

# Afghanistan Annual Report 2011



*Empowered lives.  
Resilient nations.*





### In 2011, UNDP programmes supported:

- ♦ the peace process
- ♦ the national police
- ♦ aid effectiveness
- ♦ gender equality
- ♦ national institutions
- ♦ Afghan-led elections
- ♦ justice and human rights
- ♦ anti-corruption measures
- ♦ pro-poor policies and livelihoods
- ♦ provincial and local governments
- ♦ environmental and disaster management

Cover: Noor Agha does stone work at a road construction project supported by UNDP's National Area-Based Development Programme (NABDP) in Parwan Province, Afghanistan. NABDP has created some 2.5 million labour days since its inception in 2002. Photo credit: FarzanaWahidy/UNDP

# CONTENTS

FOREWORD .....	1
EXECUTIVE SUMMARY .....	4
COUNTRY PROGRAMME .....	7
CHALLENGES IN 2011 .....	9
Crisis Prevention and Recovery.....	12
The Afghanistan Peace and Reintegration Programme (APRP) .....	13
The Law and Order Trust Fund for Afghanistan .....	18
National Disaster Management Project (NDMP) .....	24
Democratic Governance .....	26
Accountability and Transparency Project (ACT) .....	28
Afghanistan Sub-national Governance Programme (ASGP).....	30
Enhancing Legal and Electoral Capacity for Tomorrow (ELECT) .....	32
Institutional Capacity Building for Gender Equality Project .....	34
Justice and Human Rights in Afghanistan (JHRA) .....	37
National Institution Building Project (NIBP).....	41
Poverty Reduction and Sustainable Livelihoods .....	44
Making Budgets and Aid Work (MBAW) .....	46
National Area-Based Development Programme (NABDP).....	49
Strengthened Approach for the Integration of Sustainable Environmental Management (SAISEM).....	52
ACRONYMS .....	53
Contributing Partners .....	54

# FOREWORD

The Government and people of Afghanistan, the United Nations System and our partners have been on a shared journey to achieve human development, social cohesion and the economic development of Afghanistan.

The 2011 Annual Report highlights the milestones achieved by UNDP Afghanistan through its work in support of the Afghan people and Government. The Afghanistan country programme is the largest UNDP operation in the world.

Through it, UNDP supports the Government of Afghanistan to be more effective and responsive to the needs of the people of this country, the vast majority of whom continue to be deprived of durable peace and access to sustainable livelihoods.

UNDP programmes in crisis prevention and recovery, democratic governance, poverty reduction and sustainable livelihoods, were

pursued based on national development partnering with other UN programmes and agencies.

With the goal of facilitating sustainable development in Afghanistan, UNDP supported the national police, justice and human rights, peace initiatives, gender equality and women's empowerment, national institutions, and a variety of other development projects through its capacity development initiatives.

Thanks to generous contributions from the international community, and partnerships with the national, provincial and local governments and communities, UNDP worked around the country to rebuild Afghanistan's human and economic potential.

I would like to thank our many partners for their support and I am confident that we will continue to work closely in the coming years to improve the lives of the people of Afghanistan.



Alvaro Rodriguez

Country Director

UNDP Afghanistan



Hajara is learning carpet weaving through a UNDP livelihoods training in Nangarhar Province.



Wahida teaches carpet weaving at a livelihoods project in Nangarhar Province.

# EXECUTIVE SUMMARY

In 2011, UNDP was engaged in all 34 provinces supporting some 40 government ministries and agencies, and civil society organizations, to improve basic service delivery and the lives of Afghans. The difficult security situation affected the recruitment process which faced difficulties in attracting qualified candidates, leaving some positions unfilled. Implementation of programmes was hindered owing to frequent travel constraints. Through its national and international staff UNDP promoted sustainable Afghan-led development in conjunction with Government entities or in direct support of them. The Organization administered funding mechanisms and trust funds channelling donor contributions into rebuilding and developing the country, and continued to evaluate and readjust its programmes to better serve the people of Afghanistan.

**CRISIS PREVENTION AND RECOVERY** programmes supported Government efforts in conflict prevention, peace building and disaster management.

UNDP managed the *Afghanistan Peace and Reintegration Programme* (APRP) trust fund and supported the Government-led initiative that encouraged the Taliban and insurgent groups to renounce violence and re-integrate into the community. APRP helped establish country-wide peace and reintegration structures, including 30 Provincial Peace Councils that engaged in local outreach and negotiations with insurgents, and disbursed small grants to reintegrees. More than 3,000 reintegrees from 20 provinces joined APRP, with some 2,700 of them receiving food and non-food items to facilitate return to civilian life.

The *Law and Order Trust Fund for Afghanistan* (LOTFA) continued to support Government efforts towards professionalization and capacity development of the Afghan National Police (ANP). LOTFA expanded community policing to 65 districts and sub-districts. The community policing component saw notable success in bringing communities and local police together through diverse projects, including sports programmes. The number of women in the police force reached 1,300, up by 300 from 2010, a slow but increased recruitment. The annual, independent Police Perception Survey revealed growing public trust and confidence in the ANP's ability to provide peace and security for Afghans.

*The National Disaster Management Project* (NDMP) supported: a comprehensive capacity assessment of the Government entity Afghanistan Natural Disaster Management Authority (ANDMA); the revision of the National Disaster Management Act; and a development plan for Kabul University's environment section. Technical services and training on early recovery principles and processes were provided to ANDMA and relevant partners.

**DEMOCRATIC GOVERNANCE** programmes supported national and sub-national governance through anti-corruption measures in key ministries; institutional and individual capacity development at national, provincial and local levels; Afghan-led elections; gender equality; justice and human rights; and skills and capacity development of civil servants.

The *Accountability and Transparency* (ACT) project supported the Government's struggle against graft, fraud, and maladministration. Capacity development and a strategic development plan helped the High Office of Oversight to better fulfil its mandate. Mechanisms to address complaints of wrongdoing within select ministries were set up, and 900 of the 1,100 complaints resolved. Through training, newly established civil society networks endeavoured to follow up public complaints, while the Control and Audit Office took on greater responsibility with the new audit law.

The *Afghanistan Sub-national Governance Programme* (ASGP) supported state and government institutions to improve governance and public service delivery. ASGP provided advocacy, policy advice and capacity development to its main partner, the Independent Directorate of Local

Governance (IDLG), and a network of provincial and district governor's offices, provincial councils and municipalities. Sub-national institutions were able to better represent citizen's interests and monitor development. Five-year revenue forecasts in 16 provincial and 18 district municipalities were drawn up. Annual revenue increased in 31 municipalities and basic services delivery improved.

*Enhancing Legal and Electoral Capacity for Tomorrow* (ELECT) is the vehicle through which the international community has supported the planning and conducting of free and fair elections by the authorities. Through support and improved capacity the Independent Election Commission (IEC) is largely ready to plan and conduct the next electoral round set for 2014 - 2015. ELECT provided support to the IEC to improve the voter registry and raise electoral participation. ELECT advisors paired with IEC units and through mentoring and hands-on support helped develop their individual and unit capacity.

*The Institutional Capacity Building for Gender Equality Project* (GEP) supported the establishment of the Women's Policy Development Centre at the Ministry of Women's Affairs, to help ensure ministries implement strategies that reflect the needs of women. GEP conducted human rights trainings, set up legal help centres and supported women's literacy classes. Some 1,600 religious leaders were trained on women's rights. Women's leadership was encouraged in development committees, in governance, and in the police.

*Justice and Human Rights in Afghanistan* (JHRA) supported the creation of a Human Rights Support Unit in the Ministry of Justice (MoJ). It conducted legal training on the formal and informal justice systems and public legal awareness for about 1,000 participants, including 150 women. Additionally, 82 judges, 183 prosecutors, 181 judicial police, 39 MoJ legal department officers, and 638 religious leaders were trained on legal, human and women's rights and public legal awareness campaigns were conducted.

*The National Institution Building Project* (NIBP) developed the skills and capacity of civil servants. Twelve international capacity development advisors supported Public Administration Reform (PAR) and budget utilization and provided advisory services in eight ministries and agencies at the national level. More than 1,000-civil servants took part in 80 capacity development trainings, workshops and seminars aimed to build institutional, organizational and individual capacity. Nine twinning arrangements between Afghan ministries and agencies and their Indian counterparts facilitated sharing of specialized knowledge and skills to strengthen institutional capacity.

**POVERTY REDUCTION AND SUSTAINABLE LIVELIHOODS** programmes developed national pro-poor policies and supported livelihoods and development projects, notably in rural areas.

*Making Budgets and Aid Work Project* (MBAWP) supported the Ministry of Finance (MoF) and relevant offices in budgeting, strategic planning, aid coordination and management. MBAWP helped MoF prepare a comprehensive, policy-based, national budget reflecting pro-poor policies. Budget transparency improved from 8% to 28%, while budget reform in all 34 provinces improved resource allocation and service delivery. Some 3,600 provincial authorities were trained in 72 budgeting workshops, as were civil society and media. Transition, sustainability and aid management document preparation was supported.

The *National Area-Based Development Programme* (NABDP) assists the poorest of Afghans by rebuilding schools, clinics, roads, wells and alternative energy mechanisms in some of the most under-served communities in the country. Some 14 million Afghans have benefited from the more than 2,360 completed rural infrastructure projects since 2004. The employment of local labourers for construction work has brought welcome income and training to Afghans. NABDP increased public access to basic services like electricity and water through its rural development projects.

The UN joint project *Strengthened Approach to Integration of Sustainable Environmental Management* (SAISEM) supported select Government agencies in developing environmental policies, provided capacity development for their effective implementation and also supported their integration of policies into Government development planning. \*\*\*



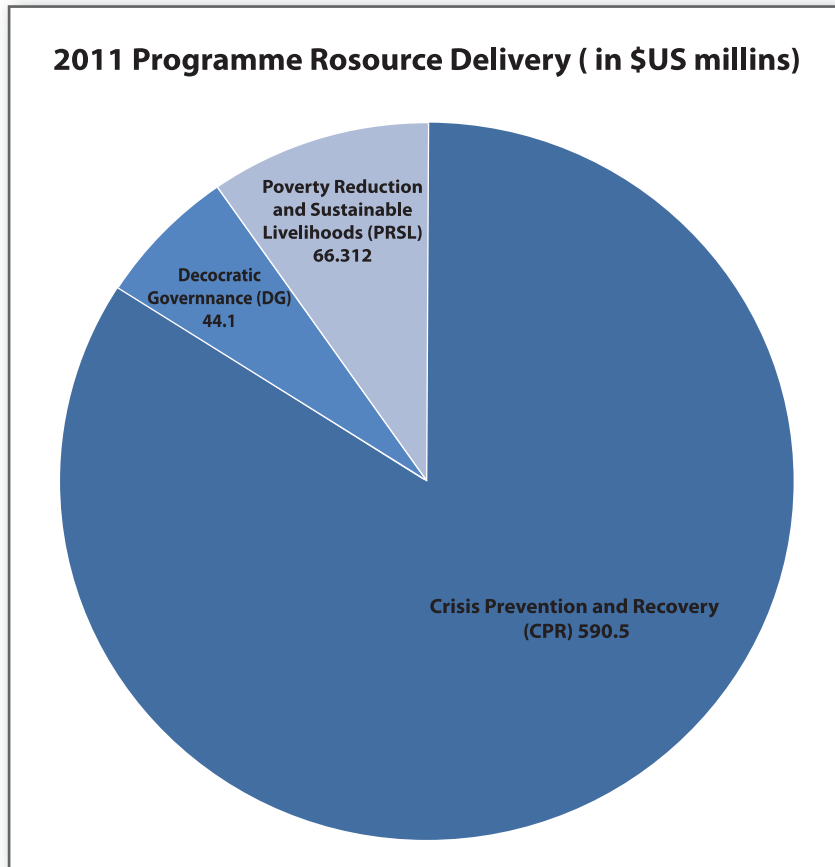


Eighteen-year-old Hakam is helping build a road near his home in Parwan Province north of Kabul.

# COUNTRY PROGRAMME

The United Nations Development Programme (UNDP) in Afghanistan endeavours to respond to the needs of the Afghan people and government institutions, and support sustainable Afghan-led development. The programme is the largest UNDP operation in the world and in 2011 had 716 national staff and 132 international staff working on a dozen projects around the country with a multitude of partners and development actors. UNDP Afghanistan delivered close to US\$753 million in assistance in 2011.

