
		<p>2.3. Capacity of State institutions to comply with international human rights obligations with particular focus to such obligations under CEDWA is strengthened.</p>	<p>2.3.1. Compliance of laws, policies and programmes with international human rights obligations. Baseline: Limited capacity of Gov Institutions to report on Gov compliance on Internatioal Treaties Target: 100% Compliance</p> <hr/> <p>2.3.2. Executive and legislative institutions dedicated to ensuring compliance. Baseline: None; Target: Legal Rights Awareness Unit and Supreme Court Translation units established in justice institutions; research unit established in Parliament.</p>		
		<p>2.4. Capacity of state and non-state actors at national and sub-national levels strengthened to respond to corrupt practices in order to improve the quality of service delivery.</p>	<p>2.4.1. A decrease in the level of corruption reported by Integrity Watch/Transparency International. Baseline: 4th most corrupt state Target: improvement</p>		
		<p>2.5. Capacity of justice and law enforcement actors to better proceed with women-related cases and to make available more legal aid and other forms of support to women</p>	<p>2.5.1. Indicator: Number of Women Prisons; Baseline: Women Prisons do not exist/exist in bad shape and women prisoners are kept in temporary places Target: Rehabilitiee/build at least 5 prisons/detention centers in selected provinces</p> <p>2.5.2. Indicator: Women's legal help centers operational. Baseline: not existing Target: Four Legal Help Centers established in Mazar, Herat, Bamyan and Jalabad</p> <p>2.5.3. Indicator: Number of mullahs trained and preaching about women's human rights; Baseline: 500 mullahs wuth basic training Target: 750 mullahs fully advocating for women's rights</p>		

