

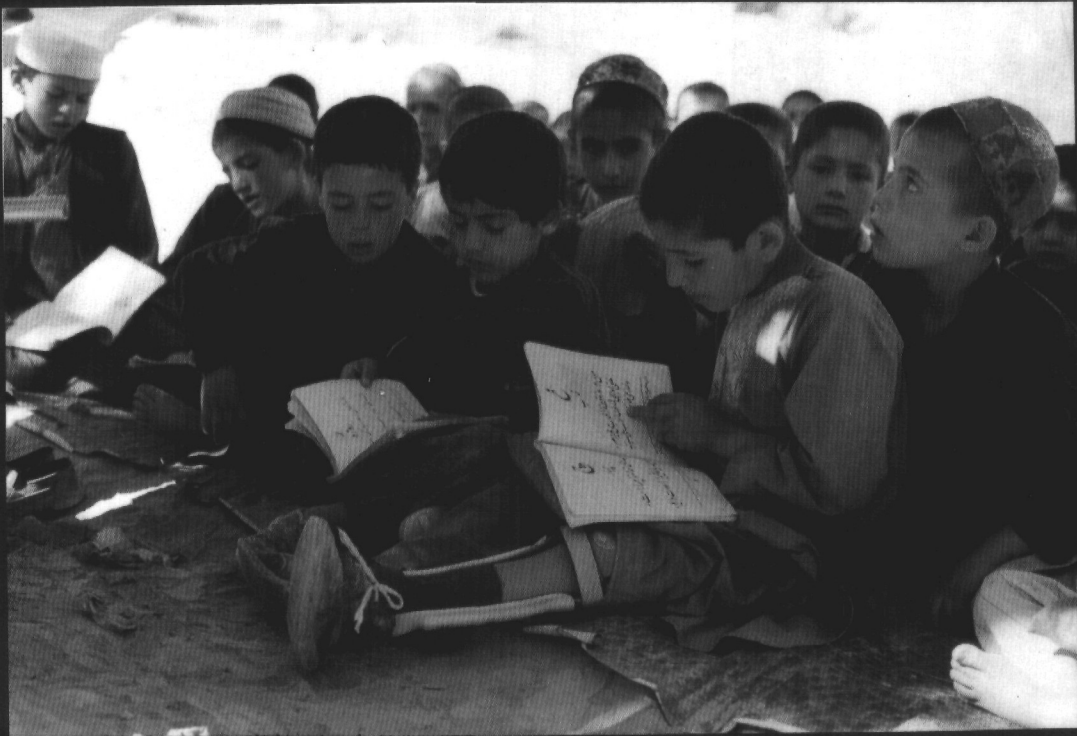


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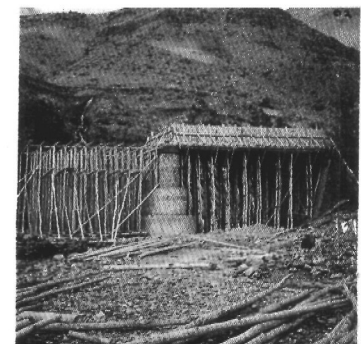
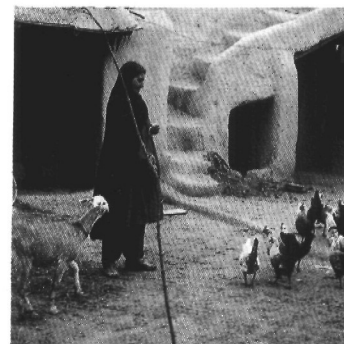
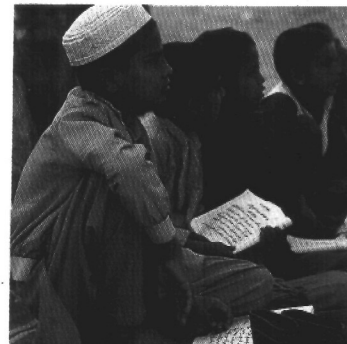
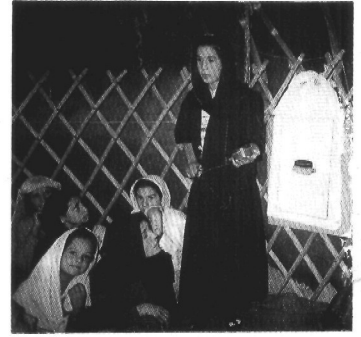
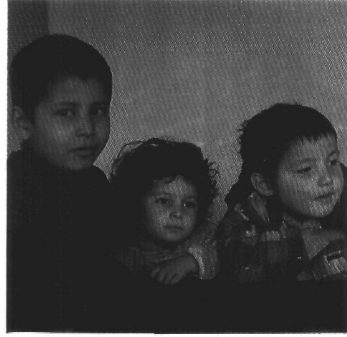
Poverty
Eradication
And
Community
Empowerment

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FINAL DRAFT
FOR HEADQUARTERS REVIEW



Afghanistan PEACE Initiative
1997-1999

812-AF97-15013



Poverty
Eradication
And
Community
Empowerment

FOREWORD

There is growing realization that crises, such as in Afghanistan, are not an aberration in a linear process of development, but have deep roots in - or are amplified by - the ways in which societies are structured, and their people affected by poverty and disparity.

Afghanistan can only be at peace if all Afghans have security in their daily lives. Peace is, therefore, not only something that is negotiated. It is more than the absence of war. Peace must be built. The root causes of the conflict need to be addressed. There can never be a lasting peace without a parallel effort to rebuild basic social and productive infrastructure and good governance. This 'Development for Peace' consensus was one of the main outcomes of the International Forum on Assistance to Afghanistan, held in January 1997 in Ashgabad, Turkmenistan, and figures prominently in the Interim Operational Strategy Note for the UN System in Afghanistan.

UNDP's programme of the last years, implemented with FAO, WHO, UNCHS, ILO, UNESCO, UNOPS and in consultation with many other UN Agencies and Non-Governmental Organizations, has demonstrated that sustainable grass-roots rehabilitation programmes can make a substantial contribution to creating, at the local community level, an environment of - and for - peace.

It is therefore important to continue to focus on interventions that rebuild mechanisms for people's participation in rehabilitation and development and which provide an incentive to disengage from conflict; which help to build a mechanism for people to meet peacefully and discuss points of common interest rather than issues that divide; and ensure that the concerns of the most disadvantaged are adequately taken care of.

This "PEACE" Initiative reflects UNDP's strong belief that there can be no lasting peace without Poverty Eradication And Community Empowerment; without addressing both the development and the institutional crises.

It is fully realized that this Initiative does not address all development and governance issues facing Afghanistan today. The 'half war, half peace' situation necessitates a high degree of realism in setting targets. But this proposed grass-roots programme can make a substantial contribution to peace-building, by restoring a sense of security; by rebuilding indigenous capacities and commitment for recovery; by strengthening social integration, focusing on the needs of the disadvantaged and marginalized groups; and by building democratic institutions from the bottom up.

I am extremely grateful for the strong commitment to this "PEACE" Initiative shown by other UN agencies during its formulation, and look forward to further strengthening this so important UN System partnership during the implementation, and possible expansion, of this Initiative.

UNDP has allocated US \$ 35 million of its programme resources for Afghanistan to this two-year Initiative.

An additional US \$ 20 million will need to be solicited from donors, so as to allow the programme to be further extended, both geographically and thematically. The Trust Fund mechanism established to facilitate possible donor contributions is described in this programme document.

A mid-term evaluation of the programme will be organized in mid-1998, and I look forward to the participation of all interested donors and partner NGOs .

U Nay Htun
Assistant Administrator
Director, Regional Bureau for Asia and the Pacific
United Nations Development Programme

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The Afghanistan "PEACE" Initiative (1997-1999)

The overall development objective of the PEACE Initiative is to contribute to the restoration of peace in Afghanistan through poverty alleviation, good governance building and community empowerment in both rural and urban areas.

1. Background

Why the PEACE Initiative in Afghanistan?

Afghanistan remains a country in crisis, with its infrastructure and social capital mostly destroyed and its governance systems ruptured. The national economy has been crippled through loss of export earnings, loss of jobs, lack of national economic management and revenue generation capacities. Nineteen years of war have compounded and complicated the spiraling reduction in the country's social and economic status. In 1996, UNDP's *Human Development Report* placed Afghanistan 169th out of 175 countries in the Human Development Index.

At least three quarters of the population live in rural areas, and about 85 per cent are estimated to depend on agriculture for their livelihood. Those who live by subsistence farming have been particularly affected by the years of conflict. Many people have lost their land and livelihoods through dislocation, erosion, mines, and destruction of irrigation structures.

Like the rural areas, the urban areas have seen widespread destruction of their physical, economic, and social infrastructures. This has severely disturbed the delivery of basic services, as well as eroded the capacity of urban residents to cope with the war. It has also had devastating effects on municipal administration. Urban areas have become the final destination for many internally displaced persons and returnees. With a population growth estimated at 2% per annum, the limited agricultural land has come under intense pressure. Together with a lack of alternative employment in rural areas, this has contributed to rural-urban migration, further increasing pressure on already strained urban infrastructures and services.

The following summarizes some of the most critical aspects in the social, economic, institutional and environmental context of Afghanistan:

Governance and Social Stability

- Disruption and isolation of civil society and its traditional structures which used to form the basis of community resilience, self-reliance, and self-help.

Food Security/Nutrition

- Food production per capita still substantially lower than in 1979.
- Livestock production severely affected by conflict and disease.
- Chronic malnutrition and dietary imbalances in most parts of Afghanistan.

Education

- Only 13 percent of adult females and 44 percent of adult males are literate.
- From 3,500 primary schools in 1978, to 600 in 1990.
- Hardly any girls and only 27 percent of boys attend primary school.

Refugee Return

- Since 1978, up to 6 million Afghans have fled from armed conflict, finding refuge in neighbouring countries; nearly half of them have returned and many more are now in the process of returning.
- Another 2 million people are internally displaced.

Demining

- Ten million unexploded mines.
- An estimated 10 people per day killed or maimed by landmines.

Health

- One of the highest rates of infant mortality (165 per 1,000 live births), child mortality (257 per 1,000) and maternal mortality (640 per 100,000 live births) in the world.
- 3 to 4 percent of the population are disabled.

Shelter

- Over 1 million houses need rebuilding.
- Only about 20 percent of the population live in urban areas but the rate of urbanization in Afghanistan is estimated to be among the highest in Asia, putting enormous pressure on the weak urban environments.

Income generation

- Production mostly subsistence, with many living below the poverty level.
- Employment opportunities extremely limited.

Water and Sanitation

- Safe water available to only 5 per cent of the rural and 40 percent of the urban populations.
- Poor sanitation, the major underlying cause of morbidity and mortality in children.

Energy

- Significant natural energy resources exist but energy production, distribution and consumption are grossly deficient, and with severe adverse effects on the environment.

Community Services

- Loss of cultural and recreational facilities and a damaged cultural heritage, major factors which inhibit social reintegration and recovery of the social fabric.

Natural Resources

- High rates of deforestation, desertification, and loss of biological diversity.

2. Objectives

What will the PEACE Initiative seek to address?

While each project in the Programme also has sector-specific objectives, the Immediate Objectives of the Initiative (1997-1999), to which all projects will contribute, are:

- *to create a visible and measurable impact on human welfare, in particular for women, the poor, the disabled and the disadvantaged;*
- *to strengthen local self-help capacity for income generation and food security; and,*
- *to improve local governance, by strengthening (in particular community, private sector and NGO) capacities required to sustain community-focused development.*

Afghanistan still faces numerous challenges along the road to peace. As stressed in the recent International Forum on Assistance to Afghanistan - IFAA - (Ashgabad, 21-22 January, 1997) an enabling environment that supports reconciliation (by providing incentives to disengage from conflict) and that sustains the peace, once politically negotiated, must be created.

The central challenge posed by the Ashgabad Forum to development practitioners is incorporated in this present programme proposal: to demonstrate clearly that assistance programmes can make a contribution to building peace and to post-conflict rehabilitation, and to improving the lives of ordinary people in all parts of the country. Demonstrating this also entails the commitment to monitor carefully impact of all activities and approaches, and to pursue those that uphold the rights and human dignity of the Afghan people, and especially the most vulnerable among them.

Certain critical and tangible problems, undoubtedly partial causes of the conflict, must be addressed in order to build this enabling environment, particularly with regard to poverty, shelter, and food insecurity. Addressing such problems now may help to establish a firm foundation on which to address other, less tangible, problems down the road.

One of the first and most critical requirements is, however, to strengthen grass-roots community cohesion, empowerment, self-reliance and self-help capacities; as well as local and - wherever possible - national governance.

This requires an emphasis on improving equitable and sustainable access to productive and social assets and services through small-scale, high impact interventions at the grass-roots level; on restoring good governance where possible, and in particular - in the current circumstances - at the local level; on building community cohesion through enhanced beneficiary participation in development management; and on building the capacity of the private, non-governmental and the public sector at the very local level to support community-driven rehabilitation and development efforts.

The most widespread problems currently facing Afghanistan, and indeed the ones that are being - or in the current circumstances, can be - addressed under this Programme, are:

- *local governance*
- *poverty*
- *food insecurity*
- *migration and urban growth*
- *lack of basic urban/rural social and economic infrastructures, and*
- *environmental devastation*

Governance

Peace, good governance, and long-term sustainable human development (SHD) in Afghanistan can only be achieved if people have security in their daily lives. In a country that has been devastated by conflict and war, the effort of reconstructing peace and good governance must be undertaken from the bottom-up, addressing security issues at the very household and community level, both in the rural and urban areas.

Afghanistan still has - in spite of disruption and isolation of civil society - traditional systems for community consultation and the resolution of conflict; and elements of these still function to varying degrees. Building on these Afghan strengths has been - and will remain - the core strategy of UNDP in Afghanistan.

Poverty

The above cross-cutting problems impact negatively on everyone in Afghanistan, but some socio-economic groups feel the impact more strongly, in particular the poorest of the rural and urban populations and the most marginalized: women, the landless, the displaced, and the disabled.

The over-arching problem of poverty in Afghanistan must be addressed through the promotion of sustainable and self-reliant livelihood systems at the community level, both in the rural and urban areas. It also means planning for the viable development of income-generating activities for a broader spectrum of the population. Access to credit for income-generating activities, particularly for women and marginal groups in rural and urban areas, must also be addressed.

Food Insecurity

The Programme will work with communities to counter the widespread problem of food insecurity in Afghanistan through the continued rehabilitation of the agricultural and livestock sectors. This means supporting farmers at different levels, particularly the poor small-holder and subsistence farmer. It also means promoting the diversification of produce for both internal and external markets. In concrete terms, this will mean building on recent successes and strengthening local capacities for self-reliance and self-help.

Migration, Urban Growth, and Lack of Basic Infrastructures

Addressing rapid urban growth is critical to peaceful reconstruction. Recognizing that refugees and internally displaced persons will continue to return to, and resettle in Afghanistan, the Programme will support community rehabilitation of locally appropriate physical, social, and economic infrastructures, in both urban and rural areas, and through a comprehensive community-based approach.

Environmental Devastation

Where applicable, the projects will aim to introduce, or build on already existing, environmentally sustainable practices such as those relating to soil erosion control and forest, farm and livestock management, and urban sanitation, to counter the environmental devastation resulting from years of conflict.

3. Target Beneficiaries

Who will benefit from the implementation of the PEACE Initiative?

The Poor, the Disabled and the Disadvantaged

The Programme seeks to target, in particular, local communities in 23 districts and six urban areas through direct interventions that build capacity for self-reliance and empower communities. Particularly important target groups include the most marginalized socio-economic groups in communities, such as women (including widows), children, the disabled, and the displaced.