*National Development Strategy* (ANDS) in the field of security and rule of law, the reintegration of former combatants into society, civil service reform, transparency and accountability, local governance, political processes (support to the Elections Commission and the newly elected parliament), civil society empowerment, youth, gender equality, human rights, environment and rural energy, as well as rural development and private sector development.



During the past ten years UNDP has been at the forefront of international and Afghan efforts to build democratic institutions, promote human rights and rule of law, and rebuild the country's economy. Despite challenges, notably security, UNDP has continued to align its work to support Afghanistan's transition towards and beyond the 2014 takeover of security by Afghan forces.

The organization's activities are undertaken in collaboration with the Government of Afghanistan, UN agencies and other development actors. Our partnerships with the United Nations Mission in Afghanistan (UNAMA), the United States of America, the European Union, Germany,

In line with the *Afghanistan National Development Strategy*, UNDP partners with government institutions to support efforts in: (1) crisis prevention and recovery; (2) democratic governance, and (3) poverty reduction and sustainable livelihoods. The Organization supports the Government in achieving a number of development benchmarks of the *Afghanistan*

Japan, the United Kingdom, Canada, Australia, the Netherlands, Italy, Denmark and Switzerland, among others, have been critical in achieving results. As well, Afghan civil society, non-governmental organizations, and media are playing an increasingly active role.

Capacity development is an integral part of all projects and programmes, and select government institutions have received support to develop their institutional and individual capacity through partnering arrangements and the placement of capacity development advisors. Gender equality and women's empowerment is central to achieving the Millennium Development Goals (MDGs).

In 2000, 189 nations made a promise to free people from extreme poverty and multiple deprivations. This pledge became the **eight Millennium Development Goals** to be achieved by 2015. Afghanistan has pushed forward its target date to 2020 given the on-going conflict. The goals aim to:

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria and other diseases
7. Ensure environmental sustainability
8. Develop a Global Partnership for Development

Despite poverty, limited or lack of access to healthcare, and food insecurity, Afghans define the lack of security as their greatest problem. As a result, the Government of Afghanistan added this goal to the eight MDGs, recognizing the critical role of peace and security in achieving the other MDGs.

In Afghanistan the MDGs are the basis for the Afghanistan National Development Strategy which UNDP programmes support. However, lack of reliable and up-to-date data makes it difficult to assess the current status of the Millennium Development Goals in the country.

UNDP operates as part of the integrated United Nations Assistance Mission in Afghanistan (UNAMA) and within the *United Nations Development Assistance Framework* (UNDAF). The Organization works closely with the Government

<b>2011 Donor Contributions in US\$ millions</b>	
<b>Japan</b>	<b>260,000</b>
<b>United States of America</b>	<b>257,074</b>
<b>European Union</b>	<b>73,392</b>
<b>Germany</b>	<b>46,512</b>
<b>Canada</b>	<b>24,886</b>
<b>Norway</b>	<b>21,550</b>
<b>Netherlands</b>	<b>19,905</b>
<b>United Kingdom</b>	<b>18,151</b>
<b>Denmark</b>	<b>16,619</b>
<b>Italy</b>	<b>7,424</b>
<b>Switzerland</b>	<b>2,811</b>
<b>Finland</b>	<b>2,140</b>
<b>India</b>	<b>1,080</b>
<b>Australia</b>	<b>1,000</b>
<b>Total</b>	<b>752,545</b>

of Afghanistan through its designated nodal ministries, the Ministry of Finance and the Ministry of Foreign Affairs.

All activities falling within UNDP's *Country Programme Action Plan* are nationally owned. Programme activities are implemented by partners such as government ministries, state governments, district authorities, civil society organizations, non-governmental organizations (NGOs), and United Nations agencies, including UNDP as appropriate, under the overall oversight of the Ministry of Finance. In 2011, UNDP worked with the Government to develop local capacity and provide Afghan solutions for Afghanistan and will continue to do so in the years to come.

# Challenges in 2011

In October 2011, UNDP carried out an internal strategic review of its country programme and UNDP's positioning in Afghanistan. The review was undertaken in the backdrop of the imminent security transition in Afghanistan due in 2014. It is expected that along with this military transition, there would be a significant reduction in Official Development Assistance (ODA), inevitably resulting in a difficult economic transition as well. Uncertainty over all these possibilities, along with the continuing precarious security situation, has added an additional measure of ferment and anxiety to the situation in Afghanistan.

In 2011, the fragile security situation in the country, notably in the south, southeast, northeast and a few provinces in the west posed a hurdle in delivery of services and capacity in many places. Some provinces in the country continued to be insecure and often out of bounds for staff, resulting in slow implementation of development activities. Certain UNDP programmes were particularly vulnerable to the negative consequences of an unstable security situation and political environment, raising concerns about programme implementation and realization of targets within those programmes. Lack of security constrained movement of personnel, and affected ground-based fact-finding and monitoring of projects. The volatile security situation hampered recruitment of qualified national and international staff and impacted capacity developed. The prevailing security situation affected the recruitment of staff and procurement of goods and services in a swift and timely manner.

Remote management was a serious challenge as Kabul increased its engagement in the provinces. It is important to note that the capacity of District Development Assemblies (DDAs) and Community Development Councils (CDCs) is nascent and a significant amount of programme support is still required with regard to their functioning.

While transition to on-budget support has led to new procedures which require time to be efficiently put into practice, resultant delays in procurement and payments hamper implementation. The challenge in 2011 was to strive for an optimal combination of national ownership and implementation combined with proper accountability and delivery of results. Even as UNDP will continue to support national ownership and rely on national implementation systems, more work is needed to strengthen control points, checks, balances and oversight.

In 2011, UNDP-delivered development assistance for the Government and people of Afghanistan ran in excess of USD 700 million. The Government of Afghanistan sought UNDP to be an advocate for its priorities and promote ownership of its programmes, channelling ODAs through the national budgets. In 2012, consistent with its uncompromising commitment to fiduciary responsibility and based on its position of trust with the government and other partners UNDP proposes to further strengthen procedures for monitoring and oversight, risk mitigation and compliance. A new Unit dealing with Compliance and Oversight and staffed at senior international level is proposed to be set up in the Country Office.



Mohamad Rafiq, District Governor of DehSabz, one of the pilot districts for the LOTFA Community Policing Project.



Eleven-year-old Sara carries flowers on her way to class at the first girls' school in Farza, Kabul Province. Inaugurated in 2011, the school was built through a UNDP-supported peace programme.

# Crisis Prevention and Recovery

Through its Crisis Prevention and Recovery programmes UNDP strived to support the people and Government of Afghanistan in areas such as conflict prevention, peace building and sustainable development.

Through the UNDP-managed trust fund, the *Afghanistan Peace and Reintegration Programme* made new strides through expansion of activities, community reconciliation, and reintegration of former insurgents. As well, UNDP invested in a two-year *National Disaster Management Project* to boost the Government's capacity to manage natural disasters. Efforts to expand the role of the UNDP-managed *Law and Order Trust Fund for Afghanistan* (LOTFA) resulted in fresh impetus to efforts towards community policing and a greater role for women in the police force. UNDP administers and supports LOTFA on behalf of a multitude of partners.

In 2011, UNDP programmes supported the Government of Afghanistan in its effort to:

- ♦ Establish country-wide peace and reintegration structures
- ♦ Bring communities together for reconciliation

- ♦ Reach and reintegrate former anti-government forces
- ♦ Improve the competences and capacity of the national police
- ♦ Increase public trust and confidence in the police
- ♦ Harmonize relations between communities and the police
- ♦ Recruit more female police who now number 1,300
- ♦ Facilitate women's access to police services
- ♦ Bring attention to gender issues in the police
- ♦ Improved national disaster management capacities
- ♦ Strengthen environmental management

Significant security risks and fragile peace continue to represent major threats to the lives and liberty of ordinary Afghans. UNDP recovery initiatives support long-term development and the social reintegration of vulnerable populations. UNDP's work builds on the resilience of Afghans and supports initiatives that improve the quality and security of their lives.

Crisis Prevention and Recovery Programme		
Title	Funding in \$US	Donors
The Law and Order Trust Fund for Afghanistan (LOTFA)	2011 programme delivery \$597 million January 2011 – March 2013 budget: \$1.4 billion	Canada, Denmark, European Commission, Finland, Germany, Italy, Japan, the Netherlands, Norway, Switzerland, United Kingdom, United States of America
The Afghanistan Peace and Reintegration Programme (APRP)	2011 programme delivery \$9.4 million 2010 – 2015 budget \$221.2 million	Denmark, Germany, Italy, Japan, the Netherlands, Spain
The National Disaster Management Project (NDMP)	\$2,199,700	UNDP

### The Afghanistan Peace and Reintegration Programme (APRP)

The *Afghanistan Peace and Reintegration Programme* (APRP) is a peace initiative led by the Government of Afghanistan that has cleared a path for anti-government forces, notably the Taliban, to renounce violence and reintegrate into Afghan society.

The programme is the only platform at present for peace negotiations. APRP aims to ensure security and freedom of movement for reintegrees and their communities, and through improved access to social services and employment secure a road to peace. APRP also supports the development of peace-building institutions in Afghanistan.

In 2011, UNDP directly and indirectly supported the management of some US\$157 million across the three windows of the APRP Trust Fund, which ensured transparency and accountability of donor funds from 11 nations. UNDP national

and international staff provided technical assistance and programmatic support, sharing their institutional knowledge and expertise with national and sub-national actors.

Security restrictions on movement and operations added to the challenges of the APRP. There were difficulties in establishing the strength of governance structures and garnering support from provincial actors, challenges in identifying dangerous insurgents, as well as inadequate monitoring and information management capacity.

Nevertheless, some 3,200 former combatants from 20 provinces joined the peace process, 300 of them having been commanders or leaders. In total, participants surrendered 1,800 weapons and assistance was provided to most reintegrees to facilitate their return to civilian life.



**Some 450 girls now attend Farza School in Kabul Province. It is the first girls' school in the area**





**Former combatants are doing crucial demining work in the western province of Badghis.**

Community recovery and livelihood programmes like Small Grants Projects (SGPs) and national programmes were undertaken as peace incentives in reintegrees' communities. Twenty-seven SGPs were approved, and coordination cells established in six ministries that received assistance in developing projects and reprioritizing existing ones.

APRP's community recovery initiatives provided work opportunities to 389 reintegrees and 2,300 community members. Vocational education trained 400 community members and reintegrees, while 290 participants were trained and employed as de-miners through the non-governmental organizations, HALO Trust and OMAR. De-miners cleared 228 anti-personnel mines and 432,928 sqm of minefield. UNDP support helped in the creation of 30 Provincial Peace Councils (PPCs) and 25 Provincial Joint Secretariat Teams (PJSTs) boosting APRP's capacity and outreach. To ensure smooth functioning of reintegration and community

recovery phases UNDP helped the Joint Secretariat, the operations and coordination entity of the programme, to develop policies and clear guidelines.

Staff of UNDP facilitated crucial weekly field missions in several provinces to conduct outreach and negotiations with insurgent groups, collect participants' biometric data, and distribute assistance packages to reintegrees. Efficient disbursement of funds was ensured with the establishment of bank accounts in all APRP provinces.

PPCs worked locally to negotiate with combatants and link their efforts with Provincial Joint Secretariat Teams (PJSTs), which provided coordination support for outreach, demobilization and community recovery initiatives. A series of knowledge and technical capacity development workshops were held for PJSTs in key APRP policy and practice areas to widen APRP's reach and to improve delivery and impact.

### Story

### Ex-Fighters Choose Life of Peace in Badghis Province

MulaAkhtar is a former Taliban fighter from western Afghanistan who chose to join the Afghanistan Peace and Reintegration Programme (APRP) in 2011. An Afghan government peace initiative, APRP offers insurgents an alternative to violence. The programme is supported by international contributions and actors, including the United Nations Development Programme, which provides technical support and manages the APRP trust fund.

Sitting in the Office of the Provincial Peace Council in Qale-e-Naw, Badghis Province, Mullah says, "I was fighting the government, and national and international troops for four years in the BalaMurghab District of Badghis - as a Talib Commander."