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<p>Programme Component 2</p> <p>Strengthening Democratic Governance</p> <p>B) National, regional and local levels of governance expand their capacities to manage the equitable delivery of public services and support conflict reduction.</p>	<p>3. The state has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity.</p> <p>Indicator: Number of clients satisfied with improved service delivery of public sector. Baseline: YTD Target: YTD</p> <p>Indicator: Public perception of government performance combating corruption. Baseline: 66% neg. opinion (2008 survey) Target: Decrease by 10%</p> <p>Indicator: Patterns of resource allocation and utilization by sectors addressing citizens' needs. Baseline: 2009 (1387) National budget allocation by sectors; Target: Increase in budget allocation (ration) in social sectors.</p> <p>Indicator: Ministries engaged in implementation of ANDS have adequate capacities for analysis and development of policies to support programmes and projects. Baseline: Two policy units currently in place and operational in the Ministry of Economy and the Ministry of Commerce and Industry. Target: A minimum of 6 key ministries equipped to undertake policy analysis and development, and all such units operationally and programmatically linked to the Office of the President.</p>	<p>3.1. Inclusive legislation, policies and programmes are in place, and government institutions are strengthened to improve the quality of service delivery</p> <p>3.2. PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established.</p>	<p>3.1.1. Indicator: Presence of legislation and policies to address human development-sensitive service delivery at national and sub-national level. Baseline: Draft subnational governance policy submitted for Cabinet approval, national youth policy drafted. Target: Subnational governance policy translated into a legal and regulatory framework and appropriate roles for relevant government bodies formulated, national youth policy finalized.</p> <p>3.1.2. Indicator: Presence of systems and processes for government bodies to manage and monitor human development-sensitive service delivery. Baseline: Basic capacity and framework is in place. Target: Policies and performance measurement systems, and guidelines on financial management, human resources management, procurement and related work processes designed and approved, & capacity development in these areas carried out in government bodies (for civil servants) at the national and subnational levels.</p> <p>3.1.3. Indicator: M&E for implementation of NAPWA and ANDS-Gender Cross Cutting Strategy in place. Baseline: none exists. Target: one exists</p> <p>3.2.1. Indicator: A national gender-responsive civil service training policy is developed, approved and implement. Baseline: None exists Target: One exists</p> <p>3.2.2. Indicator: Institutional arrangements are put in place to deliver required organization-specific, job-specific, gender awareness and generic training programmes to civil servants in accordance with the requirements of the Civil Servants Law and ANDS monitoring target. Baseline: less than 10% capacity exists Targets: By 2013, the capacity of ACSI and Regional and Provincial Training Centres is developed to meet the ANDS target of conducting training for each civil servant at least once in two years.</p>	<p>Independent Directorate of Local Governance (IDLG)</p> <p>Independent Administrative Reform and Civil Service Commission (IARCSC)</p> <p>Office of the Chief of Staff, Office of Administrative Affairs</p> <p>Ministry of Rural Rehabilitation and Development (MRRD)</p> <p>Ministry of Economy</p> <p>Ministry of Commerce and Industry</p> <p>Parliament</p> <p>Office of the Advisor to the President on Anti-Corruption</p> <p>Ministry of Justice (MoJ)</p> <p>Ministry of Culture and Youth Affairs</p> <p>Municipalities</p> <p>Afghanistan Civil Society Forum</p> <p>United Nations Agencies</p> <p>MoWA</p>	<p>Regular: 25.0</p> <p>Other: 100.00</p>
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		<p>3.3. Improved capacity of elected bodies to provide effective oversight.</p>	<p>3.3.1. Indicator: Engagement of all relevant national and subnational elected bodies in planning, participatory consultations, financing and budgetary decision making processes, Baseline: Nasent at the subnational level and limited at the national level. Target: Engagement of all national and sub-national elected bodies assured</p>		
		<p>3.4. Improved and enlarged in-house capacities within government and Universities for policy research, analysis and formulation</p>	<p>3.4.1. Indicator: policy analysis capacities at 6 key ministries enhanced with trained staff, in-house research and documentation resources, electronic data storage and analysis capabilities and production of policy papers on demand for respective ministries. Baseline: policy analysis units functional in 3 ministries with low capacities. Target: build functional and effective policy analysis units within 6 selected ministries with adequate staff, systems and processe.Out of the 6 targeted Ministries, MOCI operates with fully staffed and developed PSU. 3.4.2. Indicator: Faculty capacity developed in 4 national universities in the areas of curriculum development, lecturer's knowledge base and standardization of teaching materials and methods; Baseline: absense of clear standardized curriculum in most faculties; capacity of lecturers are generally very weak; non-standard lecture materials and out-of-date teaching methods. Target: At least curriculum for 2 faculties made standardized every year; Capacity of 5% of lecturers enhanced to specializatiomm in their respective areas as a result of trainings received every year; 10% of lecturers are able to provide more effective lectures as a result of enhanced logistical and knowledge capacity on delivery of lectures every year; 3.4.3. Indicator: Gender Studies Institute is operational and self-sustainable; Baseline: framework developed, building design completed, dependent on UNDP support; Target: GSI self-sustainable</p>		
<p>Programme Component 2 Democratic Governance C) Legislatures, regional elected bodies, and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively</p>	<p>4. The state and non-state institutions are better able to promote democratic participation and be accountable to the public. Indicator: Level of public confidence that their votes determine the results of elections; Baseline : 2008 TAF survey; May 2009 International Republican Institute Survey Target : Increase of public confidence by 20% Indicator : Proportion of population considering that Parliament is representing them and addressing the major problems of people in Afghanistan; Baseline : 65% (2008 survey); Target : 70%</p>	<p>4.1. A strengthened Independent Electoral Commission conducts and supervises elections</p>	<p>4.1.1. Indicator: IEC is able to manage future elections with decreased levels of international technical and financial support in a sustainable way. Baseline: 2009 elections budget; target: 30% decrease in budget and international staff 4.1.2. Indicator: Level of confidence of the population in the Independent Electoral Commission and ECC. Baseline: IEC 57% (TAF survey 2008), ECC- Not Available; Target: IEC 70%; ECC - TBD 4.1.3. Indicator: Level of public confidencein the fairness of the election process; Baseline: 2008 TAF survey, and 2009 IRI survey findings; target: 10% increase</p>	<p>Independent Electoral Commission (IEC) Parliament Ministry of Rural Rehabilitation and Development (MRRD) Afghan National Police (ANP)</p>	<p>Regular: 1.1 Other: 300</p>