Women

In many areas of Afghanistan, both before the war and now, women have played an integral role in the productive aspects of rural and urban life, as well as their roles as wives and mothers. In rural areas, women's work has included responsibility for livestock, for horticulture, and for working on agricultural land. They have also been involved in the production of traditional crafts that generate income for their families. The ongoing conflict has increased the number of widows throughout the country, and recent developments have further increased the level of female seclusion in many areas. Recognizing the current political, cultural and social realities of Afghanistan, the projects will continue to undertake interventions that specifically target women, in sectors that are particularly relevant to their needs, priorities, and daily roles and responsibilities.

Local Communities, NGOs and the Local Private Sector

The Programme will directly benefit local community organizations, but also support local NGOs and the local private sector working with communities. It is hoped that over time, and through the development of strong self-reliant local communities, the Initiative will contribute to building effective and democratic local governance structures, based on strong development partnerships among all concerned.

4. Programme Strategy

How will the PEACE Initiative help to address these major problems facing Afghanistan?

The UNDP Programme evaluation in early 1996 concluded that the ongoing programme was an efficient and effective set of projects which had managed - in complex circumstances - to create a visible impact. The evaluation also stressed that the UNDP activities of the last three years were an ideal entry-point for enhanced capacity building of civil society and had created a window of opportunity for introducing modalities of good governance, based on a decentralized and consultative community-owned development management approach.

The principal lesson that indeed has emerged from the review is that community-focused rehabilitation and development assistance, as implemented by UNDP over the last few years, has demonstrated its potential to achieve positive impact on the peace process by providing a greater sense of normalcy; by providing opportunities for expressing ideas; and by providing incentives which motivate people to disengage from conflict.

Building on these entry points for a focused programme where poverty alleviation and good governance are the main objectives, at the programme level and throughout all programme components, is the thrust of the 1997-1999 UNDP Programme.

The Programme will be centred around the extension of major ongoing projects. However, new - and common - points of emphasis will be reflected in these extensions, in particular strengthening of local governance and poverty alleviation.

An Integrated Programme Approach

A more integrated programme approach will be pursued, ensuring that opportunities for linking the various projects under the PEACE Initiative, and thus for enhanced impact, are fully exploited, in particular by concentrating most Initiative-related activities in approximately 23 rural districts and six urban centres.

A programme-wide survey will be conducted at the outset to identify basic indicators of poverty, health, education, nutrition, etc. in the districts. This will assist the PEACE Initiative and its projects with further integrated planning and programming of activities. Details of the intended approach are outlined in the section on Common Implementation, Coordination and Monitoring Arrangements.

Each Project will also ensure that strategies for the following are considered in all aspects of implementation, and in a coordinated manner:

- *initiatives for peace-building;*
- *gender-differentiated activities and targets;*
- *financial sustainability through the extension of user-pays, cost recovery and credit modalities and a beneficiary commitment to meet recurrent costs;*
- *a gradual move from a technology and input delivery focus to an emphasis on community and civil society capacity building;*
- *the inclusion of an Information, Education and Communication (IEC) component so as to strengthen community capacities for informed decision-making and life-skills; and,*
- *the integration of activities in a longer-term perspective, through programmatic field research that will contribute to the formulation of future reconstruction and development plans.*

Furthermore, while the emphasis of the PEACE Initiative is on concrete, action-oriented interventions, the strategies for implementing each project will utilize approaches to development that:

- *strengthen grassroots community cohesion;*
- *promote empowerment of local communities, particularly of the poorest and most marginalized: women, children, people with disabilities, and the displaced;*
- *support self-help capacities and people's participation; and,*
- *establish foundations for good governance at the local and district (shura) and, wherever possible, national levels.*

Coordinated Planning of High-Impact Interventions

It is critical that, in the absence of a fully functioning Government, the aid community plays a catalytic role in the design and planning of integrated reconstruction and development programmes for Afghanistan. UNDP will play a leadership role in facilitating the coordinated planning and implementation of high-impact interventions. Furthermore, it will establish a regionally based mechanism to support aid coordination. The lessons learned from downstream activities will be useful in guiding the formulation of future policies and plans, as well as in preparing the ground for a replicable model of participatory, decentralized, and integrated development.

The coordination support provided in the past by UNDP, and which led to the design of a fully coordinated Action Plan for Immediate Rehabilitation (1993) and an Interim Operational Strategy Note for the UN System (1996), will be further extended and

strengthened so as to contribute to the formulation of a comprehensive Strategic Framework for Assistance to Afghanistan which can serve as the platform for coordinated action by all development partners and stakeholders.

Community-Based and Community-Owned Processes

Community-focused strategies for rehabilitation and development assistance have demonstrated their potential to achieve positive impact on the peace process by providing a greater sense of security and stability; by providing opportunities for expressing ideas; and by providing incentives which motivate people to disengage from conflict. The PEACE Initiative will build on identified community strengths and will aim to promote community-based processes in all aspects of the Initiative. It will build on these strengths in order to facilitate the reconstruction of rural and urban infrastructure, restore and/or strengthen livelihood systems and, over the long term, contribute to building healthy local governance structures for long-term sustainability. This will be supported through working directly with local communities, NGOs, private sector services and other appropriate groups and organizations at the village, village cluster and district (shura) level.

Gender-Differentiated Programming

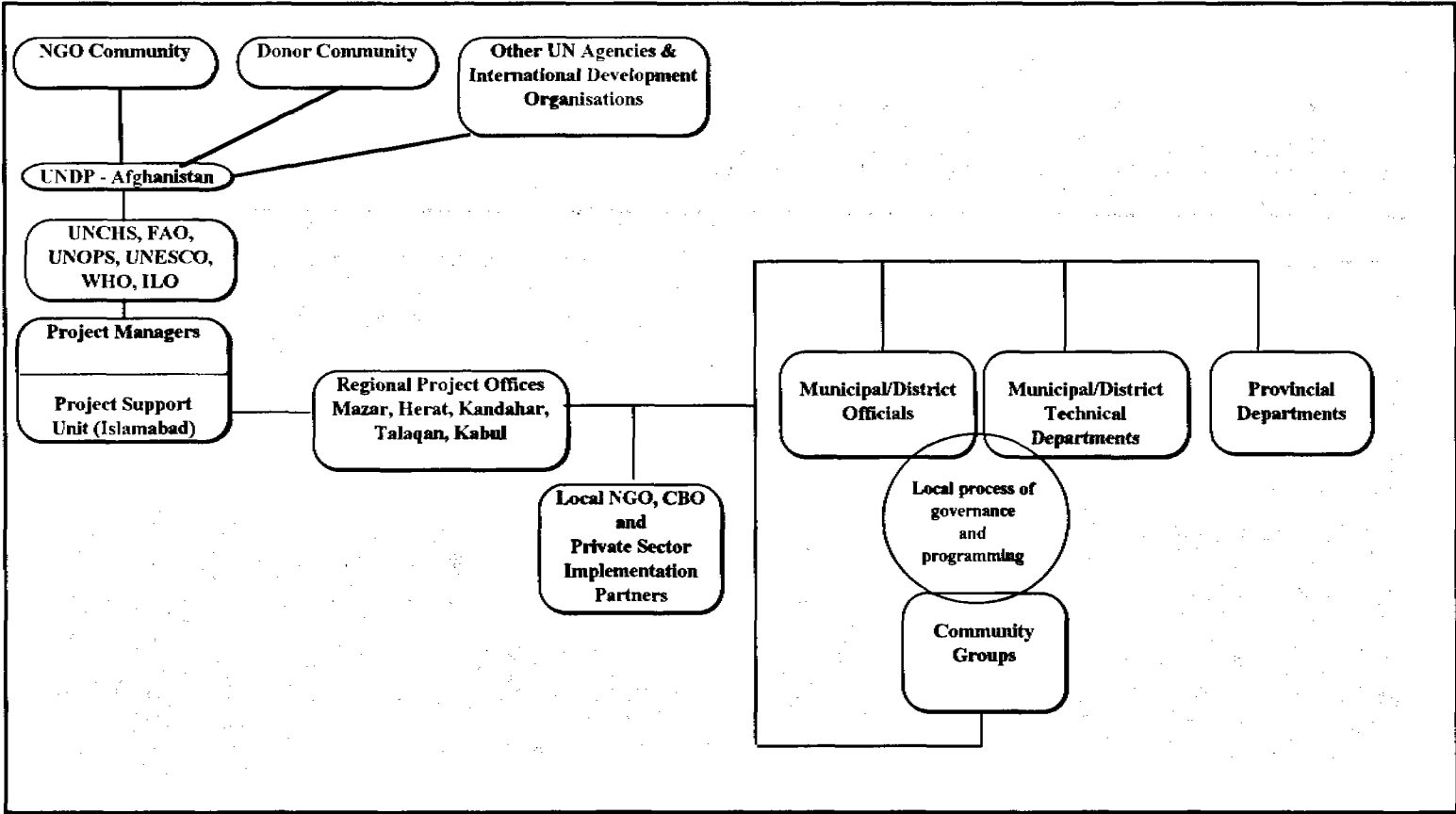
Review of the constraints on gender-differentiated programming faced by previous programmes in Afghanistan, particularly in the past year, has underlined the importance of the following action points for the PEACE Initiative and each of the projects:

- the need to actively “mainstream” gender analysis and awareness in programmes, at all levels, by pro-active recruitment of competent professional women (international and national) to senior positions, including senior project management positions. Positive discrimination in favour of women candidates to all senior posts is required to achieve a better gender balance in staffing and management of programmes.
- the need for each Project to draw up its own gender practice guidelines for field staff for project design, implementation and monitoring, including a checklist of key questions to be used by managers in assessing sub-project proposals and by staff in producing progress and impact reports.
- the need to establish a programme-wide commitment to ensure that women can be demonstrated to make up at least 25% of total direct project beneficiaries and that at least 20% of project inputs will directly support women’s projects.

In the PEACE Initiative described here, it is to be understood that all references to ‘group formation’ and ‘interest groups’ at community level therefore include and often imply a focus on women as a key target group.

It is also understood that wherever appropriate, project data bases and surveys will prioritize the effort to obtain gender-disaggregated data, and to monitor impact on a gender-differentiated level.

THE AFGHANISTAN PEACE INITIATIVE ORGANOGRAM



5. Geographical Coverage of the PEACE Initiative

Where will the PEACE Initiative be implemented?

In order to maximize impact, most interventions will be concentrated in approximately 23 districts and six urban environments. Some projects will also work outside of the 23 districts and six urban environments of the concentration area, as they are expected to continue the consolidation of activities undertaken in these districts under the predecessor phase(s).

The selection of the districts to be covered by the Initiative has been undertaken on the basis of their relative human development and humanitarian needs, including socio-economic conditions and health, nutrition, education needs. An important factor in the identification of these districts is the degree to which they exhibit across-the-board poverty. Particular attention has also been paid to an equitable distribution of the selected districts over the different ethnic and political groups. The map on page 19 details the area coverage of the Initiative.

6. Project Briefs

A brief summary of each project accommodated under the Programme is given below.

(a) Strengthening Community Self-Help Capacities in Rural Afghanistan

The emphasis in this project will be on activities which improve the living conditions and human welfare in rural areas, in a sustainable manner. While this will include a number of infrastructure improvement and infrastructure access improvement components (health; shelter; water and sanitation activities; and education) and the creation of new income-earning opportunities, the success criteria, and thus impact targets, will also focus on the extent to which new modalities of participatory development will be introduced and the degree to which benefits accrue to women, the poorest and the most disadvantaged in particular.

Under this project, a strong component of civil society organization and capacity development will be supported at three levels: at the village level, where representative organizations will be established and/or strengthened; at the level of village clusters, where opportunities exist to undertake common interest interventions, and thus to strengthen people's organization at this level; and at the level of the district, where capacities will be built of representative fora/shura who could increasingly become involved in the self-reliant planning of district activities. This may be further extended to identifying opportunities for representatives of different district *shura* to meet and discuss development issues of concern to several districts.

Infrastructure improvement activities under the project will be undertaken at the three above levels, as an entry-point and catalyst in the building of these governance structures.

The focus will be on low-cost interventions, so as to ensure maximum participation of beneficiaries and partner institutions in the design, planning, implementation and maintenance of the activities.

(b) Rebuilding Communities in Urban Afghanistan

The emphasis in this project will be on activities which improve the living conditions and human welfare in urban centres, in a sustainable manner. While this will also include a number of infrastructure improvement and infrastructure access improvement components (health; shelter; water and sanitation; education facilities; and the traditional municipal infrastructure) as well as a more comprehensive effort targeting the creation of new, sustainable income-earning opportunities and jobs, the success criteria, and thus impact targets, will equally focus on the extent to which new modalities of participatory development will be introduced and the degree to which benefits accrue to women, the poorest and most disadvantaged.

(c) Food Security through Sustainable Crop Production

(d) Livestock Development for Food Security

The emphasis in these projects is on improving food security and livelihoods resulting from increased agricultural and livestock production, and will be achieved through strengthening local capacities (at the district, village cluster and village level) for self-reliance in these sectors, in particular with respect to access to technology, inputs and services.

Under the projects, activities will include the training of local private sector, non-governmental sector and contact farmers or farmer groups and livestock owners or -owner groups in agricultural and livestock techniques through efficient extension services. They will also provide support to local communities and community groups to become self-reliant in the production and/or dissemination of essential agricultural inputs (seeds; fertilizer; agricultural tools; and pest management inputs) and in the production (e.g. improved animal feed) and/or dissemination (e.g. vaccines) of essential livestock sector inputs and services (e.g. vaccination) at the district level.

Both projects will also introduce activities to demonstrate and replicate increased value-added technologies for higher incomes and/or new jobs in their sectors (e.g. horticulture; sericulture; forest product development and agro-processing under the agriculture project; and commercial fodder production, cattle banks, and downstream processing under the livestock project).

In addition, these projects aim for the introduction of environmentally sustainable farming and livestock related practices through transfer of technology and know-how.

Access to small credit funds for activities in both projects will be ensured under the project 'Strengthening Community Self-Help Capacities in Rural Afghanistan,' which will operate in the same districts.

Success criteria, and thus impact targets, of these projects will include particularly the extent to which new approaches to participatory development and enhanced community organization (such as farmers' associations and livestock owner groups) will be introduced and the degree to which benefits accrue to women, the poorest and most disadvantaged.

(e) Comprehensive Disabled Afghans' Programme: Integration of the Disabled and Marginalized

The emphasis of this project will be to ensure, through a number of well identified and targeted support activities, the integration of disabled people, widows and orphans in mainstream development and Programme activities.

This will be pursued through two conceptually connected components, with one specifically targeting the disabled, and the other targeting the disadvantaged and marginalized (in particular widows and orphans).

The project, after having made a survey of target groups and their specific constraints, will ensure, through its support activities, that these constraints are overcome (special credit programmes; disability support instruments; income earning opportunities for the disadvantaged; gender-differentiated projects, etc), and that the target groups become also integrated in the activities undertaken by other projects of the Programme.

An overriding objective will be to involve community groups in the design and implementation of the 'integration' initiatives, to ensure a community-based rehabilitation approach and thus to ensure empowerment of the target group to participate in community action as full members of the community, as well as improved governance based on social integration and non-exclusion.

OTHER PROJECTS

(f) Strategy Development and Coordination for National Reconciliation and Rehabilitation

The focus of this project is to enhance the quality and impact of aid Programmes in Afghanistan, in particular by establishing a regionally based mechanism in support of aid coordination and by initiating the formulation of a Strategic (Development and Aid)

Framework. The impact target of the project is to add value - through enhanced synergy - to actions already being undertaken by the UN System and NGO community, by delivering demand-driven support towards greater Programme coordination, integration and convergence.