He explains, "About a year ago tribal elders, who are members of the peace council, advised us to join the peace process and to stop fighting and start a new life." Mullah Akhtar (and his fighters – Mullah Yusuf, Mullah Mouladad, Mullah Mirza and Mullah Abdul Nabi) agreed to lay down their weapons and join APRP. He says, "Since I joined the peace process my life is happier and less stressful, as I am not worried about being killed in fighting or by a bomb."

Mr Akbar Hotak, the Head of the Badghis Provincial Joint Secretariat Team (PJSTs), the government body that runs the operations and coordination side of APRP in Badghis, says, "Last year there was no security in a 5 km radius of the city, even for local people. When APRP was established in the area in 2011, the Provincial Governor called key religious and community leaders together. We started our activities around Badghis, emphasizing a local approach while using culturally acceptable ways of persuasion".

"Back then", Hotak reminisces, "No one believed we could achieve much in the province. For example, in Dara-e-Boum city in Kadiz District, there were many security problems. When I visited there with the Provincial Governor, we were accompanied by the International Security Assistance Forces (ISAF) and the Afghan National Police, and there was a lot of fighting and attacks on us."

Hotak says: "In Dara-e-Boum, we invited the community members to explain to the local populace the importance of peace in the area and advantages in terms of access to education and healthcare - but I think the people did not believe it. Before long, Haji Abdul Hakim, a tribal leader in the area, stepped up and said before everyone that the community would support the peace and reintegration initiative and support the police.

Unfortunately that evening the Taliban killed him. But Haji's funeral brought victory for peace in Dara-e-Boum. At his grave - where even ISAF and ANA could not venture - we resolved to support the peace programme and we said that we will triumph."

To create a climate of enduring security, many families volunteered their sons to join the local police force. Now the town of Dara-e-Boum has 250 police patrolling the road that runs around the city. Pointing to this new road, Hotak says, "We are also very happy about this big road project, thankful for the support and for the change it has brought."

Abdul adds, "We want to reach out to everyone - key leaders and civil society. In Qala-i-Nau city there are 14 youth associations and it is very important to reach them. I would also like to start a women's association, as it would have a positive effect on the PPC's activities."

Explaining the importance of public outreach to wean youth from a life under the shadow of guns and violence, Abdul Khalil, head of the Badghis Provincial Peace Council, says the council does outreach through media, including local TV, and messages are regularly broadcast in Pashtu on Sada-e-Azadi, the ISAF radio station that enjoys a keen listenership in the region.

About support, he adds, "There are local NGOs in Badghis, they know the needs of the people and these NGOs need to be supported with trainings. Poverty is adding to security problems, as nothing good comes from poverty."



**Community members and ex-combatants benefit from a communal pistachio nursery in Badghis Province.**

UNDP's APRP programme has five coordinators heading teams around the country. In 2011, it directly and indirectly supported the management of US\$157 million for the APRP Trust Fund, ensuring transparency and accountability of donor funds from 11 nations. UNDP worked closely with the Joint Secretariat, which is the operations and coordination arm of APRP and with the Provincial Peace Councils, which worked at the local level to pinpoint and negotiate with combatants.

As for the former Taliban commander's life since joining the programme, Mula says, "I got training in livestock keeping and carpentry for six months from a Danish NGO. Now I live with my family and my children go to school." Livelihood support is one component of APRP that helps former insurgents reintegrate and contribute to their community. Mula adds he would like to see more development projects in his community. He avers, "To those who are still fighting against the government, and national and international troops, fighting is not the solution - only peace is the solution for everything."



Haji Mohamad Akbar a, Malik from DehSabz District of Kabul Province (left) with Abdul Mohamad Chakari, District Chief of Police, discuss the the local community policing project supported by LOTFA

### The Law and Order Trust Fund for Afghanistan

*The Law and Order Trust Fund for Afghanistan* (LOTFA) was established in 2002 to coordinate funding by international partners for the Government of Afghanistan to build and professionalize the Afghan National Police (ANP), and promote law and order. The United Nations Development Programme (UNDP) in Afghanistan manages the trust fund in partnership with its main government counterpart - the Ministry of the Interior (MoI) with national implementing modalities.

Only a trusted police force can be effective for the Afghan people and with this aim the LOTFA programme supports payment of police salaries, infrastructure improvement, capacity development of the police, institutional reform, awareness raising of gender issues and community police training, in addition to other police related elements.

In mid-year the Afghan Cabinet took a major decision to transfer the Central Prisons Department (CPD) from the Ministry of Justice (MoJ) to the Ministry of Interior (MoI) for better administration of the prisons infrastructure. LOTFA was a member of the Joint Commission established to oversee all aspects relating to the transfer including prison law amendment, determination of organizational structure, joint protocol and timelines. A National CPD Policy Conference was organized in December, in which key recommendations were the separation of corrections and police management, strengthened administrative mechanisms related to investigation and prosecution of human rights abuses, and substantive review of prison legislation.

LOTFA continued with capacity development and institutional reform at the Ministry of Interior (MoI) organizing training courses for MoI staff in policy and planning, administrative systems development, leadership and media management.

In support of police infrastructure, progress was made through national modalities as per transition goals to enhance police mobility, responsiveness and morale. These included work on the construction of a housing complex for families of Afghan National Police killed in the line of duty, as well as supply of equipment for Police Training Centres in Herat, Adraskan and Kabul. A new multi-million project of a MoI Administrative HQs building was also finalized.

Work progressed on the *Police-e-Mardumi* (community policing) with expansion of the project to 65 new sub-districts and districts in transition, which is building effective partnerships between the police and local communities as well as helping plug the potential security gaps. According to assessments, the community policing initiative has encouraged a greater voice for women and youth in policing issues and an improvement in local security, police services and police accountability.

Also in 2011 the number of policewomen in the ANP continued to rise with more than 300 women recruited, bringing their total to 1,300 - in spite of significant recruitment challenges which have limited the number of recruits. LOTFA activities supported gender awareness and training, notably for policewomen working in the Family Response Units, which have helped improve women's access to police assistance.

LOTFA sponsored *The Police Perception Survey*, the third annual public opinion survey to evaluate the perceptions of the Afghan public on the role and performance of the Afghan National Police (ANP). The country-wide survey was conducted by the *Afghan Centre for Socio-Economic and Opinion Research* (ACSOR). Results revealed an 8-point increase over 2010 in the number of Afghans expressing personal respect for the ANP (81%); a 6-point gain in the number of police or people who considered the police a prestigious occupation (75%); and a slight 3-



**Kalakan Police Station Commander Colonel Said Ala greeting community leader, north Kabul. Credit: Centre for Afghan Civil Society Support (CACSS)**

point gain in overall confidence in the force (74%).

At the same time, the survey pointed to areas that were challenged and required renewed effort like police corruption, female recruitments, strengthening police-courts linkages, training, equipment and education.

In keeping with their increased capacity, as per Mol statistics, the police conducted more than 200 independent operations and 600 joint operations with international and national security forces in 2011.

They also recorded some 6,000-crime incidents; arrested 7,000 suspects; defused 7,500 improvised explosive devices; and arrested 6,800 insurgents. Some 200 tons of illicit narcotics were seized by the ANP, which also destroyed some 50 drug laboratories in the country. The national police were equally active in vital demining work. As part of the move towards greater national ownership, LOTFA handed over 65% of specific core functions to the Ministry of the Interior, notably the majority of payroll processes.

Meanwhile, UNDP's 'on budget' planning channelled an increasingly larger percentage of the budget through ministries for national implementation.

In mid-2011 LOTFA assumed the coordination role for the newly instituted Rule of Law (RoL) Cluster in UNDP-Afghanistan. As such, projects supporting police, justice, peace and reintegration, gender and anti-corruption activities have been gathered under this cluster for a more coordinated and dynamic effort. Cluster collaborative efforts include human rights, gender justice, community policing, and paralegal training activities.

Since LOTFA's inception the police force expanded from 50,000 to 140,000 personnel at the end of 2011. By October 2012, the ANP is expected to number 157,000 personnel and is expected to maintain this level until international support forces withdraw and Afghan security forces take over security in 2014.

### Story

## Building leadership skills of female officers

Inside the Kabul Police Academy, some 20 female police officers are working away at computers - creating organizational diagrams and entering data into a document. "They're writing a case application," says Habiba, their instructor.

The police officers are in the last module of a three-month, MBA-style training course initiated by the Gender Mainstreaming Unit (GMU) of the Ministry of Interior, with the support of UNDP's Law and Order Trust Fund for Afghanistan (LOTFA). The course, targeting female police at officer rankings of Lieutenant Colonel and above, covered topics on leadership, management, accounting, and information technology.

One of the officers is a colonel with 25 years of experience as a police officer. "Most police officers, male or female, do not have these skills," she says. "Before, many of these women didn't even know how to turn on a computer."

Although LOTFA has conducted similar trainings for police officers before, they only began the course geared to female officers in December 2010.

Currently, there are more than 1,300 female police officers in the Afghan National Police force, with the target of reaching 5,000 by 2014. To reach this goal, the ANP needs qualified, skilled female officers in the ranks. A comprehensive, on-the-job training is a key component of that strategy. The daily trainings are scheduled in the afternoon, giving officers the chance to apply what they learned at work the following day.



**Rana Hamidzada is the Director of Gender in Zone 101, central Kabul.**

Says the head of education and training at GMU, General Sharifa, "Whatever I learn in the afternoon, the next day I try to apply at work." After attending the Office Records and Filing Management and Indexing modules, she implemented a new filing system in her office. "Documents are now well-managed," she says. Despite having 15 years of experience as a police officer, "this is the first time I've attended such a useful training. I've learned what the qualities of being a leader are.

The GMU, supported by LOTFA, plans to continue such trainings for men and women police officers, providing them skills that are necessary for managers in any organization. "Many of these women have been police officers for 20 or 25 years," says Habiba, the trainer and with such courses "they are updated to the new skills and systems".

### Story

## Sports builds community and police ties in Herat

Since fall 2011, community police and local citizens have been gathering in diverse venues to play sports and have fun in Herat Province as part of the *Police-e-Mardumi* or community policing initiative. The project includes joint training, organized matches and after-school sports events, and is geared to increase interaction and improve trust in the police. It provides an enjoyable means for the police and community to interact. Events have been getting good coverage by local media and both groups have already noted a positive change in their relationship.

In addition to bringing the police and people closer together, the various events associated with the sports initiative provide an opportunity for positive messaging on topics such as discipline, code of conduct, fitness and counter drug use.

Implementing the community policing project in Zanda Jan and Herat City districts is the national non-governmental organization Social Capacity Welfare Development Organisation (SCWO). Community policing is an important pillar of UNDP's Law and Order Trust Fund for Afghanistan (LOTFA), which sponsors similar projects in Panjshir, Parwan, Bamiyan and Kabul provinces.

Herat's Provincial Police Commander, General Saqib, and the Police HQ Logistics Director, Lutfullah Hasanzada, and Chief of Staff are actively engaged in the programme. General Saqib said that the sports programme provides informal access to the police by community members and community leaders and also showed the good will of the police. He said, provincial and district police commanders are using the events to inform the community on the importance of their strong partnership and mutual cooperation.

General Saqib said sport was like 'medicine' for the police, as it improved their physical and mental states and their ability to do their jobs. In addition, the success of the programme and the *Police-e-Mardumi* approach was being promoted in the local monthly Herat Province Police newsletter, he said, which is being produced with the support of the International Security Assistance Forces (ISAF). Local television stations were providing positive coverage of events, the General said, and as a result of its success other district commanders had asked to take part.

One of the sports events is a football tournament for which the final match was played at Fateh High School. The match drew high school students, community leaders, and district and HQ police. Local District commander, Dr Wali Mohammad Khairzada, gave a passionate post-match speech on the role of sports in bringing communities together.

Dr Khairzada said the programme would be expanded to develop stronger relations with the community and provide an avenue to listen to and address their concerns. If all parties supported this *Police-e-Mardumi* approach, he surmised, security across the country would be assured.

The principal of Fateh High School, Ahmad Behzad Ahmadi, spoke highly of the local police leadership in supporting the joint sports initiative. Mr Ahmadi underpinned the strong interest in sports by young men and said the programme provided an ideal opportunity for the police to interact with both students and teachers, and that through it the police were viewed in a positive light. Mr Ahmadi said he was pleased to work with the police for the benefit of students and the community and to provide the venue for the football matches.