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	<p>Indicator: Number of legislation passed by the National Assembly; Baseline : number of legislation passed by the 1st democratically elected National Assembly; Target :Increase in number of legislations passed compared to the past National Assembly</p>	<p>4.2 National institutions, ECC, civil society organizations, political parties and a well-informed electorate (including women and marginalized groups) contribute to free and fair elections</p>	<p>4.2.1 Indicator: Election conducted with high levels of citizen participation; Baseline : Newly empowered IEC; Heavy outside dependency Target : IEC organizes 2010 Parliamentary elections with lesser dependence on international advisors:</p>		
			<p>4.2.2 Indicator: Increased level of participation of women and marginalised groupsas electorate in the national elections; Baseline : 52% participation in 2005 elections (to be sex-disaggregated); Target : 60% participation (to be sex-disaggregated)</p>		
		<p>4.3. National and sub-national elected bodies are increasingly accountable to the electorate.</p>	<p>4.3.1. Indicator: Perception of the population in its ability to influence government decisions to some significant degree. Baseline: 66%-71% urban and 63% rural areas (2008 TAF survey); Target: 5% increase</p>		
			<p>4.3.2. Indicator: Level of confidence of the population in political parties;Baseline: 44% (TAF survey 2008); Target: 50%</p>		
			<p>4.3.3 Indicator: Level of public confidence on the effectiveness of subnational elected bodies in performing their respective mandates; Baseline: 2009 survey to be undertaken by ASGP (proposed); Target: % increase based of the survey</p>		
		<p>4.4. Citizens access to information.</p>	<p>4.4.1 Indicator: People's knowledge on public rights and access to information; Baseline: 2009 – (1387) People's perception study Target: Improvement</p>		

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	<i>National Priority</i>	3. <i>Economic and social development: reduce poverty, ensure sustainable development through a private-sector-led market economy, improve human development indicators, and make significant progress towards the MDG.</i>			
	<i>UNDAF Outcomes</i>	Priority area: <i>Sustainable livelihoods: agriculture, food security and income opportunities</i> Outcome 5. <i>Improved capacity to manage natural resources to support poverty reduction and dispute resolution, and to reduce vulnerability to natural disasters.</i> Outcome 6. <i>Opportunities for decent work and income are improved and diversified, especially for vulnerable groups.</i>			
	<i>Relevant MDGs</i>	Goal 1: <i>Eradicate extreme poverty and hunger</i> Goal 7: <i>Ensure environmental sustainability</i>			
PROGRAMME COMPONENT	OUTCOMES	OUTPUTS	OUTPUT INDICATORS	PARTNERS	INDICATIVE RESOURCES
Programme Component 3. Livelihoods, natural resources management, and disaster risk reduction. Strengthened capacity of local institutions to manage the environment and disaster risks, and expand environment and energy services, especially to the poor	5. Capacities of national and local governance bodies are improved for better natural resource and disaster risk management Indicator: Environmental protection and disaster risk reduction concepts mainstreamed in development process Baseline: Absence of EIA& DIA in development process Target: EIA & DIA mainstreamed in investment and social development project formulation Indicator: No.of forestry and watersheds areas under improved management system Baseline: There are currently two protected areas in Afghanistan (Bande Amir and Shah Foladi) Target: YTD Indicator: Reduction in losses (both human and assets) to natural disasters Baseline: national data (year to be determined) Target: XX % reduction in loss of lives to natural disasters Indicator: Percentage of the country covered by national hazard mapping and its utility/application/uptake; Baseline: YTD Target: YTD	5.1. Government capacity to develop policies to manage natural resources enhanced. 5.2. Increased employment and income through agriculture infrastructures, capacity development and enhanced market value of agro-products.	5.1.1. Indicator: Number of policy formulation initiatives led by the Government using in-house capacity. Baseline: Existing laws, notably the forestry law and the range land law; ANDS environment sector strategy Target: Increased number 5.2.1. Indicator: Number of clients received off-farm services (post harvest technology, market oriented infrastructure, and farm-to-market access) Baseline: (absence of UNDP supported project in agriculture sector) Target: 20% of the districts with post-harvest infrastructure and knowledge centres 5.2.2. Indicator: Number and type of economic services delivered to farm gates. Baseline: (absence of UNDP supported project in agriculture sector) Target: 10% of the beneficiaries of UNDP initiative(s) of agricultural support projects are receiving economic services annually 5.2.3. Indicator: % of rural householdshaving enhanced incomes as a result of economic services Baseline: (absence of UNDP supported project in agriculture sector) Target: 10% of Annual Increase 5.2.4. Indicator: Number of client skills developed Baseline: (absence of UNDP supported project in agriculture sector) Target: 3,000 Farmers acquired skills in various fields of agricultural production and agro-business	Afghan National Disaster Management Authority (ANDMA) National Emergency Commission Provincial Emergency Commissions Ministry of Rural Rehabilitation and Development (MRRD) Ministry of Agriculture Irrigation and Livestock (MoAIL) Community Development Councils (CDCs) District Development Assemblies (DDAs) District Councils Village Councils National Environmental Protection Agency (NEPA) Food and Agriculture Organization (FAO) World Food Programme (WFP) United Nation High Commission for Refugees (UNHCR) United Nations Environment Programme (UNEP) Office for the Coordination of Humanitarian Affairs (OCHA) UN Mine Action Coordination Centre of Afghanistan (UNMACA) Ministry of Education MoWA Kabul University	Regular: 13.9 Other: 100.0
		5.3. National and sub-national institutions and communities are better able to promote environmental protection and use natural resources responsibly.	5.3.1. Indicator: Sound environment and natural resource management policies and strategies are being implemented and mainstreamed into development plans at the national and sub-national levels. Baseline: Ad-hoc mainstreaming activities in limited number of communities and or provinces by different aid community members and development partners. Limited awareness and understanding of NRM and Environmental Protection key concepts at national and sub-national level . Target: National and sub-national institutions i.e. NEPA and MRRD , key lines ministries and selected communities mainstream environment and NRM into development initiatives and economic activities.		