This project will be instrumental in providing substantive guidance for the integrated design and implementation of Programme activities (through its outposted advisors in Kandahar and Mazar), and will also further assist the UN System in moving the Interim Operational Strategy Note forward into a full-fledged Strategic Framework that brings together the views of all development actors, including donors and the NGO community but in particular the Afghans at large.

(g) Governance Initiatives

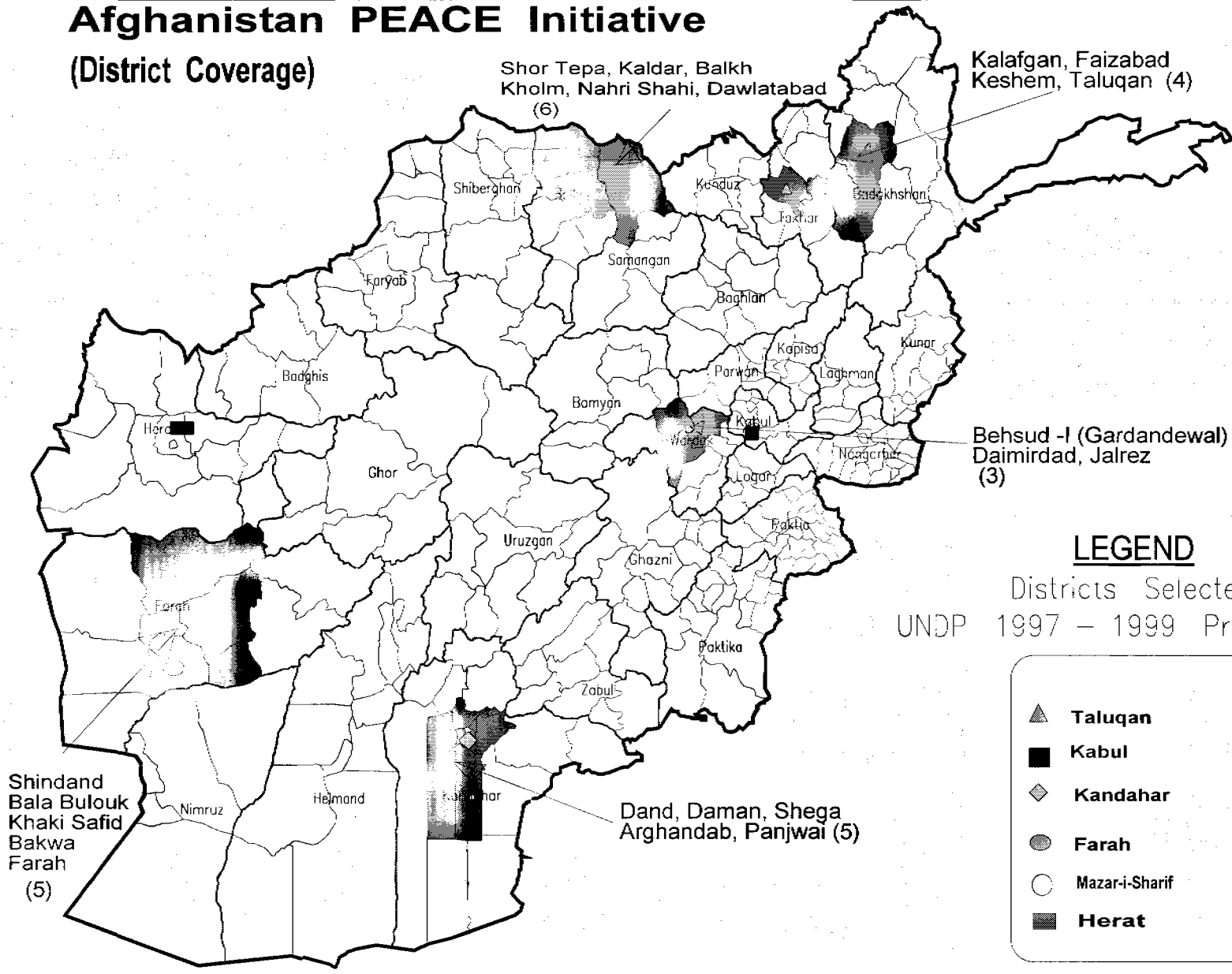
Under the project, conditions will be established under which future governance can be developed, by assessing current political, social, legal, economic and human resource structures; engaging in a broadly-based series of consultations and advocacy projects that build on the results of these assessments, whenever it becomes appropriate to do so; and generating proposals for future governance activities, with particular attention to planning activities that will help to build a firm foundation for good governance in Afghanistan.

(h) Programme Logistical Support

This project will continue to provide all other projects under the Programme (under this common facility so as to ensure the necessary economies of scale) support services in the area of administrative support, communications, security and information.

Afghanistan PEACE Initiative

(District Coverage)



Shor Tapa, Kaldar, Balkh
Kholm, Nahri Shahi, Dawlatabad
(6)

Kalafgan, Faizabad
Keshem, Taluqan (4)

Behsud -I (Gardandewal)
Daimirdad, Jalrez
(3)

Shindand
Bala Bulouk
Khaki Safid
Bakwa
Farah
(5)

Dand, Daman, Shega
Arghandab, Panjwai (5)

LEGEND

Districts Selected
UNDP 1997 - 1999 Programme

- ▲ Taluqan
- Kabul
- ◆ Kandahar
- Farah
- Mazar-i-Sharif
- ▨ Herat

Sustainable Human Development and the PEACE Initiative

A. Poverty Alleviation

- a) Improve access to social and economic assets and services, on a technically, financially, institutionally and environmentally sustainable basis.
- b) Enhance community capacities for self-reliant development.
- c) Ensure that, in the above efforts and strategies, the concerns of the poorest and most disadvantaged are addressed, as a priority.

B. Good Governance

- a) Strengthen community participation and ownership of development programmes.
- b) Build capacities of Non-Governmental Organizations and the private sector to support community development initiatives.
- c) Strengthen community development support capacity of the local public sector.
- d) Advocate for UN Charters and UN Development Agendas.

C. Coordination of External Assistance

- a) Strengthen coordination within the aid community, through the provision of substantive and logistical services in support of coordination.
- b) Enhance joint programming of the UN System, and gradually extend this effort to other development partners and stakeholders.
- c) Support the formulation of a full-fledged Strategic Framework which can be considered by all development partners as the platform for common action, and which identifies clear and mutually supportive roles for relief, humanitarian, rehabilitation and development assistance programmes.

Strengthening Community Self-Help Capacities in Rural Afghanistan

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**UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT OF AFGHANISTAN**

Project title: **Strengthening Community Self-Help Capacities
in Rural Afghanistan**

Project number: AFG/96/003/A/01/31 (TRAC 1 & 2)
AFG/96/003/A/07/31 (TRAC 3)
AFG/96/003/A/09/11 (STS)
AFG/96/003/A/09/13 (STS)
AFG/96/003/A/09/14 (STS)
AFG/96/003/A/09/56 (STS)

Duration: May 1997 to April 1999

Executing agency: UNOPS

Cooperating Agencies: ILO, UNESCO, WHO, UNCHS

Project site: 23 rural districts in Afghanistan

Total UNDP Budget: US \$ 12,723,500

UNDP and Cost-sharing inputs	
UNDP:	
Carry Over	\$ 500,000
TRAC (1 & 2)	\$ 8,100,000
TRAC (3)	\$ 4,000,000
STS	\$ 123,500
Cost-sharing:	
TOTAL	\$ 12,723,500
<hr/>	
Administrative and Operational Services	
AOS (Source 03)	\$ 1,260,000
TOTAL	\$ 1,260,000

Brief description of the Project:

This project is one of the components of UNDP's 1997-1999 Programme in Afghanistan which aims to demonstrate the impact and replicability of a participatory, decentralized and integrated development approach, initially concentrated in 23 rural and 6 urban districts.

The overall objective is peace-building, through a particular focus on improved local governance, civil society empowerment and poverty alleviation.

This project will especially target the establishment - and strengthening - of representative community organizations at all local levels. It will contribute, by supporting community-driven initiatives related to the rehabilitation of - and improvement of access to - social and productive infrastructure, to enhanced community self-reliance and welfare, and will place particular emphasis on the needs of women and of the most disadvantaged, thus contributing to equity, integration and social cohesion.

The project builds further on the successful undertakings of its predecessor, the Afghanistan Rural Rehabilitation Programme.

Chapters 1,7 and 8 of this Programme Document, respectively on "Programme Setting", "Common Implementation, Coordination and Monitoring Arrangements" and "Risk Factors and Special Considerations," are common to all projects in the Programme and are thus an integral part of this Project Document.

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

1. Project Focus

The main emphasis of the project will be on activities which strive to improve the living conditions and human welfare in rural areas in a sustainable manner, through focusing on local solutions to local problems; rebuilding of local capacities for recovery; and strengthening community self-reliance and self-help capacities.

The project will support initiatives aiming to improve the productive and social infrastructure in rural areas, as well as the development of new income-earning opportunities. While support for the rehabilitation of productive infrastructure is needed for economic recovery in rural Afghanistan, it is recognized that such support - if not carefully designed and planned - often mainly benefits those who own productive assets (e.g. land), whereas those without such assets benefit only marginally, if at all. This project will therefore place greater emphasis on supporting initiatives that benefit all community members, as well as initiatives that benefit in particular community members who have lost their access to productive assets and opportunities, and who would need credit and/or skills training to enable them to engage in productive employment.

The project's primary focus will be on peace-building; social cohesion and integration; the introduction of effective modalities of participatory development; the rebuilding of self-help capacities; equity and sustainability. Success and impact will be measured in terms of these dimensions.

Under the project, a strong component of civil society capacity development will be supported at three levels: at the village level, where representative community organizations will be established and/or strengthened; at the level of village clusters, where opportunities exist to undertake common interest interventions and thus also to strengthen community cohesion; and at the level of the district, where capacities will be built of representative fora/shura who could increasingly become involved in the self-reliant planning of district-wide activities.

While under the predecessor project governance-building was focused at the district level, this project will promote governance down at the very local level of village and village clusters, as well as the district level. To further support the overall peace and governance building objective of the Programme, the project will endeavour to bring together representatives of civil society organizations from different districts, in a process of action learning, exchange and dialogue around common and practical issues and concerns.

The focus will be on interventions that are straightforward to implement and that provide cost-effective, equitable and sustainable development in the local context. These will include activities in support of social and economic infrastructure rehabilitation and improved access to that infrastructure (in the areas of health; education; water supply; sanitation; environmental protection; skills development; agricultural infrastructure; access to markets) but success criteria will be in particular the extent to which these have been instrumental not only in achieving improved human welfare but also enhanced social cohesion, social integration and community organization.

In support of these strategic objectives, planning and implementation of activities will be based on community participation, and direct subcontracting with the community through 'Memoranda of Understanding' or 'Partnership Agreements' will be the preferred implementation modality, whenever possible.

This project will be implemented as part of a larger PROGRAMME of complementary projects. Identification of needs and relevant inputs and their delivery will be undertaken jointly with the other projects. The strategy of all these projects will be to ensure that critical inputs and services become sustainable available at the district level and below. Examples of inputs under other projects include seeds, fertilizer, extension support, agriculture tools, pest management inputs, improved animal feed, livestock treatment, vaccination, support to physical and socio-economic integration of disabled persons, widows and orphans, training, etc. These projects will also, in their respective sectors, introduce activities to demonstrate and replicate increased value-added technologies for higher incomes and new job creation (e.g., horticulture, sericulture, forest products development, agro-processing, commercial fodder production, cheese, milk, wool processing, etc.).

2. Description of the Sub-sector

Even before the war, Afghanistan was one of the world's least developed countries. More than 18 years of conflict have shattered the country. An estimated 19 million people are struggling to survive in a traditional rural based economy that has been devastated. At least three quarters of the population live in rural areas, and 85 percent are estimated to depend on agriculture for their livelihood.

While the level of destruction differs between provinces, districts and even neighbouring localities, the effects of the war are visible everywhere. The destruction or deterioration of the most critical social and productive assets of rural communities has exacerbated poverty, deprivation and suffering across the board. The main characteristics of the overall situation can be summarized as follows:

◆ *Destruction of local institutions of governance*

Afghanistan faces massive development challenges as well as needs for rehabilitation after many years of war. What makes the reality of the Afghan situation particularly complex and difficult, however, is that the key parameter of the situation is the fragmentation of the country and the collapse of practically all national - and local - institutions of governance. And when local entities of governance exist they are, even in the best case, hardly "institutions", since their legitimacy is often derived from force rather than from any kind of social contract with civil society.

Even when traditional local governance structures exist, e.g. civilian based councils or "shuras", their capacity to function and be effective has been severely eroded by the long conflict and the fragmentation that characterizes the overall social, political and economic environment of the country. This situation, compounded with frequent displacement of large numbers of people fleeing areas of conflict, has broken the traditional trust between communities and their traditional local entities of governance.

◆ *Destruction of rural infrastructure and economic disruption*

The agricultural sector has been seriously affected by the conflict, particularly subsistence farming. Traditional irrigation systems, on which agriculture depends in most of the country, have generally fallen into disuse or disrepair due to war destruction and neglect associated with population dislocation. As a consequence, large tracts of arable land remain either uncultivated or their production capacity is greatly reduced.

Although support from the UN and NGOs has done a lot in recent years to reverse the sharp decline in production, many areas still fall short of their pre-war production capacity, and many people cannot meet their subsistence needs.

The severe damage of rural access roads due to both the war and general neglect has resulted in difficult, and often only seasonal, access to markets and to increased costs in getting agricultural products to markets.

◆ *Collapse of social service infrastructure*

Even before the war, social services were poor and unevenly distributed, with facilities concentrated in or near urban areas. Formal educational facilities had the capacity to serve only a minority of the population, and were also mainly concentrated in the urban areas.

Whatever social service infrastructure existed in rural Afghanistan has virtually collapsed. Most schools have been damaged, destroyed or abandoned. Existing figures show that primary school enrollment dropped by 84 percent and the number of primary school teachers declined by 75 percent nationwide between 1978 and 1993; the figures for rural areas are estimated to be much higher.

More than 60 percent of rural health centres have been destroyed, and the ones remaining are barely functional. The figures for infant and maternal mortality, life expectancy, literacy, and access to safe water (as low as 5% in rural areas), are among the worst in the world. Many shallow wells and piped water systems have been neglected and fallen into disrepair, and are no longer functioning. Consequently rural people resort to using open canal water and suffer associated health hazards. Very little in the way of sanitation facilities or basic health education exists in rural areas.

The health and education administration has been decimated and what is left is in a state of paralysis, unable to maintain whatever facilities remain, or to provide adequate, or any, salaries to their employees. Assistance from the international community has been primarily of a relief nature and tends to be concentrated, with a few exceptions, in urban centres and surrounding areas.

◆ *Collapse of support services*

Traditional government support services (extension, banking and credit, marketing and communication) have completely collapsed, and communities have thus been deprived of the essential inputs and services with which they can develop their self-help activities.

3. Problems to be Addressed

The long years of conflict have deeply affected every aspect of life in the country. The problems facing rural Afghanistan are many, complex and fundamentally linked, and thus need to be addressed in an integrated, holistic manner. This project will thus aim to address the following problems:

a. *Breakdown of community cohesion and self-help capacities*

In addition to the breakdown of the physical and socio-economic infrastructure described under the previous section, the prolonged conflict and resulting heavy loss of human life and extensive displacement of people, both within Afghanistan and to neighbouring countries, have severely disrupted the cohesion of rural communities and their capacity to solve common problems. The social fragmentation has weakened to varying degrees the traditional local mechanisms of collective decision-making and action.

The emphasis in previous programmes on urgent physical rehabilitation and on expanding activities into new districts did not allow participatory processes to grow and be consolidated to the extent required for building self-help capacities and improved governance in local communities.