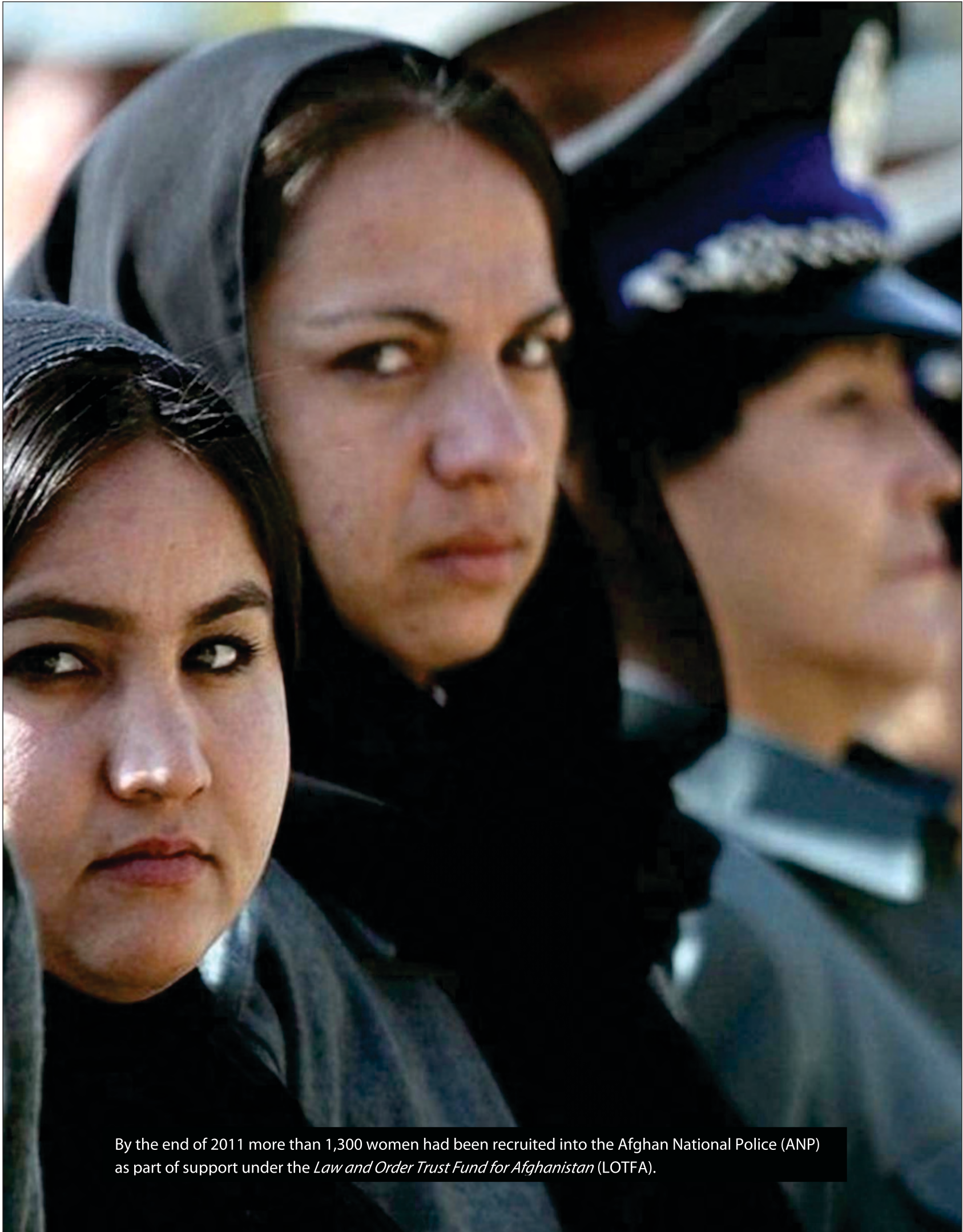
Haji Wakil Ahmad, a local community leader, said, “Because of my involvement in this event, I have developed friendly relationships with the district and provincial police. And I have also been able to speak for my community members and relay their concerns to the police.” During his address to the audience at the conclusion of the football final, he urged all participants and the audience to support



**The community and police sports programme in Herat is bringing local people together. Credit: SCWO**

each other in a united manner to ensure their peace was not disrupted. At Zanda Jan District, Community Leader, Mahmood, said, “Prior to these police and community sports events I had limited contact with the district police, and did not go to the police station to speak to them. Also, at first, after being approached by the local police and the SCWO, I was reluctant to support the programme. But once I agreed, I was pleased with the positive interaction between police and community members.” As a result of the sports programme Mahmood now has friendly relations with the police commander and no longer hesitates to contact the police.

Messaging at sports events had focused on building trust and confidence between the police and the community and there are opportunities to build on these messages to include promotion of the Police Code of Conduct, dissemination of drug awareness messages, and promoting the police as a worthy career option for men and women. Only recently, five young men in Herat decided to join the police force as a result of their community policing sports programme and their positive interaction with the local police.



By the end of 2011 more than 1,300 women had been recruited into the Afghan National Police (ANP) as part of support under the *Law and Order Trust Fund for Afghanistan* (LOTFA).

### National Disaster Management Project (NDMP)

Recurrent natural disasters in Afghanistan have caused loss of lives, livelihoods and property, and led to food insecurity and population displacement. To support the *Afghanistan National Disaster Management Authority* (ANDMA), UNDP established the *National Disaster Management Project* (NDMP) for 2010 - 2011.

- ♦ provide technical services to ANDMA and other disaster management related agencies
- ♦ provide training to ANDMA and other humanitarian actors on early recovery principles and processes.

The capacity assessment report is a basis for mobilizing resources to strengthen ANDMA's technical and functional capacity.



**Preparatory work with disaster management planning. Credit: UNDP**

The project aimed to help ANDMA pursue the priorities it had set out in the *Afghanistan National Development Strategy* (ANDS), and “to reduce the level of community vulnerability to natural and human induced hazards down to manageable and humanitarian levels”.

In 2011 project staff supported ANDMA to:

- ♦ conduct a comprehensive capacity assessment of ANDMA;
- ♦ revise the National Disaster Management Act;
- ♦ draft the strategic development plan for Kabul University's Department of Environmental Protection and Disaster Management;

ANDMA recently signed a Memorandum of Understanding with the International Organization for Migration (IOM) that will ensure deployment of some 40 additional staff for its headquarters and provincial offices, and also provide office equipment and vehicles.

Plans are underway for hiring technical advisors to enable ANDMA to pursue its priority activities.

When the revised *National Disaster Management Act* is finally endorsed, disaster risk reduction will be brought into the fold of the country's regular development planning.

In addition, UNDP assisted relevant staff of Kabul University to draft their Strategic Development Plan for 2011-2015.

The plan will enable the University's Environment Section to mobilize financial and technical resources that will strengthen its undergraduate programme on disaster management and environmental protection.

**به کارگاه آموزشی**  
آگاهی حقوقی در مورد حمایت از زنان و کودکان در قانون جزاء  
و حقوق اساسی برای داشتن وکیل مدافع  
**خوش آمدید!**

شروع کارگاه آموزشی:  
ختم کارگاه آموزشی:  
ولایت :  
ولسوالی :  
کونړه

European Union  
Islamic Republic of Afghanistan  
BCW  
United Nations Development Program



Religious community representatives attend awareness - raising sessions discussing their part in influencing communities on women's rights and the role of women in Afghan society.

# Democratic Governance

UNDP Democratic Governance programmes aim to help the Government address national democratic transition challenges by providing policy advice and technical support; strengthening institutional and individual capacity; supporting advocacy, communications, and public information; promoting and brokering dialogue; and boosting knowledge networking and sharing of good practices.

UNDP supports the consolidation of democracy through capacity development of national institutions such as the Independent Elections Commission and Parliament. The Organization promotes accountability and transparency and civil society empowerment and also implements activities in justice, human rights, and gender to strengthen rule of law.

In several vital areas of national governance, the Government of Afghanistan faces weak institutions, low capacity, corruption, insecurity, and a gap between central, provincial and local governments.

In 2011, UNDP programmes supporting democratic governance included:

*The Accountability and Transparency Project (ACT); The Afghanistan Sub-national Governance Programme (ASGP); Justice and Human Rights in Afghanistan (JHRA); Institutional Capacity Building for Gender Equality Project (GEP); The National Institution Building Project (NIBP); and Enhancing Legal and Electoral Capacity for Tomorrow (ELECT).*

The Organization's staff worked toward program goals to achieve positive results, including:

- ♦ Enhanced government revenue from anti-corruption efforts at the Ministry of Finance
- ♦ Increased revenue for 31 municipalities
- ♦ The transfer of policy and procedures to district-level justice officials
- ♦ Government-led parliamentary elections
- ♦ Integrated international human rights standards into government policies
- ♦ Increased access to income opportunities for youth
- ♦ Raised sub-national governance capacity
- ♦ Improved effectiveness of sub-national governance institutions
- ♦ Enhanced service delivery of waste management in 12 cities

Vital to the country's peace and stability is the promotion of rule of law and human rights, which are also fundamental to human development.

Moreover, strong, legitimate and effective central and sub-national public administration that responds to the needs of ordinary citizens is essential in attaining the Millennium Development Goals (MDGs) in Afghanistan.

By supporting democratic governance and rule of law, UNDP's programmes help ensure that key institutions provide good governance, support justice and promote development for all.

## Democratic Governance

Democratic Governance Programme		
Title	Funding in \$US	Donors
Accountability and Transparency Project (ACT)	2011 programme delivery \$3.5 million	The United Kingdom, Denmark, Canada, Norway, Italy, UNDP
	2007 –2012 budget \$22.3 million	
Afghanistan Sub-national Governance Programme (ASGP)	2011 programme delivery \$12.8 million	Australia, UK, Switzerland, Italy, the European Commission, UNDP
	2006-2014 budget \$139 million	
Enhancing Legal and Electoral Capacity for Tomorrow (ELECT)	2011 programme delivery \$21 million	Australia, Belgium, Canada, Croatia, Denmark, the European Commission, Estonia, Finland, France, Germany, India, Ireland, Italy, Japan, Luxembourg, the Netherlands, Norway, South Korea, Spain, Sweden, Switzerland, Turkey, the United Kingdom, the United Nations Democracy Fund (UNDEF), UNDP, the United States of America
	2006-2011 ELECT I budget \$380 million	
	2012-2013 ELECT II budget \$89 million	
Institutional Capacity Building for Gender Equality Project (GEP)	2011 programme delivery \$2.1 million	Italy, UNDP
	2007 - 2012 budget \$3.1 million	
Justice and Human Rights in Afghanistan (JHRA)	2011 programme delivery \$3.4 million	Canada, Denmark, the European Commission, Germany, Norway, Switzerland, the United Kingdom, the Netherlands, UNDP
	2009-2012 budget \$37 million	
National Institution Building Project (NIBP)	2011 programme delivery \$4.7 million	Australia, Canada, Japan, India, Italy, South Korea, Switzerland, and UNDP
	January 2010 – Dec 2013 \$115,019,355	

### Accountability and Transparency Project (ACT)

UNDP's *Accountability and Transparency Project* (ACT) was launched in 2007 to support the Afghan Government's struggle against graft, fraud, and maladministration. The five-year programme, which closed 31 March 2012, provided policy advice and developed the capacity of government institutions and civil society organizations to combat corruption.

As a result of capacity development training and support, as well as the completion of a strategic

e within the MoF and the MoE. In 2011 more than 1,100 complaints were received in the 17 complaints offices established by the MoE with more than 900 having been resolved following investigation. Training and awareness raising with regard to the new complaints procedure were provided to officials and senior management, who also had the opportunity to follow courses on fraud, ethics, report writing and conducting investigations. The ACT project has supported the review of audit procedures and finalization of a capacity development plan to help the Control and Audit Office assume expanded responsibilities following the approval of the new audit law.

ACT also established three civil society networks to follow up on public complaints with the MoE and MoF and to identify and report corruption in public service delivery and management of public finances. Training seminars were held for more than 200 civil society representatives to improve monitoring of services in the education sector at the central and sub-national levels.