			<p>5.3.2. Indicator: Number of communities and community-based organisations involved in sustainable environmental protection activities; Baseline: Sporadic small-scale (group initiatives) activities run by aid agencies, i.e USAID and NGOs Target: A selected number of communities in at least 10 provinces across Afghanistan implement sustainable environmental and natural resource management activities.</p> <p>5.3.3. Indicator: Number of Environmental Protection and NRM projects implemented at Provincial and community levels. Baseline: GAIN, Small Grants Programme, BSPNEPA(Small Scale CBNRM Projects) Target : A selected number of communities in at least 10 provinces across Afghanistan implement NRM and Environmental protection projects</p>		
		<p>5.4. Government and communities have better capacity for disaster risk reduction.</p>	<p>5.4.1. Indicator: Presence and implementation of updated national and sub-national disaster risk management policies and strategies; Baseline: ANDMA business plan; Target: in 34 provinces</p> <p>5.4.2. Indicator: Effectiveness of the Afghan National Disaster Management Agency response.(Effectiveness meaning the number/proportion of national disasters to which ANDMA is able to respond in a rapid and coordinated manner including relevant stakeholders in accordance with its mandate. Baseline: Limited coordination capacity of ANDMA Target: ANDMA is able to lead coordination on Disaster Response</p> <p>5.4.3. Indicator: Number of communities and community-based organisation participating in implementation of local disaster risk reduction plans. Baseline:No plan exist (2009) Target: Provincial Disaster Management Plans in 34 provinces.</p> <p>5.4.4. Indicator: Participation of women in ANDMA local planning and capacity building exercises. Baseline: 10% Target: 35%</p> <p>5.4.5. Indicator: No. of disaster-prone communities satisfied with disaster preparedness & response activities of the government Baseline: Preparedness in 27 communities and response in 17 provinces Target: Preparedness in 115 communities and response in 34 provinces</p>		