There is a need to deepen and strengthen the participatory process and to support the development of effective decision-making community organizations, with the capacity to analyze and solve common problems and to plan and manage community resources in a sound and sustainable manner. Without this solid foundation, any amount of external assistance will fail to make a positive and long-lasting impact.

b. Increased deprivation and vulnerability, and the "feminization of poverty"

In many parts of rural Afghanistan, traditional settlement and landholding patterns have been affected by the conflict, the symptomatic frequent displacements of large numbers of people and changes in political and economic power relationships.

Land transfers have in many cases taken place by force or purchase, often with war-gained wealth. Some properties formerly run or confiscated by the state (such as state farms) have recently been returned to former owners or found new ownership among the new authorities. This has resulted in the displacement of many farm labourers and tenant farmers, and in many cases landless peasants have fallen deeper and deeper into dependency. At the same time, small land-holdings often do not have the capacity to provide even for the subsistence needs of growing families.

While population pressure on available land is increasing and growing numbers of people in rural areas do not have the means for sustainable livelihoods, alternative employment opportunities are extremely limited.

In the past, little attention has been paid to community members who have lost their access to productive assets and opportunities, and who would need micro-credit and/or skills training to support them to engage in productive employment.

c. Lack of basic social services

The collapse of the social sector has left the vast majority of rural people with no access to key services such as basic health, safe drinking water and education, causing great hardship and suffering and discouraging many refugee families from returning to their villages and towns.

External interventions in the past have been either of a relief nature (in the case of health), or have concentrated on the physical infrastructure components (education), while the issues of community-based operation, finance and management, and in general the rebuilding of indigenous capacities for development

management and recovery, have not been systematically addressed. In the absence of government support services - today and, possibly, also in the near future - strengthened self-help capacities may be the only, although partial, solution to these problems.

d. Limited capacity to repair/maintain rural productive and economic infrastructure

Basic rural infrastructure, such as traditional irrigation systems and access road structures, used to be maintained and operated locally. The protracted conflict, dislocation, widespread deprivation and breakdown of community structures have undermined the capacity of local communities to organize themselves to deal with the enormous task of rebuilding their common infrastructure.

Given the importance of the rehabilitation of physical infrastructure for the recovery of the economic resource base of rural communities and for creating a "peace economy", the project must support community-led infrastructure improvement activities, but above all as entry-points and catalysts in rebuilding community self-help capacities, and as means for building trust and confidence.

e. Environmental degradation

Unavailability or unaffordability of alternative sources of energy in rural areas (such as coal, fuel oil and kerosene) have left people heavily dependent on fuelwood for their basic energy needs. Over-exploitation of fuelwood resources has led to extensive deforestation, severe soil erosion and losses of productive agricultural land.

Environmental degradation and the social and economic consequences require that strong emphasis should be placed on this issue. Essential in this will be the realization that environmental degradation is both the cause and the consequence of poverty.

In addition to the need for awareness creation of the factors leading to environmental degradation, a wide range of measures need to be explored with local communities such as reforestation, introduction of fast growing species for fuelwood production, development of local manufacturing of energy-efficient stoves, as well as small-scale local energy production using biomass, solar and wind and water energy.

This project is, in operational terms, a continuation of the Afghanistan Rural Rehabilitation. The main achievements of the predecessor project are summarized in the following table.

Table 1: A summary of major achievements of the project's predecessor

Programme Areas	Number of Sub-Projects	Outputs/Impact
Community Organization		<ul style="list-style-type: none"> • 74 District Rehabilitation Shura (DRS) established (in 12 provinces); • 420 Village Rehabilitation Shura (VRS) established; • 52 Maintenance Committees established.
Women in Development	17	<ul style="list-style-type: none"> • 4,810 women trained
Water Supply	70	<ul style="list-style-type: none"> • 1,498 wells rehabilitated, • 25,344 cubic metres structures and 20,338 metres piped water supply systems rehabilitated
Irrigation	155	<ul style="list-style-type: none"> • 217 km and 107,935 cubic metres structures rehabilitated • 4,140 hectares agricultural land brought back into cultivation
Rural Roads	74	<ul style="list-style-type: none"> • 486 km and 25,944 cubic metres structures rehabilitated
Energy	2	<ul style="list-style-type: none"> • 3 villages supplied
Skills Development	2	<ul style="list-style-type: none"> • 120 people trained
Total number of beneficiaries		<ul style="list-style-type: none"> • 1,340,000 people.

Source: Project Management, February 1997

An in-depth mid-term external evaluation of the concluded that the project had made a significant positive contribution to rural rehabilitation in Afghanistan and should be continued.

The main recommendations for the successor phase, and which have, to the extent possible within the limits of resources available, been addressed in the design of this project, have been summarized in the "Conclusions" part of the Mid-Term Evaluation Mission Report's Executive Summary as follows:

Conclusions

The Evaluation Team concluded that the project was making a significant positive contribution to the rural rehabilitation of Afghanistan and that the programme should be continued after its existing term.

Objectives 1 and 2 are being met, probably to a considerable extent after such a short time. Objective 3 concerning women's programmes, however, has suffered from a lack of investment of resources and expertise. This has been exacerbated by the uncertainty of the political and socio-cultural situation, more in some regions than in others, and the (corresponding) lack of clarity in the overall UN and NGO position on programmes addressing the needs of women. Programmes underway so far are having encouraging results, despite the constraints. With a coherent strategy and the technical and other necessary resources the objectives in the sector could also be met.

The continuation of the project, with an emphasis on community participation, is justified. The methodology and conceptual framework need further development in the light of experience and with the long-term view of using the Shuras to act as a "platform" for coordinating community based rehabilitation and development activities within respective areas. Staff will need further formal and informal training to accomplish this. The evaluation team's concern about the existing methodology is that it results in the participation at best, of only half the adult population in the community participation component. The current system is, as acknowledged by the staff, imperfect, but the Evaluation Team concluded that it was better than previous alternatives and could provide the basis for an even more successful programme. This includes the possibility for attaining greater participation of both men and women as well as increasing the rural rehabilitation of the country.

There is a need for greater clarity in the overall mission and strategy for the project now that it has reached over half way. Each Regional Office as well as the Head Office has been modifying the basic outline, methodology and organization of the work in the light of their experience, training and points of view. The organization, of necessity with a new programme attempting to be country-wide, is centralized. Regarding programme issues, the Regional Managers were consulted by the Head Office, developing a process dictated by a wide variety of considerations. It would now benefit from a devolution of more responsibility to the regions and field level and, without losing financial accountability, more autonomy to the Regional Managers.

The main thrust of the programme design is a balance of social and physical rehabilitation activities. However, the implementation of the project was primarily managed at the regional level by engineers, whose strengths lie in the physical rehabilitation programme. This, along with a perceived pressure by programme staff to generate sub-projects has led to a bias towards the physical rehabilitation activities. This is an appropriate time to change to a greater emphasis on the social objectives of this programme.

The programme would benefit from a more secure financial future; many staff are seeing it come to an end in March 1997 rather than "rolling over". Staff have experienced one evaluation resulting in major changes and one budget reduction of 25%. Although this was later reinstated, cuts had already been made and morale is relatively low. This was not helped by the lack of parity and fairness in the terms and conditions of service of the different staff. There are committed and hard working staff whose work needs to be recognized and, as in any organization in this stage in its development, there are passengers.

The project has its place in the context of the complex emergency and complements the programmes of other agencies. It has technical expertise to offer the UN family and has been doing so. While little progress may have been made at Head Office level on the question of using the District Rehabilitation Shuras as a "platform" for the programmes of other agencies, there are small but encouraging signs at the field level. This should be capitalized on by a greater emphasis on inter-agency discussion between organizations (UN and NGO) at field level, involving the Afghan staff of OPS and a commitment to the necessary flexibility in approach on the part of OPS as well as other agencies.

The time has come, and the staff are ready, to take the necessary steps to bring the various strands of the project into a more integrated and coherent whole. There are constraints of communications, distance and budgets, but it is essential that opportunities be given for inter-regional exchange at all levels.

4. Target Beneficiaries

The principal beneficiaries of the project are the rural communities in the 23 districts covered by the 1997-1999 UNDP programme. Individual members and families of these communities will benefit from project interventions to provide income generation opportunities; children and women, in particular, will benefit from improved access to, and quality of, social services as well as from increased income and employment opportunities.

Members of disadvantaged and marginalized groups in the communities will be particularly targeted by the project's participatory processes and capacity-building activities. Through such support, the project will enable them to become productive members of their communities and active participants in the community development process.

The project's (and the communities') NGO partners, and partners in the private sector as well as in the civilian structures of the local government will also benefit from the experience gained through their participation in the planning and implementation of the interventions and activities and the networks established.

In a more general way, the project will make a contribution towards creating an environment of peace and community cohesion, by strengthening people's participation at all levels and by enhancing community self-reliance. This will be achieved at village, village cluster and district level and, to the extent possible, at the inter-district level.

The programme will benefit directly an estimated 1.3 million rural people - the men, women and children living in or returning to the 23 districts.

The project will make a particular effort to ensure that women benefit from project interventions, both with respect to improvements in human welfare and with respect to participation in local, community decision making. To ensure effective monitoring of this dimension of the project, gender-differentiated baseline and impact indicators will be developed and maintained. For this, a full-time Monitoring and Evaluation Specialist (UNV) will be added to the project management team.

Population Data (23 Districts)

Province	District	Number of Villages	Population
Kandahar	Shiga	30	6,053
	Dand	40	115,512
	Daman	70	23,594
	Arghandab	53	62,029
	Panjwai	45	92,409
Farah	Farah	112	76,840
	Khak-e-Safid	27	12,087
	Shindand	150	89,688
	Bakwa	68	12,017
	Bala Buluk	68	32,588
Badakhshan	Faizabad	358	155,070
	Keshem	161	69,343
Takhar	Taluqan	286	139,421
	Kalafgan	30	25,440
Samangan	Khulm	43	59,627
	Kaldar	14	11,469
Balkh	Balkh	103	78,468
	Bahr-e-Shahi	27	32,778
	Dawlatabad	72	85,385
	Shortepa	19	31,040
Wardak	Jalrez	124	34,126
	Dai Mirdad	112	28,355
	Behsud I	231	41,748
Total	23 Districts	2,263	1,315,087

Source: Programme Steering Committee, UNDP/UNOPS

5. Goals and Strategies

The *development objective* of the project is to impact visibly and directly on human welfare by strengthening community cohesion and the capacity of communities for self-directed and self-sustainable recovery and development.

The project will thus aim to:

- a) *foster representative community participation through supporting the development of effective decision-making mechanisms at the local level and developing the capacity of community-based organizations to plan and implement activities in pursuit of agreed goals, and to sustain these activities over time, through training in the use of practical tools and skills;*
- b) *improve living conditions and human welfare for rural communities and all community members, in particular women and the most disadvantaged, through supporting community-led initiatives for sustainable improvements in the productive and social infrastructure, equitable access to this infrastructure, and sound management of local natural resources;*
- c) *promote greater access to productive assets and income-earning opportunities through providing and supporting skills training and community managed micro-credit schemes;*

The project's *strategy* in pursuit of these objectives will consist of the following key components:

- The project will engage local communities in a process of participatory data collection, problem identification and analysis, priority setting, and decision-making and action;
- While recognizing that it is essential to build on traditional community leadership, the project also will make sure, in collaboration with the 'Comprehensive Disabled Afghans' Programme: Integration of the Disabled and Marginalized' project, that groups who have had no voice in the past (e.g., women, the poor, youth, ethnic or religious minorities, etc.) have representation, and that their concerns and needs are taken into account in community decision-making;
- Within the 23 districts covered by the UNDP Programme the project will work with local communities at three levels (village, village cluster, and district) supporting the growth of a network of representative civil society organizations. These organizations will provide an overall framework within which specialized groups and committees can function harmoniously, and can interact effectively and efficiently with the other components of the UNDP Programme;

- In addition to supporting the building of networks of community partnerships at the three levels mentioned above, the project will promote community partnerships with the private sector, non-governmental organizations and the civilian structures of local government;
- The implementation structure will be decentralized, with community liaison officers (CLOs) based in each district, supported by a management support team at the regional level, and specialized expertise from a centrally-based resource facility;
- Implementation will take place simultaneously in all 23 districts - not sequentially or fanning out from the regional centres as done under the predecessor project;
- The focus will be on supporting low-cost, small-scale practical interventions which are straightforward to implement and which will provide cost-effective sustainable development in the local context. Such interventions may include various priority activities such as primary health care, water and sanitation, community literacy, income generation, community-managed credit, basic community infrastructure repairs, access road improvements, etc.;
- To help build trust at the beginning of the process, the project will start with generally desired high priority interventions where success is assured and which produce rapid results (e.g., rehabilitation of health and education facilities or irrigation canals) using appropriate technology and maximum community participation through simple interventions. Such interventions will help convince sceptical communities and families, and will thus serve as entry points and catalysts in the building of confidence and of local governance structures;
- A critical component in the process of building community capacities for self-reliance is clear allocation of responsibility. To reinforce the process, the project will negotiate contracts (Partnership Agreements) for the implementation of agreed activities directly with local communities. In the contracts, responsibility will be allocated by mutual agreement and understanding to community members (and wherever appropriate or necessary, to NGOs, civil service officials or other actors involved). Quality control and transparency will also be essential in the process of building trust;
- Self-financing at the community level will also be essential for sustainable and equitable access to efficient social services. The emphasis will be on the development of self-financing arrangements that grow out of local culture and traditions, and with seed capital provided by the project;
- Information, education and communication (IEC) activities will be undertaken to disseminate information about, and promote awareness of, common community developmental issues, and solutions to problems commonly faced by communities. Information on how other communities are addressing problems and on successful initiatives in a range of areas including health, education, income-generation activities, will also be provided. In view of the importance of IEC strategies and

activities in disseminating knowledge and to ensure the outreach of the project and the programme as a whole, a full-time expert (UNV Specialist) will be recruited to oversee this component of the project.

The project will strive to implement different sector activities in an integrated, holistic approach. This will be done by endeavoring to coordinate activities with the other projects in the selected districts and villages.

Geographical focus

To maximize impact, the project will concentrate its interventions in the 23 districts (see map, page 19) in which all UNDP projects are operational. This focus will also enable interventions to be designed in coordination with interventions of the other projects so that they complement and mutually support each other, thus maximizing synergy between interventions and the impact of the Programme as a whole.

Resource allocation

While a benchmark resource allocation (US\$ 325,000, including US\$ 25,000 for micro-credit) is provided for each of the districts - and, within those districts, for fifty villages and ten village clusters - in which the project is operating, the utilization of those resources in each district - and, within those districts, for a specific number of villages and village clusters - will depend on the extent to which the overall environment in each district, in each village cluster, and in each village is conducive to the implementation of the interventions and activities of the project and the realization of its objectives. Transfer of allocations from one district to another may be considered by UNDP, if conditions so require.

Resource allocation to - and within - each of the districts will therefore be on a flexible basis, with UNDP making provision for reallocation of resources from one area to another, depending on the scope for achieving project objectives in each area. Thus, resources initially earmarked for one district may be reallocated to another if conditions in the former are not appropriate for the implementation of project interventions while those in the latter are more conducive to such interventions.

Average and Tentative Allocation per District*

Area	Number	Scope	Amount	Total
Village	50	village level	3,500	175,000
Village (credit)	25-50	village level	500-1,000	25,000
Village Cluster	10	village cluster level	7,500	75,000
District	2	district level	25,000	50,000
Total	62			325,000

* Assuming on average 50 villages will be covered per district.

6. Priority Interventions

Within the above framework, the project will undertake the following priority interventions:

i. Community organization

The project will promote the organization of communities as cohesive wholes that can work more efficiently and effectively in the interest of all their members as well as the community in general.