**Workshop for better service delivery in education sector. Credit: UNDP**

development plan, ACT has helped the Government's High Office of Oversight better fulfil its mandate. Three Vulnerability to Corruption Assessments (VCAs) identified practices and procedures within select departments in the Ministry of Finance (MoF), Ministry of Education (MoE) and Ministry of Interior (MoI) that were particularly susceptible to corruption. The resultant anti-corruption action plan for the Ministry of Education was approved for implementation by the Government. The Ministry of Finance and Ministry of the Interior are expected to approve their plans as well.

ACT helped establish mechanisms to deal with complaints of wrongdoing and malfeasance

The project consolidated partnerships between the High Office of Oversight (HOO) and Integrity Watch Afghanistan as well as with the American University of Afghanistan.

Tracking and monitoring tools for Parliament, Provincial Council (PC) members and civil society organizations were developed to enable Parliament and PC members to effectively perform their oversight role in the education and health sectors. While the five-year ACT project has closed, UNDP continues to support good governance, transparency and anti-corruption efforts through a number of programmes, notably the *Afghanistan Integrity Initiative* (AII).

Story

### Risk-based Audit Training for Top Afghan Auditors

As part of the effort to further South-South Cooperation in the area of fostering greater accountability and transparency in government functioning, senior Afghan officials representing the Control and Audit Office (CAO) of the Government of Afghanistan, participated in a comprehensive training on risk-based audits, in Kuala Lumpur, Malaysia.

Participants who attended the training will help further boost the capacity of other auditors in the country. The 10-day training was supported by the *Accountability and Transparency (ACT)* project of the UNDP Afghanistan as part of its support to the CAO for developing capacity to address fraud and corruption in the Government.

The training enabled officials to obtain theoretical and practical exposure to different aspects of risk-based audit. The Auditor General of Malaysia, H.E. Tan Sri Dato' SetiaAmbrin bin Buang, set the tone for the workshop by stating that, "Corruption is indulged in by smart people who take advantage of the loopholes that exist in the system. Auditors play an important role in Governance by making sure that the systems of Government, and rules and regulations are strictly followed so that any occurrence of corruption or abuse of power is minimized. This will lead to mitigating the losses to your government", he observed.

The Auditor General of Afghanistan, Professor Mohammad Sharif Sharifi, announced that similar training will be conducted by the participants for other auditors who were not part of the group that went to Malaysia, ensuring that the capacity gained was expanded to a wider group.

Public sector audit has a major role in instilling public and parliamentary confidence in the performances of the Government. Fraud and corruption represent a major challenge to good governance and public sector audit has to deal with the same. The risk-based audit approach adopted by the Supreme Audit Institutions helps in the efficient utilization of the available resources while helping identify possible instances of fraud and corruption.

The Control and Audit Office of Afghanistan is the Supreme Audit Institution of Afghanistan, which is mandated to scrutinize Government transactions and functioning through financial, compliance and performance audits. Training and exposure to the risk-based audit approach is the first step to develop the necessary capacity to address fraud and corruption issues in the Government.

It was decided to conduct the training on risk-based audits for select group of audit officials from the CAO in collaboration with the Supreme Audit Institution of a regional country and Malaysia was identified for the training initiative. This was the first training on the subject conducted for the CAO.



### Afghanistan Sub-national Governance Programme (ASGP)

Effective sub-national governance is a fundamental part of Afghanistan's development agenda. The international community recognizes that the capacity of provincial governors' offices and provincial councils, district governors, and municipalities is vital to peace, stability and development of the country. UNDP supports the Afghan Government and people in this vital area through its Afghanistan Sub-national Governance Programme (ASGP) which endeavours to build state and government institutions through advocacy, policy advice and capacity development, in pursuit of effective governance and quality public service delivery at the sub-national level.

The programme supports the Government's policy and reform agenda through its central partner, the Independent Directorate of Local Governance (IDLG), and through a network of provincial and district governor offices, Provincial Councils (PC) and municipalities. As a result of the wide-ranging capacity development efforts initiated by ASGP, sub-national institutions have demonstrated a greater capacity to represent citizen's interests and monitor sub-national governance and development.

In 2011, ASGP developed the Sub-national Planning and Finance Framework as well as the Sub-national Governance Policy Implementation Framework to guide IDLG and the Ministry of Finance on sub-national funding and fiscal devolution, and to institutionalize support for sub-national governance in the context of the upcoming security transition in the country.

Technical advisors from the programme assisted with sub-national legislation such as the Provincial Council Law, the Provincial Assembly Regulation, the Municipalities Law and the Law on Positive Discrimination Against Women, among others. Twenty-two provincial governor's offices received guidance in formulating Provincial Development Plans while 25 offices were assisted in capacity needs assessments and capacity development plans.

ASGP-designed and supported workshops on sub-national governance policies and on rules and

procedures were organized for new government recruits. Training on strategic and annual planning and budgeting was provided for Provincial Council (PC) members, while a PC forum was established for the northeast and central regions to improve coordination and knowledge sharing. PC monitoring teams were set up in half of the country, with an oversight role in assessing the delivery of public services at the provincial and municipal levels.

Provincial Council forums were supported in the east, centre and western regions, to establish sectoral and thematic partnerships with provincial and district governors' offices, line ministries and departments, municipalities, district shuras and civil society organizations to improve planning, and share knowledge and resources. ASGP helped organize high-level Provincial Council conferences for IDLG and key government stakeholders to initiate dialogue and recommendations on governance, development, security, and Provincial Council legislation.

Revenue Enhancement Action Plans and Strategies were drawn up with five-year forecasts in 16 provincial and 18 district municipalities. Municipal capacity to collect revenues and deliver basic services improved owing to an enhanced organizational framework. ASGP contributed to the increase in annual revenue for 31 municipalities, compared with 13 municipalities in 2010. Cumulative revenue from the municipalities increased to \$US 5.24 million. Support was provided to 358 elected Gozar organizations, as well as mullah networks in nine municipalities, and women and private sector advisory groups in four municipalities.

The capacity of provincial governors' offices and councils, district governors, and municipalities will be critical to peace, stability and development of the country and its people. Provincial Letters of Agreement (LoA) signed with governors' offices supported effective decentralization and merit-based management of 230 capacity development staff and budgets in provincial and district governors' offices. The LOAs empowered these offices with greater responsibilities for good governance and development

### Story

## Wardak Participatory Planning Targets Local Priorities

MaydanWardak, one of the provinces to develop a Provincial and District Development Plan (PDDP), has seen US\$5 million funding being directly channelled to provincial development projects identified through the Plan.

The initiative of developing a five-year PDDP was taken in July 2011 by the Provincial Governor's Office and supported by UNDP's *Afghanistan Sub-national Governance Programme*. This PDDP is specifically tailored to the local needs and priorities of the province.

The plan was developed through direct participatory consultations held with stakeholders including Shuras consisting of elders, women, people living with disabilities, teachers, national civil society organizations, the international donor community and UN agencies.

ASGP in the Central Region of Afghanistan is engaged in advancing the PDDP planning by organizing consultations, developing the capacity of four Afghan specialist

advisors to the province to develop their coordination capacities and ability to gather evidence-based data. This has resulted in the preparation of a profile that captures the socio-economic situation in MaydanWardak.

ASGP support ensured that evidence-based, long-term planning decisions could be made by stakeholders through the various consultations over a four-month period of time.

Acknowledging UNDP support, the Provincial Governor Mr HalimFedai said, "ASGP has provided continuous technical and financial support for developing the five-year Provincial Development Plan (PDP) for MaydanWardak Province. We hope that the project can continue supporting us".

The outcome of the technical assistance was a successful formulation of a five-year PDDP with a budget of US\$254 million benefitting some 886,000 people living in the province.



**Public participation is key to planning in Maydan Wardak. Credit: UNDP**

### Enhancing Legal and Electoral Capacity for Tomorrow (ELECT)

Established in 2006, UNDP *Enhancing Legal and Electoral Capacity for Tomorrow* ELECT has served as the primary vehicle for international electoral support to Afghanistan. ELECT contributes to the Afghan National Development Strategy goals that support the “strengthening of democratic processes and institutions, human rights, rule of law, delivery of public services and government accountability.”



Storage boxes for election materials. Credit: Filip Warnants

In 2011, ELECT was focused on the follow-up to the 2010 Wolesi Jirga elections. With the inauguration of 249 newly elected Members of Parliament in January 2011, ELECT support to the Independent Election Commission (IEC) ‘to successfully plan and conduct the 2010 elections’ was completed.

ELECT assisted in the efficient closure of the Electoral Complaints Commission (ECC) and Provincial Electoral Complaints Commissions (PECC) by 1 February 2011, as mandated by electoral law and the ECC’s statutes and bylaws.

A new project document (ELECT II) was developed to enhance the capacity of the IEC ahead of the 2014 presidential and 2015 Wolesi Jirga elections.

With the Independent Election Commission slowly but steadily having taken over responsibility of the electoral process, ELECT II (2012-2013) aims to enhance the institutional, operational and technical capacity of the IEC, improve the quality of the voter registry and strengthen the IEC’s capacity to encourage broader democratic participation.

ELECT continued to provide hands-on support and advice to the IEC in large part through the introduction of a counterpart structure where ELECT advisors are paired with IEC units to raise capacity through direct support

and mentoring; this will continue throughout the on-going electoral cycle.



**Voters display their identification cards while patiently lining up outside a polling booth in Afghanistan**

ELECT provided the IEC with support in preparing a strategic plan for future electoral activities, while units received guidance to review staff capacity needs and draw up capacity-development plans. Furthermore, the IEC's information management and ICT infrastructure was improved with support from an ELECT advisor.

ELECT supported IEC leadership to participate in a global electoral forum, and assisted in the development of a review paper on voter registry and strategy. The programme provided assistance to the IEC for a comprehensive assessment of polling centres (85% successful) as well as an assessment of polling, counting, tally and results procedures.

With a view to sustainability and independence, ELECT provided procurement and logistical advice on the construction of IEC headquarters

and related provincial buildings that will play an important role in future elections.

Infrastructure support brought fortified roofing to IEC warehouses to ensure proper storage of electoral materials, while a joint inventory exercise for relevant staff improved their efficiency in this domain. Training also contributed to the creation of an assets database, which updated the IEC's data management system.

ELECT support for a wide-range of procurement activities in 2011 improved as well the functioning of the IEC Procurement Unit, including some 150 direct procurement actions worth US\$ 10.85 million; support for adopting standardized procedures, documents, regulations and undertake regular evaluations; and targeted staff training.

### Institutional Capacity Building for Gender Equality Project

*The Institutional Capacity Building for Gender Equality Project (GEP)* complements the Government's efforts to make gender the "collective responsibility of all sectors of Government", as emphasized in the Afghanistan National Development Strategy (ANDS) and envisaged by twin goals in the National Action Plan for the Women of Afghanistan (NAPWA) on gender equality and women's empowerment. To achieve these goals effectively, GEP supports the Ministry of Women's Affairs (MoWA) and promotes support for women in provincial governments and traditional institutions, with the aim of broadening the realm and scope of opportunities for women.

GEP has established a *Women's Policy Development Centre* within the MoWA to ensure relevant ministries devise and implement gender-sensitive strategies following the NAPWA. To strengthen the capacity of MoWA as an oversight body, a *Monitoring and Evaluation Unit* was established to ensure targets for National Priority Programmes (NPP) are met for efficient implementation of NAPWA. Additionally, a *Provincial Women's Development Council* was established in Bamyan, Balkh, Herat and Nangarhar, with representatives from different backgrounds approving activities for the socio-economic empowerment of women. Capacity development for rural women and income-generating activities for more than 200 women in Balkh and 100 women in Herat brought a qualitative change to their lives.

In Bamyan, four Legal Help Centres (LHC) to support vulnerable women were established. In Herat and Balkh two new legal centres, in addition to the existing four, were also opened to meet the growing demand. LHC staff, including paralegal volunteers, were trained to help raise awareness among communities on

women's rights. GEP also helped establish a gender-sensitive media centre in Nangarhar to improve reporting on gender issues and strengthen advocacy on the progress of women in Afghan society.

The first-ever certificate course in *Gender, Conflict and Development* was organized for more than 50 teaching staff at Kabul, Herat, and Balkh Universities. In addition, more than 130 female students were trained in information technology in partnership with the CISCO Network Academy and the *Ministry of Women's Affairs*.