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		5.5 Government supported in developing policies guiding its response to victim of conflict.	5.5.1 Indicator: Adoption of government policies on the establishment & operationalisation of victim response mechanism Baseline: Based on the Afghanistan national disaster management plan, 34 provincial disaster management commissions have been established, national emergency operation center is operationalized, and relief distribution policy is being implemented. Target: 34 provincial operation centers established, search and rescue mechanism in place and 80% shelter provided for vulnerable communities by 2012		
<p>Programme Component 4.</p> <p>National development policies for economic growth and poverty reduction.</p> <p>Policies, strategies and partnerships established for poverty reduction, promote public-private sector collaboration and private-sector and market development that benefits the poor and low-income households</p>	<p>6. Increased opportunities for income generation through the promotion of diversified livelihoods, private sector development and public-private partnerships.</p> <p>Indicator: Percentage of households living under the poverty line; Baseline: 42% of the households below poverty line (National risk and vulnerability assessment, 2007); Target: Reduction by 10% compared to the base year</p>	<p>6.1. Government has greater capacity to foster an enabling environment for poverty reduction and private sector development.</p>	<p>6.1.1 Indicator: Enhanced capacity for implementation of pro-poor policies are in place;</p> <p>Baseline: ANDS (2008-2013), MDG Afghanistan Target: ANDS implementation, MDG reports, Govt.better Fiscal Policies (MoF), National Human Development Reports production, Functional HD Research Centers in 5 National Universities.</p> <p>6.1.2 Indicator: Index on the progress of implementation of the PSD and Trade Sector Strategy; Baseline: 2008 WB data on "Doing Business" data indicators; Target: Afghanistan improves its overall "Doing Business" ranking each year</p>	<p>Afghanistan Investment Support Agency</p> <p>Ministry of Rural Rehabilitation and Development (MRRD)</p> <p>Ministry of Agriculture Irrigation and Livestock (MoAIL)</p> <p>Ministry of Commerce and Industry, (MoCI)</p> <p>Ministry of Women's Affairs (MoWA)</p> <p>Ministry of Foreign Affairs (MoFA)</p> <p>Ministry of Finance (MoF)</p> <p>Ministry of Counter Narcotics (MCN)</p> <p>Ministry of Urban Development,</p> <p>Ministry of Economy</p> <p>Ministry of Information & Culture,</p> <p>Ministry of Labour, Social Affairs & Martyrs & the Disabled</p> <p>Ministry of Education</p> <p>Ministry of Higher Education</p> <p>Disarmament & Reintegration Commission</p> <p>Office of the Chief Economic Advisor to the President</p> <p>Kabul University</p> <p>Municipalities</p> <p>District Development Assemblies (DDAs)</p> <p>Food and Agriculture Organization (FAO)</p> <p>United Nations High Commission on Refugees (UNHCR)</p> <p>World Food Programme (WFP)</p> <p>International Labour Organization (ILO)</p> <p>UN-HABITAT</p> <p>United Nations Office for Project Services (UNOPS)</p> <p>United Nations Office on Drugs and Crime (UNODC)</p> <p>ECC</p>	<p>Regualr: 24.5</p> <p>Other 70.8</p>
		6.2. Government capacity enhanced to establish regional level partnerships for promotion of trade and development	<p>6.2.1 Indicator: Number of regional initiatives and partnerships participated and endorsed by the Government. South Asian Association for Regional Cooperation (SAARC) and Beijing +15 Baseline: Participation in CAREC, SPECA, UNESCAP, ECO, SAARC, COMCES Target: Participation in all existing Regional Cooperation Organisations</p> <p>6.2.2. Indicator: Regional Cooperation centre is operational (with support from UNDP and other donors) at MoFA; Baseline: Not exists Target: Training courses offered and follow-up conducted by Regional Cooperation Centre</p> <p>6.2.3. Indicator: National policy developed for promotion of trade and investment and implemented across line ministries Baseline: No policy exists Target: A policy exists and has been implemented across government</p>		
		6.3. Sustainable livelihood promoted through district and community based development initiatives and development of productive rural infrastructure which provide for strong citizens' participation especially youth and women.	<p>6.3.1 Indicator: Number of district and community based development initiatives undertaken, particularly those targeting youth & women; Baseline: ad-hoc community based initiatives Target: initiatives undertaken in 20% of districts</p> <p>6.3.2. Indicator: Support to the establishment and promotion of women-led businesses initiatives Baseline: 2009 AISA data Target: 10% annual increase in women-led business initiatives</p> <p>6.3.3. Indicator: Number of unskilled, unemployed women & youth trained; Baseline: 2009 baseline data from relevant CP projects; Target: average 10% annual increase during the CP period</p>		