The project will ensure that community groups formed with project support are open to all members of the community who wish to participate in the activities of these groups, and that equitable, participatory and transparent decision-making processes are established. An important aspect of the project's initiatives in this area will be the establishment of linkages between the concerns and activities of special interest groups, such as small-farmers' groups, and thematic concerns such as education and health. Thus, a common concern for farmers' groups as well as for women's groups could be the construction of a village community centre that could be used as a school facility as well as a training centre for various groups, for community meetings etc.

Through its promotion and facilitation of the establishment of such groups which address sectoral concerns, as well as of participatory and transparent processes that bring together individual groups to collaborate in addressing issues of common concern to the entire community, the project will contribute to community cohesion and the integration of all its members.

ii. Development of partnerships and local governance building

The project will undertake a process of consultation and coordination with communities and community groups at the three levels of intervention (village, village cluster and district) for the design of priority interventions, and with development partners in the private sector and with NGOs for implementation support.

Through such continuous consultation and collaboration, the project will play a leading role in establishing a Programme-wide development framework with all other sectoral projects, thus increasing complementarity and synergy of interventions. Within this framework, opportunities for the development of a wide range of partnerships will be systematically pursued between community-based organizations, NGOs, and public and private sector representatives, leading to the creation of a broad-based development constituency.

iii. Cost-effective development activities

The project will, in collaboration with the communities and other partners, support the implementation of practical, low-cost activities through micro-projects that address community expressed needs in areas such as primary health care, water and sanitation, community literacy, etc.

To ensure sustainability of the benefits of such activities, the project will promote the creation of income generating opportunities and micro-enterprises, so that people will be able to generate the resources to look after their own welfare. In pursuit of this objective, the project will support community-managed and implemented revolving loan funds, with the project providing start-up 'grants for credit.'

The project will also identify entry points for interventions by other projects in the UNDP Programme in support of income-generation activities, as well as in support of thematic priorities such as opportunities for women, for school groups, farmers' groups, and other common interest groups. To this end, the project will also promote and facilitate linkages between its activities and those of other projects in the UNDP Programme.

The great degree of local diversity, combined with the community-based and community-led priority setting approach of the project, necessitate a great degree of flexibility in programming project interventions and outputs. While it is difficult to predict the exact sectoral and spatial distribution of the various project interventions, it will be ensured that all interventions will be consistent with the goals and strategies of the project described above.

Some of the possible micro-interventions are outlined below.

(a) Rural micro-credit and employment support

Access to credit for income-generating enterprises and activities, particularly for rural women and marginal groups, is generally non-existent. No financial institutions are functioning, and there is no regulation or protection for informal lending arrangements. Any credit facility has to be carefully managed due to rapid price fluctuations which prevail in Afghanistan. The introduction of Islamic banking practices in the provision of credit has, as yet, been little explored. Under the predecessor project, a small pilot project in group lending for women was undertaken. The pilot demonstrated possibilities for small-scale rural credit of particular benefit to increasing incomes of women, though it was concluded that sustainability in management and time required for break-even needed further study and testing.

The project will explore possibilities for micro-credit, especially for women and community members and groups who have no access to productive assets and opportunities. The kinds of micro-enterprises supported with credit will depend on local conditions and preferences and might include: livestock, bakery, carpet and gilim weaving, poultry production, embroidery, hand-knitting, tailoring, spinning,

fruit drying, food commodity trading, village shops, small appliance repair, flour mills, crafts, bee-keeping (apiculture), tractor rental, fertilizer and seed purchase etc.

The project will support community groups to build the capacity to manage and disburse small micro-credit capital, by providing "seed money" grants aimed at supporting income-generating initiatives of community members and groups, in particular women, the poor and the disadvantaged.

Given the hyper-inflationary situation in Afghanistan, the project may explore possibilities of introducing in-kind repayment as a counter-inflationary measure.

Rural credit support activities of the project will be carried out in close consultation and coordination with UNHCR and the Grameen Bank in Kandahar and Save the Children (USA) in Mazar-i-Sharif who are already active in rural credit.

(b) Employment and skills development

Recognizing that learning and skill acquisition are essential for both human development and the community development process, a significant amount of training will be organized to address a variety of training needs tailored for different groups of people at different levels, such as:

- Record-keeping
- Managing funds and accounts
- Participatory Rural Appraisal (PRA)
- Environmental Impact Assessment
- Human Rights
- Gender analysis and sensitivity
- Survey techniques
- Negotiation, mediation and arbitration skills
- Vocational training in masonry, carpentry, etc.
- Women's basic health
- Animal husbandry skills
- Literacy and numeracy (i.e. non-formal education)
- Income-generating skills (i.e. micro-enterprises)
- Micro-credit management
- Community organization
- Etc.

The different groups of trainees will include community workers; village groups; inter-village groups; district-level groups; and national professionals of the field-based UN teams. The type of training implemented will depend on the need identified, the nature of the problem to be addressed and the level of trainees.

Training will be largely in-service for programme personnel and on-the-job for implementing partners and in particular communities. Group-based training for rural women will be expanded. The project strategy for training will be to bring training resources to the closest operational level possible, that is, to the regional offices and to the villages. Training will be implemented directly by project personnel and short-term consultants. For some training, resource persons will be assigned from among the UN teams to become focal points for specialized activities such as Participatory Rapid Appraisal (PRA) and rural credit.

A training plan for centrally-administered and organized training will be prepared by the project management, in consultation and coordination with the other programme components. For training organized and implemented at the regional level, a training plan will be reviewed and approved in accordance with the regional coordination mechanisms of the UN teams. For training implemented from district to the local level, planning will be undertaken as part of the district-specific plans of the outposted project teams.

It will also be important to organize learning exchange visits within the country for community organization representatives.

(c) *Health and water supply*

The project will assist communities to improve their health care delivery system by directly supporting the development of primary health care (PHC) at the village level. Preventative aspects of PHC, such as education, maternal and child health care, and sanitation and clean water will be provided in collaboration with associated agencies, such as UNICEF, WHO and with NGOs. The project will focus on training health care providers at all levels and will ensure a high degree of competence of health personnel. In addition, the project will facilitate community participation in decision-making and management, and in providing and maintaining health facilities. In some districts, rehabilitation of pre-existing health facilities, such as rural clinics and small hospitals may be undertaken on the basis of adequate local organization for management and maintenance and availability of resident health care providers. Emphasis will be placed on improving the quality of women's health care.

The project will work closely with other agencies to improve the quality of curative care-giving while working within existing user fee delivery system. By improving the skills and knowledge of local health personnel through training, the programme will not only enhance their profile and reinforce their roles as health professionals in the community, it will also upgrade the quality of care, thereby reducing morbidity and mortality. Local user fee systems are the primary source of curative care in rural communities. By supporting these existing systems, the project will ensure sustainability and impact of efforts in the health sector.

There are generally three types of water supply systems which are commonly found in rural Afghanistan. These are shallow wells, piped systems and traditional water storage tanks. When these are not available, which is the case for most villages, water from canals, streams, rivers and stagnant pools is used.

The project will ensure that whenever interventions are undertaken to improve community drinking water supply systems, they will be accompanied by proper community management and maintenance arrangements (e.g. through the establishment of water user associations), and by training in basic health, hygiene and sanitation.

(d) Education

Physical construction or reconstruction is necessary, but it is not sufficient to ensure the availability of education in rural areas. Local organization and management arrangements must be put in place to cover recurrent costs of school operation (e.g. salaries, supplies, books, etc.) as well as local decision-making concerning school operation. All of these issues and concerns will be addressed by the project. Any assistance provided in education will be undertaken in consultation with UNICEF and UNESCO.

The project will continue to support distance learning, such as the British Broadcasting Corporation's "New Home, New Life" radio drama, to communicate project-relevant messages, as well as extra Information, Education and Communication (IEC) techniques, through the inclusion in the project team of a UNV Specialist.

(e) Equity and gender-differentiated targets

The starting point of ensuring gender responsiveness is to affirm that rehabilitation, community development and empowering community participation are inseparable from the gender issue. Therefore, in order to implement a rural development programme, the situation in most parts of Afghanistan requires a gender strategy which is complementary and integrated with the overall project strategy. This would, however, need to be combined with dedicated women's programmes whenever necessary or desirable to enhance impact.

Most areas of Afghanistan at the time of writing are subject to restrictive policies issued by local authorities. In those areas it is difficult for female national professionals to work outside the home and for the project to provide them with necessary support and a professional work environment. The protection afforded by an international expert (female) is required.

The women's component of the project includes significant increases in staffing and training. The emerging situation in Afghanistan demands serious attention and additional support at this time. The project will refine and revise its women's programme implementation strategy in line with changing conditions in different parts of the country.

A common element of the approach will be to address the isolation of Afghan women by continuing to organize village meetings for women to participate in analyzing problems, in order to promote common awareness and joint action. This will be supported by project female personnel.

The approach emphasizes that support to households must be operationally pragmatic and culturally acceptable. These are crucial factors which can make the difference between having a programme which brings about significant, positive impact on the lives of rural women, or no programme at all.

The project will also aim for full gender balance in the recruitment of its staff, and will assign two full time international Gender Advisors (UNV Specialists) to the two Regional Offices.

(f) *Irrigation*

Rehabilitation of capital intensive, modern systems are clearly beyond the resources available. Traditional irrigation systems have generally fallen into disuse or disrepair due to war destruction and neglect associated with population exodus. In many areas, periodic rebuilding of temporary water diversion structures after floods or excavation of channels has not been possible, and vast tracts of arable land cannot be cultivated due to the absence of water. After years of neglect, the task of desilting and rebuilding is often monumental relative to the farmers' resources. Consequently, much production potential remains unused. Often, members of Pakistan or Iran-based refugee families do not return to Afghanistan because of their inability to support themselves with limited farm production.

Agricultural production has been seriously reduced, particularly that of subsistence farmers. Afghanistan remains a food-deficit country which experiences frequent local and regional food shortage crises. It is reported that many small farm holders have disposed of their land due to their inability to subsist. Although external agricultural support has done a lot to reverse the decline in production, many areas still fall short of their pre-war production capacity.

Depending on local needs and priorities, interventions in this area would thus be small-scale, and of a degree of technical simplicity that can allow communities to implement, manage and maintain with appropriate advice and basic training from project staff, and where appropriate with implementation support from local NGOs and/or technical departments. Interventions in the irrigation sector would mainly involve repairs of traditional small irrigation systems that would contribute

to increased productivity of small and medium scale farms, and would protect arable land from erosion.

(g) Energy and environment

The project will undertake efforts to raise community awareness of the factors leading to environmental degradation and the social and economic consequences of the process.

Efforts to introduce improved management practices of local natural resources will be undertaken by all programme components. This project will explore, together with local communities, a wide range of measures aiming to reduce over-exploitation of fuelwood resources, such as small-scale energy production using locally available resources (c.g. water from fast-flowing streams, biomass, wind etc.), reforestation, introduction of fast-growing species for fuelwood production, etc.

Rural Afghanistan has a wealth of small, fast-flowing streams with sufficient drop to enable small-scale electrical generation. Already, there are many examples of communities purchasing and installing micro-hydro units. Some systems are available commercially in Pakistan and Afghanistan which are capable of supplying villages with sufficient electricity to power lights and small appliances. Where appropriate, the project will explore this type of assistance, possibly on a credit basis to the community or through local investors.

(h) Rural access roads

Subject to the priorities articulated by communities, the project will support repair work of secondary and tertiary rural roads that provide improved access to local markets and medical and educational facilities, increase local economic activity and promote improved interaction and communication between different communities. In order to maximize local impact, the project will continue to use labour-intensive methods in road repair works.

iv. Building capacities for collective decision-making and action

Community capacity building activities will consist of a) technical advice and training in specific skills and techniques, and b) capacity building of community groups to identify community development needs and solutions, in a participatory and equitable manner.

Interventions under the latter component include promoting and facilitating the formation of community groups with a common interest, ensuring that the poorest and most disadvantaged are also included; promoting and facilitating representation of individual groups in higher level fora at the village cluster or district level; assisting in setting up appropriate management structures; etc.

All interventions undertaken by the project will be based on the active participation of the communities in identifying not only the problems but also the solutions needed or desired. Interventions will be demand-driven by the communities, with the project responding to community expressed needs through cost-effective activities that will directly involve the communities in all aspects of implementation, monitoring and evaluation.

The main theme of the project's interventions will therefore be the empowerment of communities to undertake rehabilitation activities through a participatory process that builds their capacities through practice, to provide them with the opportunities, starting resources and skills to engage in economically rewarding activities that will provide the basis for sustainability of beneficiary-owned and driven activities, and to provide rural communities with support in rehabilitating their social and economic infrastructure. For this to be achieved, the project will work to enhance the understanding and awareness by all partners, including local government representatives, of community needs and of ways of responding to and supporting those needs.

7. Output Targets and Impact Indicators

The great degree of local diversity and the community-based, community-led, priority setting approach of the project make it difficult to quantify all the output and impact targets of the project at this stage. For this purpose, a coherent system will be established at the beginning of the project for the participatory collection of quantitative and qualitative baseline data, and which will also be gender-differentiated. The following is an indication of the type of outputs expected to be produced and the indicators that will be used to measure the success of the project. More indicators for the different fields of activities will be developed during project implementation with the active participation of local communities in the process. All baseline data and impact indicators will be gender-differentiated.

Immediate Objective I	
To foster representative community participation through supporting the development of effective decision-making mechanisms at the local level, and develop the capacity of community-based organizations to plan and implement activities in pursuit of agreed goals, and to sustain these activities over time, through training in the use of practical tools and skills.	
Outputs	Impact Indicators
a) representative community organizations established in more than 50 per cent of the villages, 70 per cent of the village clusters, and in all 23 districts, as well as among members of common interest groups (water-user groups, school groups, etc.)	<ul style="list-style-type: none"> • percentage of local people actively and regularly participating in community organizations (per village, village cluster and district); • rate and frequency of participation increasing over time;

<p>b) simple diagnostic maps prepared using participatory mapping methods, such as resource maps, social maps, and various thematic maps;</p> <p>c) community action plans prepared;</p> <p>d) sub-projects implemented, linked to and commensurate with the number of community organizations established (approximately 1100 sub-projects).</p>	<ul style="list-style-type: none"> • enhanced understanding of local issues and opp • number of interventions implemented by community organizations as a percentage of total number of sub-projects issued (per village, village cluster and district); • percentage of project-supported, community-implemented improvements in social and economic infrastructure that are managed and maintained by local communities following completion of direct project support; • number of development activities initiated and carried out by local communities without direct project support.
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<p>Immediate Objective 2 To improve living conditions and human welfare for rural communities and all community members, in particular women and the most disadvantaged, through supporting community-led initiatives for sustainable improvements in the productive and social infrastructure, equitable access to this infrastructure, and sound management of local natural resources.</p>	
<p>Outputs</p>	<p>Impact Indicators</p>
<p>a) rural education facilities constructed or rehabilitated;</p> <p>b) ongoing operation of schools organized;</p>	<ul style="list-style-type: none"> • percentage of children (before and after) attending school and benefiting from improved school building and education support facilities; • number of school teachers trained and actually teaching (before and after); • percentage of schools operating after phasing out of direct project support;