The partnerships with the *Ministry of Haj and Religious Affairs* (MoHRA) and the Ministry of Agriculture, Irrigation and Livestock (MAIL) and close coordination with diverse actors, proved fruitful. At MoHRA a working group was set up to institutionalize mechanisms that help bridge the gap between Islam and gender issues.

In Nangarhar, more than 1,300 religious leaders took part in courses that emphasized their role in influencing the mind-set of communities about women's rights and roles. This has been part of the project's interventions since 2009 to sensitize religious leaders on gender issues and included 540 mullahs in Herat and 250 religious leaders in Balkh, bringing the total number of religious leaders trained to over 2,100.

Finally, GEP worked with Kabul University and UNESCO to conduct a survey on women in agriculture and economics in Bamyan, Balkh and Nangarhar, in order to assist policy designers to be more inclusive of women. Support was also provided to the Ministry of Finance for their work in the Gender Responsive Budgeting cell, as well as for the on-going preparation of a handbook for officials to sustain gender-specific components in the budget.

### Story

## Afghan women find a helping hand at legal aid centres

Newly married and pregnant Amena recently made the brave move of leaving her violent husband. She is one of millions of Afghan women for whom life has improved in the last decade. Today, more women are able to access services, like legal aid, participate in decision-making, and more girls are enrolled in school than ten years ago. Still the average Afghan woman can expect only to live 48 years, and less than 15% of women are literate. According to the UN, about 87% of Afghan women have experienced one form of violence or another.

Amena found support at a local women's legal help centre – a new government initiative supported by UNDP. Since its opening in 2011, twenty-five volunteers have provided legal advice and counselling to some 200 women struggling with forced or early marriage, and domestic violence.



**A counselor greets a client outside a Legal Help Centre in Jalalabad.**

"Amena's husband was using narcotics, so she did not agree to live with him, she wanted a divorce," says Fatima Rezaie, a volunteer paralegal at the centre. Fatima counselled Amena in more than half a dozen sessions, often visiting the family at home. Her priority was Amena's personal safety. She spoke with her colleagues, including a provincial coordinator supported by UNDP, and offered Amena a place in the centre's shelter for abused women.

Fatima volunteers as a counsellor because she wants to strengthen women's rights in Afghanistan, which she says have been undermined by three decades of civil war. The centre's personnel receive basic legal training and counselling, and learn about conflict resolution and how to refer disputes to other community groups or government departments.

UNDP provides support to the government and civil society to extend justice and legal aid to more and more women. Notably, UNDP has helped set up a Women's Policy Development Centre at the Ministry of Women's Affairs in order to ensure relevant ministries devise and implement strategies that consider the needs of women. In this effort some 2,100 religious leaders have been trained in different provinces on the right of women to participate in public and economic life.

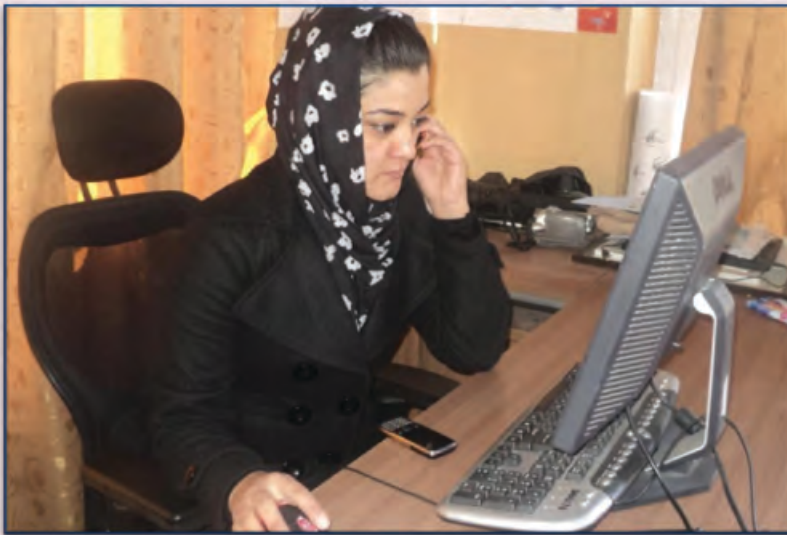
Amena, meanwhile, is living in the shelter attached to the UNDP-supported legal help centre. She has learned to sew, and says she will stay at the shelter until her problem is solved. Most importantly she says her baby is safe and she is happier.

### Story

### Women call hotline and text views on domestic abuse in Balkh

A toll-free hotline and text service is helping women in Balkh Province express their views on domestic violence. The hotline addresses questions relating to different forms of domestic violence, including physical, psychological, sexual and financial abuse that take place within family relationships and form a pattern of coercive and controlling behaviour. The initiative is part of a joint programme between the Government of Afghanistan and the UNDP *Gender Equality Project*.

The project is based on the mobile platform, which has allowed women easy access crucial to them, as well as accurate, standardized, objective and actionable information. The project is using new technology to reach victims and to provide a safer, more reliable, way of reporting, recording, and responding to reports of domestic violence. A large number of Afghan women are living in isolation - a fertile ground for domestic abuse. Immediate access to information, advice, consoling and support is one of the most essential responses to women experiencing violence and lack of it affects their ability to access locally based protection services.



**The call centre is a discreet helpline for local women. Credit: UNDP**

names and status of each case can be viewed at the webpage of the project (<http://www.family-violence.net/home.aspx>). Four free phone numbers have been introduced which are tested and evaluated regularly.

The increasing number of phone calls provides an indication of future targets and objectives. The project has handled different legal cases, some of which require continuous support while others were dealt with on the spot. With an average of 9 calls per day to be handled, the domestic violence staff and volunteers are striving to meet the demand by engaging more volunteers from Mazar and other districts of Balkh province including Dehdadi and Balkh where GEP has established its Legal Help Centres (LHC). The LHCs hold the promise of expanding support to vulnerable women in the remote district of the Balkh Province.

The initiative seeks to empower women by exposing them to techniques of legal rights advocacy and provides access to legal justice through the provision of advice and counselling to victims of domestic violence.

The call centre which is being managed by female operators became fully operational towards the end of December 2011; So far, the centre has directly supported over 180 contacts that have reported cases of Gender-Based Violence (GBV).

Free legal consultations have been provided to callers, which have helped them take the next step towards negotiating their family affairs. Regular updates about the number of calls, verification of GBV cases, district

### Justice and Human Rights in Afghanistan (JHRA)

UNDP's *Justice and Human Rights in Afghanistan* (JHRA) programme assists the Ministry of Justice (MoJ), the Supreme Court, and the Attorney General's Office, in increasing their capacity to better contribute to justice reform and fulfil the country's international human rights obligations. The programme also aims to strengthen the capacity of district level justice sectors to effectively deliver justice and uphold human rights.

Rule of law is one of the key avenues to peace and stability in the country and is fundamental to human development. JHRA supports rule of law and the promotion of human rights throughout the country in an effort to address some of the more serious challenges in these domains and to improve overall access to justice for Afghans. JHRA was designed in conjunction with national partners to support the *Afghanistan National Justice Programme* (ANJP), as set out in the *Afghanistan National Development Strategy* (ANDS).

*Justice and Human Rights in Afghanistan* supported the establishment of the Human Rights Support Unit (HRSU) in 2010. In 2011, the Unit assisted the Government in ensuring compliance with international human rights conventions and treaties to which it is party. HRSU staff reviewed 30 laws, regulations and strategies relating to the Convention on the Rights of the Child (CRC) and 28 laws, regulations and strategies relating to the Convention on Elimination of All Forms of Discrimination against Women (CEDAW). The Unit identified 43 laws requiring revision to ensure compliance with the International Convention on Economic, Social and Cultural Rights (ICESCR), and 19 requiring revision for compliance with the CEDAW. As well, the Unit worked closely with the MoJ on the government's Legislative Work Plan, and reviewed planned legislation for human rights implications.

HRSU was formally incorporated into the Ministry of Justice in 2011, from where it extended its advisory and support services to reached 738 teachers and 67,000 primary and

other ministries, including the Ministry of Education and the Ministry of Women's Affairs. In addition, the HRSU has begun an assessment of ministries' capacity to mainstream gender in policies and decision-making.

JHRA helped the GoA initiate a national dialogue on access to justice, coordinating the national-level public legal awareness strategy and legal aid policy with provincial justice providers, and linking Afghan justice priorities to international counterparts. It also released a Gender Capacity Assessment Report on ministerial capacity to mainstream gender throughout internal policies and procedures, and developed related policies for the Ministry of Justice and Ministry of Rural Rehabilitation and Development.

A Translation Unit was established in the Ministry of Justice in 2011 with six expert translators who translated the main UN human rights instruments into Dari and Pashto for Afghan justice officials. JHRA also completed construction of eight justice facilities including primary courts, joint Huquq/prosecutor's offices, and detention centres in Faryab, Jawzjan and Badakhshan provinces. The programme handed over 12 justice facilities, including courthouses, detention centres, and residences to Ministry of Justice district officials in Faryab, Jawzjan, and Badakhshan provinces, and initiated new projects in Nangarhar, Kunar and Bamiyan provinces.

At the district level, JHRA provided targeted legal courses on the formal and informal justice systems and public legal awareness programming to nearly 1,000 participants, including 150 women. These capacity development courses trained 82 judges, 183 prosecutors, 181 judicial police, 39 MoJ legal department officers, and 638 religious leaders in legal, human and women's rights. JHRA also conducted nationwide public legal awareness media campaigns on access to justice and human rights. And 'Training of Trainers' workshops on human rights were conducted, with focus on the equal right to education, which secondary school students.



### Story

## Ensuring Child Protection Within Justice System

The Human Rights Support Unit (HRSU) worked with the United Nations Children's Fund (UNICEF), with a view to develop the National Child Act and provide comprehensive legal protection to children in accordance with the provisions of the Convention on the Rights of the Child (CRC). The Child Act will outline systems and procedures to increase the protection children have within the justice system.



**Supporting the rights of children. Credit: UNDP**

To support the Government in meeting its international obligations, UNDP's *Justice and Human Rights in Afghanistan* (JHRA) project established the Human Rights Support Unit (HRSU) in 2010. Staffed by Afghans, HRSU works within the Ministry of Justice (MoJ) and receives financial and technical support from UNDP to ensure that existing national laws and policies comply with the country's international commitments.

The Government of Afghanistan is party to international treaties protecting the rights of children and adults. However, while Afghanistan ratified the *Convention on the Rights of the Child* (CRC) in 1994, it has yet to be formalized through national legislation. The lack of protective mechanisms for children's rights, alongside traditional customs, political

instability and lack of security, has continued to undermine the effective implementation of the rights of the child.

Through HRSU, MoJ held a conference in coordination with UNICEF in May 2011 to examine concrete steps for increasing the protection of children across the country. High-level ministerial officials and non-state actors discussed the Concluding Observations of the United Nations Committee on the Rights of the Child for Afghanistan. The latter consists of independent experts on children's rights and international law who review government progress on implementation and offer advice on the way forward.

At the conference, HRSU presented its review of domestic laws in light of the *Convention on the Rights of the Child*. "The Ministry's expertise in this area lies with HRSU," said the Deputy Minister DrQasemHashemzai. "All government partners need to work with HRSU to follow-up on the recommendations made by UN human rights bodies and report on their achievements".

"It's important that this legislation reflects what is needed on the part of the children, and what is possible within Afghanistan," said Head of HRSU Hassan Ali Faiz. "Once it is ready, HRSU will work with the central government to ensure justice providers at the provincial and district levels understand the practical implications of this law. They are the people in direct contact with the majority of Afghans, and it is at this level that we can truly make a change in the lives of children."

Story

## Learning about human rights in Badakhshan

The *Justice and Human Rights in Afghanistan* (JHRA) project is providing public legal awareness and human rights “training of trainers” (ToTs) to teachers and community leaders in nine provinces to help reverse the possible long-term impact of the exclusion of girls from formal education.

Working with local NGO Humanitarian Assistance Muska (HAM), JHRA has organized over 50 ToTs for teachers on ethics, values and justice in Islam; human rights and children’s rights in the Afghan Constitution; and gender and justice in school. Through this network of trained teachers, UNDP has helped connect 43,000 students with the rights-based curriculum.