			<p>6.3.4 Indicator: Number of rural infrastructure development projects piloted at the community level Baseline: (National Area-Based Development Programme survey) Target: Number increased by 100%</p>		
			<p>6.3.5 Indicator: Number of demand-driven private sector initiatives supported; Baseline: Weak private sector; high under employment Target: initiatives undertaken in every province</p>		
			<p>6.3.6 Indicator: Number of Livelihood opportunities offered to refugees and IDPs Baseline: ANDS - Refugees & IDPs sector strategy Target: 1600 families (refugees/IDPs) get support for shelter, vocational training & other livelihood opportunities.</p>		
			<p>6.3.7. Indicator: Number of sustainable livelihood opportunities offered to DIAG-compliant districts. Baseline: 9 Districts Target: All DIAG compliant districts covered</p>		
		<p>6.4 Increased access to sustainable formal/legal economic opportunities for households in every province with poppy cultivation</p>	<p>6.4.1 Indicator: In poppy cultivating provinces, percentage of population engaged in poppy cultivation. Baseline: (2008 UNODC survey); Target: 90% of all provinces become Poppy Free</p>		

Annex II. Monitoring, Review and Evaluation Plan

The Country Office will ensure continuous monitoring, regular reviews and evaluations that rely on a Results-Based Management approach. A set of indicators has been formulated for each Outcome and Outputs.

To respond to the changes in Afghanistan the economic, political or social situation, the CPD and therefore the M&E plan may have to be adapted during their life-span.

For this purpose a set of monitoring, review and evaluation systems is put in place.

1. Monitoring

A Monitoring Task Force (MONTAF), led by the Evaluation Focal Point in UNDP will be established.

The MONTAF should include as a minimum a representative (DCD, ACD or PO) of the Four Priority Areas defined in the CPD (Stabilization and Peace-building; Strengthening Democratic Governance; Livelihoods, Natural Resource Management and Disaster Risk reduction; National development Policies for Economic Growth and Poverty Reduction).

The MONTAF is responsible for

- Formulating of a detailed Evaluation Plan, once the CPAP will be approved by the partners;
- Monitoring of the implementation of the Plan;
- Assisting the Outcome Boards and the Programme Board in their assurance role and in managing interdependency of the different development interventions contributing to the achievement of the outcomes;
- Reporting to the Outcomes and Programme Boards on the progress towards the expected results and proposing revision of the outcomes and their related targets as necessary;
- Contributing to the preparation of the Annual Review, namely by preparing an Annual Monitoring Report for the Annual Review meeting;
- Commissioning the Outcomes evaluation as per in the Plan.

The UNDP projects and Programme units will provide the MONTAF with their Progress Reports and with all reports on review or evaluation conducted.

ANDS reports, future Millennium Development Goals Reports for Afghanistan, National Human Development Reports and other partners' reports or surveys will serve as important means for measuring progress and adjusting UNDP interventions.

2. Annual Reviews

In order to assess the progress of implementation, and the opportunities and constraints still faced, joint Annual Reviews of the CPAP will be undertaken.

Annual reviews will also allow adjustments in CPAP Outcomes and Outputs, if necessary.

These reviews will involve as a minimum the Government and UNDP representatives. When appropriate, donors and other partner agencies, CSO and NGO may be invited.

The Annual Review is expected to take place in February, once the Country Office Results Annual Report is finalised.

3. Evaluation

In the aim to evaluate the results achieved and likely to be achieved by end 2013 towards selected outcomes, and to provide information, recommendations and lessons learnt for the next CPD/CPAP external Outcome evaluations will be commissioned.

The evaluations conducted by independent teams composed by national and international experts, will focus on the contribution of UNDP toward the achievement of the selected Outcomes, and how much associated outcomes together have, or have not, contributed to achieving the desired impact, in light of the ANDS benchmarks and the Afghan MDG.

Three Outcomes minimum will be evaluated. Criteria of selection will be based of the most crucial need of information and lessons learnt for the preparation of the next Country Programme.

The evaluations will take place in the third quarter of the penultimate year of the CPD/CPAP cycle, so that the evaluations reports will be available before the start of the next CPD preparation (end 2012).

In case of important changes in the political, social or economical situation in the country, the date of the outcome evaluations may be changed, or additional evaluation commissioned accordingly to the needs.

Some major project evaluations will be also commissioned, and their findings, conclusions and recommendations will contribute to the assessment of progress toward the Outcomes.