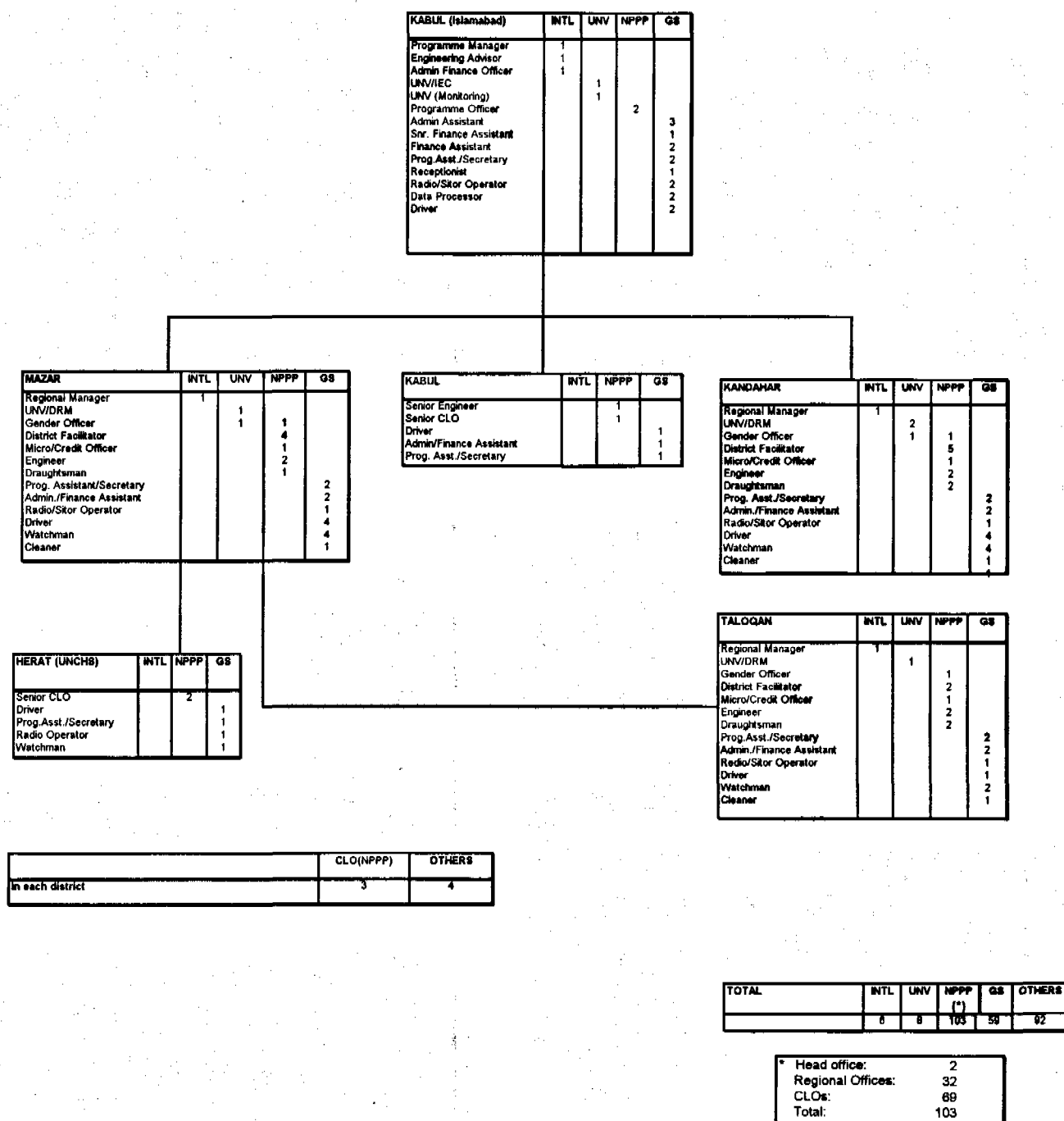
<p>c) rural health facilities reconstructed;</p> <p>d) ongoing operation of health facilities organized;</p> <p>e) quality of primary health care improved through training of rural health care providers;</p> <p>f) ongoing operation of health facilities organized;</p> <p>g) number of rural drinking water supply systems (wells, water tanks and piped systems) and sanitation facilities improved;</p> <p>h) number of irrigation structures constructed or reconstructed supporting the rehabilitation of irrigation systems;</p> <p>i) km secondary and tertiary roads rehabilitated and maintained;</p> <p>j) information disseminated on specific concerns such as life skills, basic health, birthing, etc., to all villages;</p> <p>k) one environmental protection initiative implemented, in response to community requests, in each of the 23 districts.</p>	<ul style="list-style-type: none"> • number of persons with access to basic health care who did not have access previously; • increases in the income and numbers of rural basic health care providers; • number of households (before and after) with access to safe drinking water and basic sanitation; • rate of reduction of water borne diseases; • rate of increase in farmers' production and incomes; • increase in the number of farmers • rate of decrease in passenger and commodity transport costs; • rate of decrease in prices of basic goods in local markets; • improved marketing of local produce • increased utilization of imported productivity improving inputs • the extent to which community awareness of specific issues has increased and improved practices have been adopted; • community-initiated replication of such interventions.
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Immediate Objective 3	
Promote greater access to productive assets and income-earning opportunities through supporting community managed micro-credit schemes and related skills training.	
Outputs	Impact Indicators
<p>a) Small-scale credit facilities established in 70 % of villages;</p> <p>b) Credit access provided to a minimum of 20 households per credit scheme;</p> <p>c) Other technical and material support (e.g. training, tools) provided to beneficiaries for start-up activities.</p> <p>d) A sustainable Revolving Credit Scheme operational in 70% of the villages</p>	<ul style="list-style-type: none"> • number of community members engaged, as a result of credit access, in income-generating employment who did not have previous access to income earning opportunities; • ratio of disadvantaged and marginalized people (e.g. landless, destitute widows and disabled) to total number of people benefiting from access to credit and income-generating employment.

PROJECT BUDGET
AFG/96/003
STRENGTHENING COMMUNITY SELF-HELP CAPACITIES IN RURAL AFGHANISTAN

CMBL	PROJECT COMPONENT	TOTAL		1997		1998		1999	
		W/M	US \$	W/M	US \$	W/M	US \$	W/M	US \$
11.00	INTERNATIONAL EXPERTS								
11.01	Project Manager/CTA - Islamabad	24	264,000	8	88,000	12	132,000	4	44,000
11.02	Admin/Finance Officer - Islamabad	24	240,000	8	80,000	12	120,000	4	40,000
11.03	Engineering Advisor - Islamabad	24	216,000	8	72,000	12	108,000	4	36,000
11.04	Regional Manager (Mazar)	24	264,000	8	88,000	12	132,000	4	44,000
11.05	Regional Manager (Kandahar)	24	264,000	8	88,000	12	132,000	4	44,000
11.06	Sub-Regional Manager (Taloqan)	24	264,000	8	88,000	12	132,000	4	44,000
11.51	Consultant (Monitoring/Evaluation)	2	24,000	1	12,000	1	12,000		
11.52	Consultant (IEC)	2	24,000	1	12,000	1	12,000		
11.53	Consultant (Micro-finance)	2	24,000	1	12,000	1	12,000		
11.99	Sub-Total	150	1,584,000	51	540,000	75	792,000	24	252,000
13.00	GENERAL SERVICES								
13.01	General Services (59)	1,416	566,400	472	188,800	708	283,200	236	94,400
13.99	Sub-Total	1,416	566,400	472	188,800	708	283,200	236	94,400
14.00	UNV								
14.01	UNV (IEC)	24	60,000	8	20,000	12	30,000	4	10,000
14.02	UNV (Monitoring/Evaluation)	24	60,000	8	20,000	12	30,000	4	10,000
14.03	UNV (Deputy Regional Manager, Mazar)	24	60,000	8	20,000	12	30,000	4	10,000
14.04	UNV (Deputy Regional Manager, Kandahar)	28	60,000	8	20,000	12	30,000	8	10,000
14.05	UNV (Deputy Regional Manager, Kandahar)	28	60,000	8	20,000	12	30,000	8	10,000
14.06	UNV (Deputy Regional Manager, Taloqan)	24	60,000	8	20,000	12	30,000	4	10,000
14.07	UNV (Gender Advisor - Kandahar)	24	60,000	8	20,000	12	30,000	4	10,000
14.08	UNV (Gender Advisor - Mazar)	24	60,000	8	20,000	12	30,000	4	10,000
14.99	Sub-Total	200	480,000	64	160,000	96	240,000	40	80,000
15.00	OFFICIAL TRAVEL								
15.01	Official Travel	24	140,000	8	50,000	12	60,000	4	30,000
15.99	Sub-Total	24	140,000	8	50,000	12	60,000	4	30,000
16.00	MISSION COSTS								
16.01	Mission Costs and Evaluation		60,000		25,000		25,000		10,000
16.99	Sub-Total		60,000		25,000		25,000		10,000
17.00	NATIONAL PROFESSIONAL								
17.01	National Professional Project Staff (103)	2,472	1,236,000	824	412,000	1,236	618,000	412	206,000
17.99	Sub-Total	2,472	1,236,000	824	412,000	1,236	618,000	412	206,000
19.00	PERSONNEL COMPONENT TOTAL	4,262	4,066,400	1,419	1,375,800	2,127	2,018,200	716	672,400
21.00	SUB-CONTRACTS:								
21.01	Community/District Sub-Projects		6,900,000		2,760,000		4,140,000		
21.02	Grants for Credit		575,000		275,000		300,000		
21.03	Premises		100,000		34,000		50,000		16,000
21.04	Sub-Contract Support Services - Afghanistan		88,600		25,000		40,000		23,600
29.00	SUB-CONTRACTS COMPONENT TOTAL		7,663,600		3,094,000		4,530,000		39,600
30.00	TRAINING:								
31.01	Fellowships								
32.01	In-country study tours		60,000		15,000		30,000		15,000
33.01	Community workshop		60,000		25,000		25,000		10,000
39.00	TRAINING COMPONENT TOTAL		120,000		40,000		55,000		25,000
40.00	EQUIPMENT								
45.01	Expendable (Local)		120,000		50,000		50,000		20,000
45.02	Non-Expendable (Local)		200,000		200,000				
45.03	Operation & Maint.		260,000		100,000		120,000		40,000
49.00	EQUIPMENT COMPONENT TOTAL		580,000		350,000		170,000		60,000
50.00	MISCELLANEOUS								
52.01	Reporting Costs		20,000		5,000		10,000		5,000
52.02	IEC Materials		80,000		30,000		50,000		
53.01	Sundries		70,000		20,000		40,000		10,000
59.00	MISCELLANEOUS COMPONENT TOTAL		170,000		55,000		100,000		15,000
90.00	TOTAL PROJECT	4,262	12,600,000	1,419	4,914,800	2,127	6,873,200	716	812,000
99.00	GRAND TOTAL	4,262	12,600,000	1,419	4,914,800	2,127	6,873,200	716	812,000
103.99	COST SHARING FUNDINGS								
999.00	TOTAL UNDP CONTRIBUTION	4,262	12,600,000	1,419	4,914,800	2,127	6,873,200	716	812,000

**STRENGTHENING COMMUNITY SELF-HELP CAPACITIES IN RURAL AFGHANISTAN
(AFG/96/003)
ORGANOGRAM AND STAFFING TABLE**



Delegation to the Regional Managers

A decentralized management structure will allow for maximum efficiency of project implementation.

While the project CTA will have the overall responsibility for project management, responsibility for district action plan and sub-project approval will be delegated to the Regional Managers, with the necessary accountability mechanisms in place.

Regional Managers can delegate authority for approval of village-level micro-interventions to district-based project staff, under their responsibilities

Only larger scale, district level sub-projects, as indicated under "Average and Tentative Allocations per District," (see box, page 50) will require review and consultation with the Project Head Office and UNDP before approval.

Compliance of all activities undertaken with the project objectives and strategies will be ensured by the senior management of the project.

Food Security through Sustainable Crop Production

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**UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT OF AFGHANISTAN**

Project title: **Food Security through Sustainable Crop Production**

Project number: AFG/96/004/A/01/12 (TRAC 1/2)
AFG/96/004/A/09/12 (STS)

Duration: May 1997 to April 1999

Executing agency: FAO

Project site: 230 rural districts, with particular emphasis on the 23 districts of concentration under UNDP's 1997-1999 Programme

Total UNDP Budget: US\$ 6,471,000

<u>Summary of UNDP and Cost-sharing inputs</u>	
UNDP:	
Carry-Over:	\$ 900,000
TRAC (1 & 2)	\$ 5,400,000
STS	\$ 171,000
TOTAL	\$ 6,471,000
<u>Administrative and Operational Services</u>	
AOS (Source 03)	\$ 630,000
TOTAL	\$ 630,000

Brief description:

The years of war between 1979 and 1989 seriously damaged the country's agricultural production capacity and UN assistance was very limited during this period. The emergency rehabilitation activities which started in 1989 have done much to restore the food production capacity despite problems with security and the continuing political turmoil. In 1994, in order to consolidate the achievements of earlier programmes, an integrated strategy for improving agricultural production and rebuilding farming systems was pursued under a UNDP/FAO Agricultural Rehabilitation Programme with strong emphasis on in-country production of seed and planting material, on a community-based participatory approach and on human resource capacity building.

The overall approach of this project is to promote peace through a close integration of UN assistance to the rural sector with the common objective of poverty alleviation and community empowerment. A sound food base is essential if communities are to develop their local governance modalities.

The project places emphasis on assisting Afghanistan to become self-reliant in crop, and therefore food, production with the immediate objectives of increasing food production and raising the standards of agricultural technology. The project will emphasise participatory group formation at the village, village cluster and district levels, in addition to paying special attention to farmers with small land-holdings. Building on the achievements of the previous project within the sub-sector it will strengthen the country's capacity to sustainably produce inputs such as quality seed and planting material as well as providing training and demonstration. Linkages will be assured with other activities (employment creation, income generation, livestock production, irrigation infrastructure repair and rural rehabilitation in general) within UNDP's overall framework of an inter-agency and integrated rural development approach.

Chapters 1,7 and 8 of this Programme Document, respectively on "Programme Setting", "Common Implementation, Coordination and Monitoring Arrangements" and "Risk Factors and Special Considerations" are common to all projects in the Programme and are thus an integral part of this Project Document.

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

1. Project Focus

The project promotes food security by improving the accessibility of production and income-enhancing skills, inputs and services, and by strengthening self-reliance at the district, village cluster and village levels. This will be achieved both through **local capacity building** and **direct support** to the target beneficiaries.

The project will emphasize the introduction of adapted, sustainable, and environmentally sound agricultural techniques; improved on-farm water management; crop protection stressing Integrated Pest Management; and transfer of technology and training.

Activities will include training of the local private sector, non-governmental sector, contact farmers and farmer groups, and support to local communities and community groups to become self-reliant in essential inputs at the district level. This includes seeds and planting material, fertilizer, tools and plant protection inputs. Activities will be undertaken to support income-generation and the creation of new value-added jobs and incomes in related sectors such as horticulture, (fruit and vegetables), beekeeping, sericulture, forest product development and downstream agricultural processing. Access to small-scale credit will be facilitated in cooperation with the project "Strengthening Community Self-Help Capacities in Rural Afghanistan", which will operate in the same districts.

Particular success criteria, and therefore impact targets, are the extent to which new forms of participatory development and enhanced community organization (such as farmer groups) will be created and the degree to which benefits accrue to the poorest and most disadvantaged.

The project will target the 23 priority districts selected for UNDP's integrated Programme where UN agencies will rationalise, concentrate and coordinate their development resources. In addition, assistance will continue to be provided to the increasingly self-reliant activities and achievements of the previous project (AFG/94/002) in 230 districts, and until such time as these activities and achievements become fully sustainable.

2. Description of the Sub-sector

Afghanistan's economy is predominantly agrarian, with about 85% of the population engaged in agriculture. The country has a harsh climate and a very narrow resource base: there are a maximum of 3.5 million hectare of irrigable land and up to 4 million hectare of rainfed arable land. For many reasons related to the effects of war, only a small part of these areas can be cultivated in any one year. Consequently, the productivity of this small area needs to be high, in order to support Afghanistan's 19 million people.