“We like this class because it shows us that all children have rights, and helps us talk to our parents about going to school,” says Hamida, a student from Faizabad, in Badakhshan Province, who travels from another village to attend the rights course. “My parents are very supportive. Both me and my younger sister go to school, and I want to go to university and become a teacher. We have talked to our neighbours too, through our parents, and now more families in our village are sending their daughters to school too.”



**Acting out human rights at a girls’ school in Badakhshan Province. Credit: UNDP**

The JHRA project also conducts regular trainings through a local NGO Educational and Training Center for Poor Women and Girls of Afghanistan (ECW) to inform community leaders about the issues. These influential groups – such as religious leaders and village elders – pass these ideas on to their communities. This ensures that social changes and growth happen uniformly, with members of the community accessing information about human rights in Islam and its practical application in Afghanistan.

“Islam teaches that everyone has an obligation to realize their full potential,” said Halim, member of the village shura, or elders’ council, for Badakhshan. “How can we stop girls from going to school? We talk to people about the true Islamic values to build a strong community.”



Abdul Wasalntazar, Deputy District Governor of Rodad District in Nangarhar Province speaks during a training on women's rights, supported by the UNDP Justice and Human Rights in Afghanistan (JHRA)

### National Institution Building Project (NIBP)

UNDP's *National Institution Building Project* (NIBP) works to develop the skills and capacity of Afghanistan's civil servants to achieve effective implementation of Public Administration Reform (PAR), better budget utilization and improve organizational capacity of the ministries and agencies of Government of Afghanistan.



**Strengthening media capacity through targeted training. Credit: UNDP**

The project worked with eight ministries, notably the Ministry of Transportation and Civil Aviation, the Ministry of Agriculture, Irrigation and Livestock, and the Ministry of Education. In 2011, an improvement in the capacity of select Government ministries and agencies with which NIBP works was noted. In addition, several project objectives were achieved that contributed significantly to institutional strengthening, organizational reform, as well as skills development of partner ministries and agencies.

The project provided advisory services in eight ministries and agencies at the national level and two ministries at the sub-national level with 12 International capacity development advisors, as compared with three international advisors in 2010. Three of the 12 advisors were placed at the sub-national level: two in Herat and one in Balkh Province which helped lay the groundwork for improved service delivery in these provinces.

Some 80 capacity development trainings, workshops and seminars were conducted for more than 1,000 staff on an array of subjects to build the organizational and individual capacity of civil servants and their offices. Of this, 134 civil servants were trained in India under the framework of South-South Cooperation. And 138

civil servants, including 26 women, participated in a comprehensive training on a variety of civil service subjects in Korea in partnership with the Korean International Cooperation Agency (KOICA).

Several training sessions and workshops on gender mainstreaming were conducted for ministerial senior management, which resulted in gender issues being integrated into a wide range of government policies. NIBP

contributed to the preparation of 111 knowledge products

including nine policy documents on organizational capacity, providing guidance for development of programmes and projects in ministries and agencies. It also conducted capacity assessments and prepared Capacity Development Plans for eight ministries and agencies in consultation with government counterparts in the respective ministries.

An important output of the project was the facilitation of nine twinning arrangements between Afghan ministries/agencies and their counterparts' ministries and agencies in India to permit the transfer of specialized knowledge and skills to build institutional capacity.

The results achieved by NIBP have been instrumental in strengthening the institutional capacity of government institutions. Building capacity helps ensure a more efficient and effective delivery of services by government institutions.

### Story

## Building Media Capacity to Guard Public Interest

In Afghanistan, news media is a fledgling institution. Media infrastructure was dismantled by the years of fighting and the Taliban, which banned television and permitted just a single radio station to broadcast government messages. Yet media plays a key role as a watchdog, reporting on violations in the interest of the public good. The majority of Afghans still get their information from family, friends, or community and religious leaders. Moreover, journalists do not always have adequate reporting skills, and news organizations lack the capacity to fulfil their role as guardians of public interest.

In its work to support institutional capacity building, NIBP alongside the Ministry of Information and Culture (MoIC) identified two key state news outlets for capacity development. *The Kabul Times*, which is the oldest English-language newspaper in the country, and *Bakhtar News Agency*, which provides content for the majority of radio, television, and print media in Afghanistan. In its capacity assessment of *The Kabul Times* NIBP found serious issues with their archaic technology and printing infrastructure, as well as with the quality of reporting by journalists.

For example, rather than addressing serious news issues, the newspaper merely reported the various activities of the Government: “President Karzai meets Elders from Gujjar Tribes,” “Vice President Marshal Fahim meeting US Ambassador,” “Speech of His Excellency President Karzai at Turkey Convention,” and so on. UNDP discovered that the journalists believed that press releases from government organizations had to be printed verbatim. As well, there was a feeling of fear about the consequences of misrepresenting an event organized by a government agency.

The UNDP team addressed this fear and explained the role of journalists and the impact of news on society. The news writing team was advised that writing meaningful news would not result in reprimands from seniors, but on the contrary win them appreciation. Once the initial ‘freedom from fear’ counselling started bearing fruit, NIBP advisors began coaching sessions to teach skills related to preparing and presenting news.

Improvements in reporting at *The Kabul Times* and *Bakhtar News Agency* were visible after two months. For example, headlines read: “Peace, Afghan Government Priority”, “Greco-Afghan Ties Lauded”. And “We endeavour to establish coordination among SAARC nations”.

Says Farzana, a woman reporter with *Bakhtar News Agency* (BNA), “The initial coaching sessions helped us in breaking free from fear, introduced us to international standards of news writing and opened our minds to moving towards meaningful reporting.”

“It is a big change for us,” agrees Shafiq Ahmadzai, the Editor in Chief of *The Kabul Times*.

In addition to developing individual capacity, advisors assisted MoIC in improving the information sector by developing key policies for broadcasting and a model code of conduct for journalists in Afghanistan. Thirty-five journalists completed the training, half of them women. Apart from providing immediate benefits to these individual journalists, this initiative will, in the long run, impact the lives of ordinary Afghans by making meaningful, multi-faceted information available to the citizens of Afghanistan.



Magul holds her child during a literacy class offered as part of her livelihoods training being supported by the *National Area-Based Development Programme* in Jalalabad, eastern Afghanistan.

# Poverty Reduction and Sustainable Livelihoods

In 2011 UNDP programmes worked toward reducing poverty and improving sustainable livelihoods prospects for the Afghan people. The Organization provided vital analytic support to the development of national pro-poor policies, and continued its direct programmatic interventions for reduction of income poverty, with a particular focus on under-served rural areas.

Through *Making Budgets and Aid Work Project* (MBAWP) UNDP project staff supported the Ministry of Finance (MoF) and other relevant government offices to strengthen budgeting, strategic planning, aid coordination and management.

MBAWP helped MoF prepare a comprehensive, policy-based, national budget reflecting pro-poor and poverty reduction policies supporting the national development strategy, which have also led to improved budget transparency.

Since 2002 UNDP's *National Area-Based Development Programme* (NABDP) assists the poorest of Afghans by rebuilding schools, clinics, roads, wells and alternative energy mechanisms in some of the most damaged communities throughout the country.

The project estimates that 14 million Afghans have benefited from the more than 2,360 rural infrastructure projects that have been completed.

Through the joint UN project *Strengthened Approach to Integration of Sustainable Environmental Management* (SAISEM) select Government agencies were supported to develop policy frameworks, provide capacity

development for effective policy implementation, and integrate environmental management into national and sub-national planning.

2011 key results in poverty reduction and sustainable livelihoods included:

- ♦ Budgeting reform across all 34 provinces improved allocation of public resources for service delivery at the provincial level
- ♦ Improved management of budget cycle by Ministry of Finance
- ♦ Greater budget transparency
- ♦ Improved community planning of local development projects through representative bodies such as District Development Assemblies
- ♦ Increased access for Afghans to basic services like electricity and water through development projects
- ♦ Increased employment and livelihoods opportunities in insecure areas
- ♦ Development of environmental protection policies and integration of into Government planning

UNDP Afghanistan is promoting national initiatives to empower the poor. Its projects in the areas of budget and aid effectiveness, rural and urban development, policy support, government capacity development, and environmental issues, all work ultimately to achieve the Millennium Development Goals and improve the lives of Afghan citizens.

## Poverty Reduction and Sustainable Livelihoods

Poverty Reduction and Sustainable Livelihoods		
UNDP Project	Funding in US dollars	Donors
Making Budgets and Aid Work Project (MBAWP)	2011 programme delivery \$4.61 million delivery was 95% project 2011 - 2015 budget \$30 million	Germany, Canada, Department of International Development (DFID) – United Kingdom
National Area-Based Development Programme (NABDP)	2011 programme delivery \$61.4 million 2009 – 2014 budget \$294.7 million	Belgium, Denmark, Germany, Japan, the Netherlands, Norway, European Union, CIDA, DFID, AECI/Spain, Italy
Strengthened Approach for the Integration of Sustainable Environmental Management in Afghanistan (SAISEM)	2011 programme delivery \$312,751 2008 - 2012 budget \$2.5 million	MDG-Spain



**A new road constructed under NABDP makes travelling safer and connects communities.**



### Making Budgets and Aid Work Project (MBAWP)

At the 2010 Kabul Conference and the Accra Agenda for Action and the 2011 Bonn and Busan conferences, the Government of Afghanistan pushed for a credible, realistic and 'achievable' national agenda, underpinned by priority programmes and reform initiatives routed through the national budget to achieve planned national development priorities.

UNDP's *Making Budgets and Aid Work* (MBAW) Project builds on these international commitments and promotes budgeting as a transparent means to coordinate international development assistance in alignment with the *Afghanistan National Development Strategy* (ANDS) and the Millennium Development Goals.

MBAWP helped MoF prepare a comprehensive, policy-based, national budget reflecting pro-poor and poverty reduction policies supporting the national development strategy.

Budget related policy tools like the *Medium Term Fiscal Framework* (MTFF) and the *Medium Term Budget Framework* (MTBF) were also prepared with technical assistance from the MBAWP, to guide budget formulation and achieve fiscal objectives. Additionally, in collaboration with UNDP's *Gender Equality Project*, MBAWP provided technical assistance in the preparation of the gender responsive budgeting instructions and their incorporation in budget preparation for the four pilot ministries trained to integrate gender issues.

A Public Financial Management Roadmap and Plan was developed with assistance from the project and implemented following International Monetary Fund (IMF) guidelines. Based on the Roadmap, the project provided support in the development of the three-year US \$129 million *Extended Credit Facility* programmes supported by the IMF, which will significantly help address challenges stemming from the Kabul Bank crisis.

In the course of the year Afghanistan's rating on the Open Budget Index (OBI) transparency improved from 8% to 28%, and it is expected to reach 30% in 2012. Contributing to this improvement were three workshops on budget preparation for civil society organizations and the media, organized by MBAWP and that the project makes publicly available the Citizen's Budget, National Budget, MTFF, MTBF in a timely manner.

Moreover, MBAWP provides support in preparation of policy papers, reports and information circulars with regard to transition, national sustainability and aid management, and also provides technical advice in important fiscal issues like macro-economic forecasts, revenue and expenditure analysis.

The Programme Budgeting reform in relevant units brought about the integration of operations and development budgets. Across 34 provinces, MBAWP helped develop and implement the Provincial Budgeting reform to better involve provincial and local authorities in the budget formulation process to reflect provincial and local development needs and improve service delivery. So far 72 provincial budgeting workshops have been rolled out training 3,632 provincial authorities.

The Aid Management Policy is being finalized to improve, align and harmonize Overseas Development Assistance (ODA) with national priorities by channelling funds through the national budget, to ensure more predictable aid flows in the country. The process is being enhanced by the online Development Assistance Database (DAD), an official aid coordination tool, through which donors can upload and access information on the availability of programme funds and their allocation and utilization.

### Story

### UNDP commits direct support to national budget

The *Making Budgets and Aid Work Project* played a facilitating role between the Ministry of Finance and UNDP in the signing a Letter of Intent towards greater 'on-budget' support for UNDP-funded programmes.