Between 1978 and 1989 the country's agricultural infrastructure, productive capacity and food self-reliance were seriously damaged and by 1988 production was at only 50 - 70% of pre-war levels. In 1978, before the war, Afghanistan had been self-sufficient in food grains. Regaining this self-sufficiency was considered a feasible target in the Rehabilitation Strategy for Afghanistan (1993).

In 1988, the UN agencies became more active in providing assistance to the agricultural sector, but emphasizing capacity building. As the civil war escalated in 1989, the refugee problem overwhelmed all other activities and, until 1992, most international efforts became more directed at emergency relief and food aid. By 1993, it had become possible to shift the focus from emergency support to rehabilitation. The present circumstances are very different from 1992 when some 5 or 6 million Afghan refugees were outside the country or internally displaced. By 1996, more than half of these refugees had returned to their homes and farms and resumed productive life. This has created a paradox: while the country is embroiled in vicious civil war, the greater part of the countryside is at peace. The major part of the farm land is in use and the families in the rural villages are resuming the peaceful business of gaining a living.

The basic ingredients for development of crop production, and hence food security and income-generation, are still present in Afghanistan: land, water and a hard working and enterprising population. The refugees who have returned are looking to the future; they have come home to rebuild their country and their lives, for themselves and their families. Agricultural development will, therefore, have a profound influence on developing peace and governance, by rebuilding the foundations of a peace economy. Common critical needs, for this to be achieved, are access to good seed and planting material, assistance with advice and training on crop production, horticulture, water management and crop protection, rehabilitation and maintenance of water supplies, and access to fertilizers and agrochemicals. A parallel rehabilitation of irrigation systems and the livestock sector is associated with the crop revival. Unfortunately, poppy cultivation for opium expanded greatly during the war, often in heavily-populated and poor areas; crop diversification for income generation will help reduce, and finally eliminate, poppy cultivation.

Fruit has always been a major crop, both for local use and for sale. The project will further support in-country nursery development, in the private sector and at the community level, assuring the replanting of orchards.

3. Problems to be Addressed

Although Afghanistan's agriculture was devastated by war, rehabilitation since 1989 has had surprisingly positive results. By now most of the previously abandoned land is under some sort of cultivation and irrigation has been restored, at least partially, in many areas. Cereal production has been greatly improved: in 1988 most of the wheat was so diseased that any grain harvested was not edible.

Now, as noted above, seed of improved, disease-resistant varieties is available and used in parts of Afghanistan, largely due to UNDP/FAO activities. Much remains to be done, however, and now that the initial reconstruction is well advanced, it is possible to take a more integrated approach to development of the rural sector to assure food security and increase income-generating opportunities. Outstanding problems which must be tackled include:

a) Seed supply:

Poor seed of ill-adapted, disease-susceptible varieties is a major cause of low yields. Improved varieties are still only accessible to a minority of the farming population. Assuring adequate supply of quality seed and planting material of the major crops remains a high priority for nation-wide food security. The fact that total additional production generated as a result of the introduction of improved varieties so far - even though still reaching only a minority of farmers - already exceeds the total food aid amount per year, underlines the enormous impact the extension of this component can achieve.

Since after a few generations of on-farm multiplication seed is usually mixed and degenerated, the capacity to not only produce seed but also to regularly renew the seed stock needs to be strengthened.

b) Pest control:

Crop protection services have broken down. The project's approach to pest control is to emphasize sound agronomic practices with a minimum use of pesticides (Integrated Pest Management) for environment-friendly control. Since Afghanistan's crop-land is in isolated pockets and the climate is semi-arid, conditions are propitious for natural control.

c) Irrigation facilities:

Although much rehabilitation of major structures has been carried out, this sector will continue to require a lot of maintenance at all levels. There is also an urgent need for better on-farm water management which would reduce water wastage and allow a greater area to be correctly irrigated with the available water. This will require close inter-agency collaboration and both technical training and support to traditional water-management decision-making structures.

d) Soil Fertility:

Maintenance and improvement of soil fertility is urgently required. Fertilizer availability should be improved and a more balanced pattern of use encouraged. Traditional fertility-building through leguminous fodders and organic manure is to be encouraged in an obvious linkage with the livestock project.

e) Income generation:

Afghanistan has a long tradition of income-generating crops, especially fresh and dried fruits, and silk production. These need to be rehabilitated, since they can make a significant contribution to income generation and food security.

f) Human resource development:

The human resource base at all levels (staff, village, farmers) requires training and up-grading of skills, in particular since the traditional extension services provided by the government have collapsed as a result of the protracted conflict.

g) Community self-reliance

The above problems can only be tackled effectively and on a sufficiently wide scale with the full participation and collaboration of the farming community, and with the objective of strengthening self-reliance at the local level. The scale of the work to be undertaken is vast but not at all out of reach of a hard-working and well-motivated farming community if provided with access to inputs and training. The Programme's strategy of developing community participation and local governance structures, within the present context of holistic resource management, should greatly increase the sustainability as well as the penetration of agricultural rehabilitation and development efforts. Rural small-scale credit is not part of the priority interventions of this project, but its important role in the sector is recognized and the credit facility under the "Strengthening Community Self-Help Capacities in Rural Afghanistan" project will greatly assist this project's interventions.

The Potential Contribution of Agricultural Production to Development in Afghanistan

Agricultural development will have a profound influence on developing peace and governance in Afghanistan. The potential social and economic contribution of crops in Afghanistan represents a key element of sustainable agricultural development, household food security and income generation, and thus of a sustainable peace economy. In particular, crops can provide:

- a substantial source of income through the sale of fruits, grain and pulses;
- food security and better nutrition from improved cultivation practices and improved diet resulting from more vegetable production;
- employment opportunities in areas where family labour may have little or no opportunity cost;

- opportunities for on-farm "value added" processing and downstream marketing of agricultural products, e.g. fruit drying, apiculture and sericulture; and
- a buffer and stabilizing affect by spreading risk through crop diversification and integrating cropping systems.

Constraints

There are major constraints that continue to limit the full exploitation of the crops sub-sector in contributing to food security and income generation. These include:

- a) *Limited access to land and other essential inputs, in particular for the poor.*

Many of the most disadvantaged members of society are landless. Addressing their food security needs will require appropriate interventions that improve access to land, as well as skills and other inputs.

- b) *Collapse of institutions and infrastructure:*

Inadequate access to goods and services brought about by the breakdown of central and local institutions and rural infrastructure is a major constraint. Furthermore, there is a serious shortage of people with the necessary technical, practical and communication skills needed to assist in the rehabilitation of the crops sub-sector.

- c) *Cropping practices:*

Poor crop husbandry, especially in the fields of plant nutrition, water management and pest and disease control has very much reduced crop yields and quality.

Prior Achievements

The present project builds on the previous experience and achievements of UNDP/FAO interventions. These started as emergency programmes with largely cross-border activities and, as returnees settled back on their farms, evolved into a more consolidated approach with increasing attention to in-country production of seed and planting material and human resource development. This project aims, as its predecessor did, to move from rehabilitation interventions to sustainable agricultural development. It includes crop and seed production, horticulture (vegetable and tree-crops), and plant protection. The project emphasizes the active participation of the community in the rehabilitation and development process, and the strengthening of community self-reliance in production of inputs such as quality seed and planting material through training, demonstration and direct support. The efforts of the project should result in a great improvement, within the districts covered under the Programme, in Afghanistan's self-sufficiency in basic foods through local production and availability of seed and planting material for the major crops.

**Table 1: A Summary of Major Achievements
under the Predecessor Project
(1995/1996)**

Programme Focus	Achievements
Seed Production	<ul style="list-style-type: none"> • 6100 metric tonnes of quality winter crop seed produced in-country and redistributed to farmers, as far as possible with matching quantities of fertilizer. At least 120,000 farmers benefited through increased yields of 50% or more. • 1,500 metric tonnes of quality summer crop seed produced in-country and redistributed to farmers. At least 65,000 farmers benefited from increased yields of 50%. • 500 seed samples analyzed for quality and 50 people trained in field inspections for seed quality control. • About 10,000 metric tonnes of WFP wheat programmed and delivered as part of food-for-seed and food-for-work farm improvement schemes.
Horticulture	<ul style="list-style-type: none"> • 100 fruit tree nurseries established and operating on a financially self-reliant basis. (Starting 97/98 these nurseries should produce 1,300,000 budded tree saplings per year; enough planting material to re-establish about 4,500 ha. of fruit orchards per year). • Three nucleus nurseries established on state-owned land for introduction, collection and presentation of genetic material of local and exotic origin, used as a source of propagation material. • Four vegetable seed production and vegetable crop demonstration fields established. • A horticultural baseline survey carried out in 79 districts throughout Afghanistan. Data compiled and analyzed. • 20 nursery programme supervisors and 30 farmers trained in improved nursery management.
Women in Development	<ul style="list-style-type: none"> • 120 women trained in backyard vegetable production.
Crop Protection	<ul style="list-style-type: none"> • 130 people trained in integrated orchard production and protection techniques. (They are, in turn, to set up Farmers Field Schools for growers of almonds, grapes, stonefruits, apples and pears in 13 provinces). The approach incorporates integrated pest management and minimal use of pesticides.

	<ul style="list-style-type: none"> • The Moroccan locust plague of the northern wheat fields of Afghanistan had previously been controlled using thousands of tonnes of pesticides annually. In 1995 the project used two thousand litres of ultra low concentration pesticide spray to control the locusts. In 1996, the same level of pest control could be maintained, without a drop of pesticide being used. The project's massive training and information dissemination efforts enabled farmers to control the pest by mechanical means. • Investigations for biological control of sunnpest (another serious pest of wheat) undertaken. • An enormous stock of Benzene Hexa Chloride (BHC) insecticide left over from the past, and seriously threatening the environment, being re-bagged for safe storage; 1000 metric tonnes bagged so far.
Crop Improvement	<ul style="list-style-type: none"> • More than 100 variety trials on wheat, rice, barley and maize have been carried out in various agro-ecological zones of Afghanistan in order to identify high yielding, disease resistant varieties for multiplication. • Close collaboration maintained and networking established with international research centres and plant breeding programmes in neighbouring countries.
Agronomy, Extension and Training	<ul style="list-style-type: none"> • 20 farmers' field demonstrations on improved agricultural practices conducted in each of the four zones in Afghanistan. • National project staff, Afghan extension workers of implementing partners, and some 500 farmers trained.

4. Target Beneficiaries

The project will benefit the rural population and in particular those based within the 23 districts selected for the 1997-99 UNDP Programme. Special attention will be paid to the disadvantaged, in particular small landholders.

Project inputs and interventions will accelerate crop production, food security and rural incomes in these districts, which will also benefit from enhanced capacities at the local level in various disciplines, so as to sustain district level development activities. The horticultural component will provide technology suited to urban and peri-urban landless

or near-landless people for income supplementation and dietary improvement through vegetable production. Other rural income-generating activities such as beekeeping and silk-rearing will be encouraged and assisted. Peri-urban horticulture and agro-industry will provide new opportunities for employment creation and income generation for women, the landless and disabled people.

5. Goals and Strategies:

The *Development Objective* is to promote food security, poverty alleviation, good governance and enhanced self-reliance at local level, through an integrated and decentralized agricultural development approach.

Through the priority interventions described under Section 6, the project will, in collaboration with the other projects under the UNDP Programme, strengthen representative common-interest organizations at village, village cluster and district level, improve food security and rural income-generation. Furthermore, access to agricultural skills and inputs will be enhanced and the standards of agricultural technology will be raised with the emphasis on local self-reliance, through capacity building and direct support.

The *Immediate Objectives* of the project are:

- To promote food security and income generation through improved access to agricultural inputs and skills;
- To develop the capacity of farmers and grower associations at community level to minimise crop losses through improved post-harvest handling, processing and marketing of agricultural produce to increase production and incomes; and
- To raise the standard of agricultural technology, through capacity building and training.

The project's **strategy** in pursuit of these objectives will consist of the following key components:

Coordination

The project will be an integral part of the UNDP inter-agency programme with the overall objective of supporting the re-emergence of a peace economy through poverty alleviation and community empowerment at the grass roots level.

Participation and Ownership

In order to promote participation and ownership the project will encourage communities, through common interest groups, to become full and active partners in the process of identifying, selecting, planning and implementing activities and interventions, and by targeting improved self-reliance as a major priority.

Targeting of Resources

Priority will be given, in resource allocation and interventions, to the most vulnerable and poorest groups in society, i.e women, widows, resource-poor farmers and disabled people, in coordination with the "Comprehensive Disabled Afghans' Programme: Integration of the Disabled and Marginalized" project in particular.

Decentralisation

Project staff will be out-posted to the regions and districts with a progressive delegation of responsibility to ensure greater responsiveness to local conditions and needs.

Capacity Building

The project will target and support local capacity building to enable communities to manage their own activities. This will be achieved through a) direct inputs and practical demonstration of income generating activities; b) training, technical advice and transfer of appropriate technology and c) involving communities in all stages of project implementation.

Organisation

The primary channel for the provision of project support to the target beneficiaries will be through contractual arrangements with local implementing partners, including directly with community groups.

Consolidation

The project will consolidate the activities undertaken within the 230 districts covered in the previous project, AFG/94/002, particularly by providing the support required for the achievements in those districts to become fully sustainable.

Transfer of Appropriate Technology and Extension

The technical personnel within the project will be responsible for designing, together with the target groups, effective solutions to address the immediate needs of the community through technical interventions and direct support, and through extension methodologies, in particular training through demonstrations and Farmers' Field Schools.

Sustainability

Improved and sustainable access to inputs at the local level will be promoted, including through a cost recovery/user pays system. This will be pursued also through the establishment of community-managed revolving funds, with the project providing a one-time start-up grant in kind (such as for fertilizer).

Facilitation

Cost-sharing will form an important component of the project, whereby donors can fund discrete elements within the umbrella project, through the Trust Fund which provides the administrative framework to optimise efficient use of these funds. Further extension of income generation activities such as apiculture, sericulture, potato production from true seed, and agro-forestry could be effectively supported in this way.

6. Priority Interventions

In order to attain the Development Objective, the project will strengthen representative community common-interest organizations, improve food security and raise the standards of agricultural technology - emphasizing capacity building. The outputs and activities necessary to attain these immediate objectives are given below. The planning of these activities will be coordinated with the other projects in the UNDP programme.

Table 2. Outputs and Priority Interventions

Immediate Objective 1.	
To promote food security and income generation through improved access to agricultural inputs and skills.	
Output	Priority Interventions/Activities
Quality seed, fruit trees and plant material for the major field crops and fruits supplied through community and district based production.	<ul style="list-style-type: none">• Seed production of adapted commercial cultivars for the major food crops through private sector, community and grower associations.• Establishing and/or strengthening nurseries to supply quality trees and vines to smallholders.• Facilitate access of small farmers to credit schemes, in collaboration with the "Strengthening Community Self-Help Capacities in Rural Afghanistan" project.

<p>Peri-urban horticulture and other suitable activities undertaken to increase vegetable consumption and promote household food security and income generation; employment opportunities created for women and disabled people.</p>	<ul style="list-style-type: none"> • Propagation of vegetable seedlings through private nurseries for supply to homesteads and small-scale commercial gardens together with quality seed of appropriate cultivars for direct seeded vegetables. • Improvement of household and community income through establishment of woodlots, beekeeping, sericulture and processing of agricultural products.
<p>Improved water management practices established to optimise the use of this limited resource.</p>	<ul style="list-style-type: none"> • Training traditional water management officials (<i>mirabs</i>) in improved on-farm irrigation practices.
<p>Environmentally friendly and sustainable approaches to crop production and protection promoted, with particular emphasis on Integrated Pest Management.</p>	<ul style="list-style-type: none"> • Multiple cropping systems for fruit tree production resulting in reduced pest pressure through biodiversity and improved microclimate for the fruit trees. • Integrated Pest Management with special reference to biological control measures and the use of selective pesticides. • Introduction of soil solarisation and other techniques as a means of pasteurising the soil for vegetable seedling production. • Improvement of soil fertility through promotion of leguminous crops and minimum tillage systems.