"This signing between the Ministry of Finance and UNDP is very significant because it further strengthens national ownership at this critical time. We greatly welcome UNDP's continued commitment to Afghan development," said Finance Minister Dr Omar Zakhilwal, at the signing ceremony held in the Ministry.



**Provincial budgeting training promotes the equitable distribution of resources. Credit: UNDP**

"UNDP will continue to work alongside the Government, donors and other partners to ensure Afghanistan meets its development goals. Today's signing shows our commitment to the Afghan people," said visiting UN Assistant Secretary-General and UNDP Assistant Administrator, and also UNDP Regional Director for Asia and the Pacific, Ajay Chhibber.

The Letter of Intent further consolidates the process that UNDP has initiated in Afghanistan to strengthen national leadership and capacity development in the management of international assistance. It is also in line with the Government's request that donors adopt an 'on-budget' support mechanism, which was endorsed at last year's Kabul Conference and Peace Process.

'On-budget support' of UNDP technical assistance will be based on the existing experience of the Government and UNDP through the Law and Order Trust Fund (LOTFA). Currently, all budgetary resources under LOTFA have been provided by UNDP through 'on-budget' support and today's agreement will enable the financing of additional projects under national implementation or under Letters of Agreement of directly implemented projects through the treasury.



Surveying road work north of Kabul, as part of the National Area-Based Development Programme (NABDP).

### National Area-Based Development Programme (NABDP)

The *National Area-Based Development Programme* works with the *Ministry of Rural Rehabilitation and Development* (MRRD) to promote longer-term development and better service delivery to Afghans, while expanding the Government's capacity to lead development activities.

NABDP focuses on local institution building, rural livelihoods and rural infrastructure development with regard to water supply, natural resources, transport, rural energy and disaster management. Through its seven regional offices, the programme provides capacity development to the pivotal District Development Assemblies.

NABDP operated in all 34 provinces with more than 700 staff of UNDP and MRRD. The programme opened new provincial offices and projects and hired community mobilizers. It supported the mobilization, institutionalization, and capacity development of *District Development Assemblies* (DDAs) by the *Local*

*Institutional Development Department* to strengthen local governance and development. DDAs are elected and key to inclusive local participation in the development process; members are frequently trained in local governance, conflict resolution, gender equity, finance and procurement, as well as project implementation and management topics.

In Badakhshan and Maiden-Wardak six new DDAs were established with some 1,750 men and 720 women voting in 87 DDA re-elections. As well, some 1,750 men and 930 women from over 100 DDAs in 11 provinces, benefitted from capacity development training.

In MRRD more than 1,000 staff and social change agents were trained in 13 workshops run by the *Afghanistan Institute for Rural Development* to strengthen institutional capacity. Thirty DDAs were trained in Disaster Risk Reduction Management.



**Participatory planning at work through the Kalakan District Development Assembly in Kabul Province.**

## Poverty Reduction and Sustainable Livelihoods

NABDP saw the completion of some 200 productive rural infrastructure projects by the end of 2011 and some 350 were ongoing, while workers benefitted from nearly 400,000 labour days. As a result, about 1.5 million Afghans had better access to safer drinking water, public buildings, educational facilities and transportation. The *Quality Control Department* assessed some 700 projects, and field-monitoring officers made about 1,500 field visits countrywide.

Infrastructure improvements included the completion of 158 protection, retaining, and gabion wall projects protecting 20,048 jeribs of land. Productivity was improved by some 55 irrigation projects for 2,500 jeribs of land, as 130 ongoing water management projects improved prospects for agricultural land.

Rural energy development continued to involve community members. Twenty-six Micro Hydro Power Plants were completed, with 125 still ongoing. More than 4,000 families accessed electricity for studying, reading, television, business and social activities. While 13 biogas projects (180 plants) were completed and 20 (230 plants) were still ongoing.

MRRD's gender mainstreaming policy was finalized and NABDP has initiated steps towards implementation of the policy. More than 30 projects for women were on-going. In addition, 34 Livelihood Improvement Practice Groups were set up in five provinces benefitting 850 women through various economic activities. The MRRD and UNDP partnership continued to achieve results in reducing poverty and diversifying livelihoods through NABDP projects.



**Maliha trains local women in fruit and vegetable processing through a livelihoods project, Kabul Province.**

"This project trains women to preserve fruit and vegetables from their village. They also learn how to prepare poultry. It gives the women power through the financial support they bring to their families." Maliha said.

### Story

### Shallow wells provide fresh water in Logar

In several villages in the Mohammad Agha District of Logar Province, residents now enjoy improved access to cleaner and safer drinking water as a result of 40 shallow wells. The NABDP project has benefitted some 6,800 residents and was funded by the Government of Japan.

Most people in the district live in simple mud houses without private wells or piped water. Typically locals collect water from the river, rain, or unprotected springs. Children and the elderly were often sick and some deaths were attributed to contaminated water. Residents also faced difficulties collecting water as men were busy with agricultural activities and female family members had to travel long distances on foot or donkey to the source.

With 40 new wells, residents are thankful for safer and more accessible drinking water. In addition, the US\$62,800 project created 1,800 labour days for local residents, providing short-term income to many without employment. Water supply and sanitation comprise a significant part of NABDP's projects, given their high demand and clear health benefits.

### Story

### Marooned homes no more as villagers get protection wall

Spring flooding is an annual problem in much of Afghanistan when melting snow from the mountains and rainfall causes rivers to breach their banks and flood homes and agricultural lands. Every year the rising waters of the nearby river threatened the 400 villagers of Qala Bala in the Karoukh District of Herat Province in western Afghanistan. At night local men patrolled the riverside and frequently evacuated villagers at short notice.

In early 2011 community members told the newly elected District Development Assembly that building a protection wall was their top priority. UNDP facilitated planning and project management for DDA members as well as provided technical assistance. Within 5 months community members constructed a 540-metre long protection wall and contributed 612,521 Afghanis to the 5,512,690 Afghanis provided by the NABDP project.



**Qala Bala village will be protected from seasonal flooding.**

Says, Haji Sakhi Mohammad, Chahar Asyab DDA Chairperson, Kabul, "The construction of the intake and 25 meter protection wall are now irrigating 100 hectares of land and several of our houses are being protected from the danger of flooding. Several times before the floods destroyed our mosque and homes. Local people decided to move out but the cost of land is high. Now local people can securely stay in this area and their lands being protected."

This year, agricultural damage and erosion was prevented and recurring flood crisis has been averted for 5,918 residents of the area. A local resident commented that they will literally get better rest and peace of mind now that their village is protected from flash flooding: "The future spring we all will sleep well as we will not have to patrol the river at night. We can irrigate our land better and cultivate more land, after that our lives will be changed."

### Strengthened Approach for the Integration of Sustainable Environmental Management (SAISEM)

SAISEM is a joint UN programme supporting selected Government agencies to develop policy frameworks, provide capacity building for effective policy implementation, and integrate environmental management into national and sub-national planning.

The project aims to raise the capacity of the *National Environment Protection Agency (NEPA)*, the *Ministry of Agriculture, Irrigation and Livestock (MoAIL)* and the *Ministry of Rural Rehabilitation and Development (MRRD)* in environmental integration and planning. The UN's *Food and Agriculture Organization (FAO)* and the *United Nations Development Programme (UNDP)* implement SAISEM, while the *United Nations Environment Programme* plays an advisory role.

In 2011, through the UNDP component of SAISEM, Environment Mainstreaming Guidelines were drafted to advise national and sub-national government ministries and agencies, civil society and the private sector on integrating environmental management into planning and implementation. The guidelines will help ensure the sustainability of future development initiatives and were submitted to NEPA for final approval. SAISEM also contributed to the development of the Provincial Environmental Advisory Council's (PEACs) Guidelines.

SAISEM and NEPA collaborated to establish 19 Provincial Environment Advisory Councils. The Councils mark an important milestone in enabling NEPA to monitor compliance in the country with the 2007 Afghanistan Environment Law. In addition, the Councils worked with NEPA provincial directorates, the Independent Directorate of Local Governance (IDLG) and UNDP's Afghanistan Sub-national Governance Programme (ASGP), to integrate environmental issues into the newly developed provincial strategic plans of four provinces. SAISEM also coordinated closely with the Ministry of Rehabilitation and Rural Development (MRRD) in establishing 21 environment sub-committees.



**Band-e-Amir in central Aghanistan is a protected area, and in 2009 became the first national park.**

The Committees will help integrate environmental management into rural development activities.

As part of institutional and staff capacity development for MRRD, NEPA and other relevant ministries, 157 staff at the national level participated in training courses. The courses included environmental integration, climate change, water quality monitoring, GPS use and application, environment and gender, and environmental conservation and awareness. SAISEM also supplied 100 sets of Water Quality Monitoring toolkits and 40 sets of GPS to NEPA. Additionally, 760 sub-national staff from NEPA, MRRD, MoAIL and other key directorates, universities and provincial and district governors were sensitized on environmental issues while establishing PEACs.

An estimated 1,200 community members, including community elders and religious leaders, were also sensitized to environment and natural resources management issues. NEPA received support in developing its website to further environmental awareness and improve its visibility as the leading institution for environment management in Afghanistan.

# ACRONYMS

<b>ACT</b>	<b>Accountability and Transparency Project</b>
<b>ANDMA</b>	<b>Afghanistan National Disaster Management Authority</b>
<b>ANDS</b>	<b>Afghanistan National Development Strategy</b>
<b>ANP</b>	<b>Afghan National Police</b>
<b>APRP</b>	<b>Afghanistan Peace and Reintegration Programme</b>
<b>ASGP</b>	<b>Afghanistan Sub-national Governance Programme</b>
<b>CPD</b>	<b>Central Prisons Department</b>
<b>CP</b>	<b>Community Policing</b>
<b>CAO</b>	<b>Control and Audit Office</b>
<b>CDC</b>	<b>Community Development Council</b>
<b>DIAG</b>	<b>Disbandment of Illegal Armed Groups</b>
<b>DDA</b>	<b>District Development Assembly</b>
<b>ECC</b>	<b>Electoral Complaints Commission</b>
<b>ELECT</b>	<b>Enhancing Legal and Electoral Capacity for Tomorrow</b>
<b>EUROPOL</b>	<b>European Police Office</b>
<b>GoA</b>	<b>Government of Afghanistan</b>
<b>GEP</b>	<b>Gender Equality Project</b>
<b>HRSU</b>	<b>Human Rights Support Unit</b>
<b>HOO</b>	<b>High Office of Oversight</b>
<b>IDLG</b>	<b>Independent Directorate of Local Governance</b>
<b>IEC</b>	<b>Independent Election Commission</b>
<b>ISAF</b>	<b>International Security Assistance Forces</b>
<b>JHRA</b>	<b>Justice and Human Rights in Afghanistan</b>
<b>LHC</b>	<b>Legal Help Centre</b>
<b>LOTFA</b>	<b>Law and Order Trust Fund for Afghanistan</b>
<b>MBAWP</b>	<b>Making Budgets and Aid Work Project</b>
<b>MoIC</b>	<b>Ministry of Information and Culture</b>
<b>MoI</b>	<b>Ministry of Interior</b>
<b>MoJ</b>	<b>Ministry of Justice</b>
<b>MoLSAMD</b>	<b>Ministry of Labour, Social Affairs, Martyrs and Disabled</b>
<b>MRRD</b>	<b>Ministry of Rural Rehabilitation and Development</b>
<b>MoWA</b>	<b>Ministry of Women's Affairs</b>
<b>NABDP</b>	<b>National Area-Based Development Programme</b>
<b>NIBP</b>	<b>National Institution Building Project</b>
<b>NDMP</b>	<b>National Disaster Management Programme</b>
<b>PPC</b>	<b>Provincial Peace Committee</b>
<b>SAISEM</b>	<b>Strengthened Approach for the Integration of Sustainable Environmental Management</b>
<b>UNAMA</b>	<b>United Nations Assistance Mission in Afghanistan</b>
<b>UNDAF</b>	<b>United Nations Development Assistance Framework</b>
<b>UNDP</b>	<b>United Nations Development Programme</b>
<b>UNODC</b>	<b>United Nations Office on Drugs and Crime</b>



# CONTRIBUTING PARTNERS



Australia



Canada



Denmark



European Union



Finland



Germany



India



Italy



Japan



Netherlands



Norway



Switzerland



United Kingdom



United States of America



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Resilient nations.*

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