<p>Immediate Objective 2 To develop the capacity of farmers and grower associations at community level to minimise crop losses through improved post-harvest handling, processing and marketing of agricultural produce, to increase production and incomes.</p>	
<p style="text-align: center;">Output</p>	<p style="text-align: center;">Priority Interventions/Activities</p>
<p>Crop losses reduced through improved post-harvest handling and storage of produce.</p>	<ul style="list-style-type: none"> • Establish crop maturity indices to ensure that crops are harvested at the correct stage, and demonstrate harvesting techniques to minimise crop losses. • Improve crop storage at farmer and community level.

<p>Reduced crop losses and/or surpluses, through better marketing information and processing.</p>	<ul style="list-style-type: none"> • Minimise crop surpluses, particularly for perishables, through crop scheduling, and ensure a natural spread in the cropping season through the utilisation of early, mid-season and late cultivars. • Improve marketing of the increasing production resulting from increased cropping areas and improved technology. • Ensure capacities for the proper processing, packing and crating of produce sold both in domestic and export markets. • Promote processing of fruits such as drying of apricots, air drying of grapes and solar drying of onions and tomatoes to enhance food security in the off-season, as well as the marketability of production.
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<p>Immediate Objective 3:</p>	
<p>To raise the standard of agriculture technology through capacity building and training.</p>	
<p>Output</p>	<p>Priority Interventions/Activities</p>
<p>Appropriate frameworks for participatory technology transfer developed and tested and training delivered at farm, village and village cluster level.</p>	<ul style="list-style-type: none"> • Establishment of integrated cropping systems adjacent to nurseries for farmers' participation in technology transfer, in association with Farmer Field Schools. • Production of grower bulletins and other extension materials translated in the local language to enhance transfer of technology.

<p>A cadre of national professionals and CLOs trained in the relevant disciplines and in appropriate extension approaches.</p>	<ul style="list-style-type: none"> • Train community and district level staff in appropriate cultural practices and extension methodologies. • Skills of national professionals upgraded in relevant disciplines as well as in how to approach and transfer skills to farmers and communities. • Promotion of sustainable agricultural technology at all levels.
<p>Basic genetic and fruit tree collections and field crops established and maintained in conjunction with general baseline data collection for the main production areas.</p>	<ul style="list-style-type: none"> • Mother plantations of fruit trees and rootstocks established in 10 locations and at least one national seed production enterprise promoted. • Varieties of the major crops screened for drought tolerance and pest and disease resistance. • Development of a data-base on pests and diseases, for training and diagnostic needs. • Baseline data collected, collated and analyzed on all activities. • Development of a data base on fruit tree performances in distinct pedoclimatic zones.

7. Output and Impact Targets

Besides the project's physical and disbursement targets summarized in this document, indicators are essential to measure the project's expected impact. A summary of these is presented in the table on the next page.

Table 3 Impact Summary

Impact Indicator	Impact Verifiers	Indicative Targets
Community awareness	<ul style="list-style-type: none"> • Attendance at training courses; • Number of community revolving funds set up and functioning; • Number of demonstrations established; • Number of Field Farmers' Schools held. 	<ul style="list-style-type: none"> • All staff and 20,000 farmers. • One for each district cluster. • Ten per district. • Ten per district.
Uptake of improved technology in terms of seed and nursery practices	<ul style="list-style-type: none"> • number of selected cultivars tested and released for grains and pulses; • number of budded fruit trees sold to growers. 	<ul style="list-style-type: none"> • 5% of all farmers using improved cultivars, with gradual increase in number of users. • 100,000 saplings.
Uptake of improved technology in terms of crop production	<ul style="list-style-type: none"> • Increased yield per unit area of land. 	See below under economic indicators.
Economic indicators	<ul style="list-style-type: none"> • percentage increase in the yield of grains and pulses; • increased area under fruit plantations; • increased yield in fruit crops from improved cultural practices; • increase in processed products sold on domestic and export markets. 	<ul style="list-style-type: none"> • 5% of farmers have increased their average crop yield by 40%. • The total area under fruit plantations in the 23 districts will have increased by 4%. • Fruit yields from existing plantations increased by 10%. • Increased product flows, as documented through appropriate statistics, to other districts and for export.

Welfare indicators	<ul style="list-style-type: none"> • changes in home food consumption patterns; • reduction in the occurrence of human nutritional disorders. 	<ul style="list-style-type: none"> • The concept of a balanced diet through increased production introduced at all training courses.
Human resource indicators	<ul style="list-style-type: none"> • number of farmers, CLOs and NPPPs trained. 	<ul style="list-style-type: none"> • 20,000 farmers, all CLOs and all NPPPs trained in better crop husbandry.
Self-reliance indicators	<ul style="list-style-type: none"> • number of fully privatised fruit nurseries; • number of fully privatised or self-reliant community seed producers; • supply of locally produced quality seed. 	<ul style="list-style-type: none"> • 3 per district cluster, (minimum 15). • 1 producer association per district. • Sufficient to meet demand in the districts through local producers' groups.
Participation of the disadvantaged (women, disabled people, landless)	<ul style="list-style-type: none"> • attendance at training courses; • numbers employed in peri-urban horticulture and agro-industry. 	<ul style="list-style-type: none"> • At least one training course per district. • 10% of all employed originating from this target group.

PROJECT BUDGET
AFG/96/004
FOOD SECURITY THROUGH SUSTAINABLE CROP PRODUCTION

B/L	PROJECT COMPONENT	TOTAL		1997		1998		1999	
		W/M	US\$	W/M	US\$	W/M	US\$	W/M	US\$
10.00	INTERNATIONAL EXPERTS								
11.01	Project Manager/CTA - Islamabad	24	312,000	8	104,000	12	156,000	4	52,000
11.02	Regional Manager, Herat - (STA -Seed)	24	288,000	8	96,000	12	144,000	4	48,000
11.03	Regional Manager, Kandahar - (STA - Horticulture)	24	288,000	8	96,000	12	144,000	4	48,000
11.04	Regional Manager, Mazar - (STA - Crop Protection)	24	288,000	8	96,000	12	144,000	4	48,000
11.51	Consultant Horticulture	1	12,000	1	12,000				
11.53	Consultant Bee Keeping	1	12,000	1	12,000				
11.54	Water Management	1	12,000	1	12,000				
11.99	Sub-Total	99	1,212,000	35	428,000	48	588,000	16	196,000
13.00	GENERAL SERVICES STAFF								
13.01	General Service (40)	960	384,000	320	128,000	480	192,000	160	64,000
13.99	Sub-Total	960	384,000	320	128,000	480	192,000	160	64,000
14.00	UNV								
14.01	UNV Deputy Regional Manager (Taloqan)	24	60,000	8	20,000	12	30,000	4	10,000
14.02	UNV Gender Adviser	24	60,000	8	20,000	12	30,000	4	10,000
14.03	UNV Agronomy	24	60,000	8	20,000	12	30,000	4	10,000
14.04	UNV Training	24	60,000	8	20,000	12	30,000	4	10,000
14.99	Sub-Total	96	240,000	32	80,000	48	120,000	16	40,000
15.00	OFFICIAL TRAVEL								
15.01	Official Travel		150,000		50,000		80,000		20,000
15.99	Sub-Total		150,000		50,000		80,000		20,000
16.00	MISSION COSTS								
16.01	Mission Costs/Evaluation		80,000		20,000		45,000		15,000
16.99	Sub-Total		80,000		20,000		45,000		15,000
17.00	NATIONAL PROFESSIONAL								
17.01	National Professional Project Staff (33)	792	396,000	264	132,000	396	198,000	132	66,000
17.02	National Consultants	9	27,000	5	15,000	4	12,000		
17.03	Community Agriculturists - CLOs (10)	552	110,400	184	36,800	276	55,200	92	18,400
17.99	Sub-Total	1,353	533,400	453	183,800	676	265,200	224	84,400
1900	PERSONNEL COMPONENT TOTAL	2,508	2,599,400	840	889,800	1,252	1,290,200	416	419,400
21.00	SUB-CONTRACTS								
21.01	Sub-Contracts /Sub Projects		1,691,600		1,000,000		541,500		150,100
21.02	Rental Premises/Utilities		125,000		45,000		60,000		20,000
29.00	SUB-CONTRACTS COMPONENT TOTAL		1,816,600		1,045,000		601,500		170,100
30.00	TRAINING								
31.01	Fellowships								
32.00	Study Tours/Group Training		130,000		60,000		60,000		10,000
33.00	In-Service Training		70,000		25,000		40,000		5,000
39.00	TRAINING COMPONENT TOTAL		200,000		85,000		100,000		15,000
40.00	EQUIPMENT								
45.00	Local Procurement & Operation Maintenance		370,000		180,000		130,000		60,000
46.00	International Procurement > 70,000		809,000		580,000		229,000		
47.00	National Procurement < 70,000		190,000		155,000		35,000		
49.00	EQUIPMENT COMPONENT TOTAL		1,369,000		915,000		394,000		60,000
50.00	MISCELLANEOUS								
51.00	Operation/Maintenance/Equipment		265,000		90,000		125,000		50,000
52.00	Reporting Costs		50,000		20,000		20,000		10,000
59.00	MISCELLANEOUS COMPONENT TOTAL		315,000		110,000		145,000		60,000
90.00	PROJECT TOTAL	2,508	6,300,000	840	3,044,800	1,252	2,530,700	416	724,500
103.99	COST SHARING FUNDING								
999	TOTAL UNDP CONTRIBUTION	2,508	6,300,000	840	3,044,800	1,252	2,530,700	416	724,500

Summary of Equipment, Materials and Sub-Contracts

A) Procurement (BL 49)	Cost (\$)
• 25 metric tonnes of Fertilizer per district will be provided and used to set up a community revolving fund	\$ 312,500
• 10 metric tonnes of certified seed will be provided to community revolving fund	\$ 150,000
• Two tractors will be provided for each district cluster for setting up a community tractor hire scheme.	\$ 300,000
• Imported vegetable seed for crop-seed production.	\$ 3,000
• Imported rootstocks and cuttings for orchards/reforestation.	\$ 15,000
• Agriculture materials and basic equipment.	\$ 80,500
• Agricultural/horticultural tools and equipment	\$ 30,000
• Mobile seed cleaners for community/cooperative seed business.	\$ 69,000
• One motorcycle per district	\$ 37,000
• One pick-up vehicle per district cluster.	\$ 102,000
• Mobile radios for vehicles	\$ 27,000
Total:	1,369,000
B) Subcontracts (BL 21.01)	
• Nursery establishment at district, village cluster and village level.	\$ 550,000
• Farmers Field Schools extension in districts.	\$ 400,000
• Support to community-initiated Poverty Eradication Interventions.	\$ 300,000
• Other inputs into community-managed revolving funds in each district	\$ 441,600
•	
• Total:	\$ 1,691,600

FOOD SECURITY THROUGH SUSTAINABLE CROP PRODUCTION AFG/96/004 ORGANOGRAM AND STAFFING TABLE

KABUL (ISLAMABAD)	INTL	UNV	NPPP	GS
PROGRAMME MANAGER (AGRONOMIST)	1			
APC CROPS				
EXTENSION/TRAINING SPECIALIST		1		
WOMEN HOME GARDENING SPECIALIST		1		
AGRONOMIST		1		
PROGRAMME ASSISTANT			1	
SENIOR ADMIN/FINANCE ASSISTANT				1
ADMIN ASSISTANT				1
LOGISTICS ASSISTANT				1
SECRETARY				1
RECEPTIONIST/RADIO/SITOR OPERATOR				1
REGISTRY CLERK				1
MESSENGER				1
DRIVER				2
WATCHMAN				3
Total	2	3	1	12

HAZAR-I-SHARIF	INTL	UNV	NPP	GS
STA CROP PROTECTION (REG. MANAGER)	1			
HORTICULTURIST (REPUTY REG. MANAGER)			1	
SEED SPECIALIST			1	
CROP PROTECTION SPECIALIST			1	
AGRONOMIST			1	
EXTENSION TRAINING SPECIALIST			1	
SECRETARY				1
LOGISTICS ASSISTANT				1
DRIVER				4
WATCHMAN				4
Total	1	0	3	10

TALDOAN	INTL	UNV	NPP	GS
HORTICULTURIST (REPUTY REG. MANAGER)			1	
SEED PRODUCTION SPECIALIST			1	
CROP PROTECTION EXPERT			1	
EXTENSION TRAINING SPECIALIST			1	
DRIVER				2
WATCHMAN				2

FAIZABAD	INTL	UNV	NPP	GS
AGRONOMIST			1	
COMMUNITY AGRICULTURIST			1	
EXTENSION TRAINING SPECIALIST			1	

BALKH	INTL	UNV	NPP	GS
COMMUNITY AGRICULTURIST				
EXTENSION/TRAINING SPECIALIST				

DAHLATABAD	INTL	UNV	NPP	GS
COMMUNITY AGRICULTURIST			1	

KABUL	INTL	UNV	NPPP	GS
AGRONOMIST			1	
CROP PRODUCTION SPECIALIST			1	
SEED PRODUCTION SPECIALIST			1	
DRIVER				2
WATCHMAN				2
Total	0	0	3	4

JALALABAD LOGISTICS SUPPORT FROM PESHAWAR	INTL	UNV	NPPP	GS
AGRICULTURAL EXTENSION SPECIALIST			1	

JALREZ	INTL	UNV	NPPP	GS
COMMUNITY AGRICULTURIST			1	

BEHBUZ--I	INTL	UNV	NPPP	GS
COMMUNITY AGRICULTURIST			1	

DAI MIRDAD	INTL	UNV	NPPP	GS
COMMUNITY AGRICULTURIST			1	

KANDAHAR	INTL	UNV	NPP	GS
HORTICULTURIST (REGIONAL MANAGER)	1			
SEED PRODUCTION SPECIALIST				
DEPUTY REGIONAL MANAGER			1	
PLANT PROTECTION SPECIALIST			1	
AGRONOMIST			1	
HORTICULTURIST			1	
EXTENSION/TRAINING			1	
DRIVER				3
WATCHMAN				3
TOTAL	1	0	5	6

HERAT	INTL	UNV	NPP	GS
SEED SPECIALIST (REG. MANAGER)	1			
SEED PRODUCTION SPECIALIST			1	
CROP PROTECTION SPECIALIST			1	
HORTICULTURE SPECIALIST			1	
EXTENSION/TRAINING SPECIALIST			1	
SECRETARY				1
STORE KEEPER				1
DRIVER				4
WATCHMAN				3
TOTAL	1	0	4	9

SHINDAND	INTL	UNV	NPP	GS
COMMUNITY AGRICULTURIST				1
EXTENSION/TRAINING SPECIALIST				1

ARGHANDAB	INTL	UNV	NPP	GS
COMMUNITY AGRICULTURIST				1

ARGHANDAB	INTL	UNV	NPP	GS
COMMUNITY AGRICULTURIST				1

DAND	INTL	UNV	NPP	GS
HORTICULTURIST			1	
COMMUNITY AGRICULTURIST			1	

ARGHANDAB	INTL	UNV	NPP	GS
COMMUNITY AGRICULTURIST			1	

SHGA	INTL	UNV	NPP	GS
COMMUNITY AGRICULTURIST			1	

FARAH	INTL	UNV	NPP	GS
COMMUNITY AGRICULTURIST			1	

BAKWA	INTL	UNV	NPP	GS
COMMUNITY AGRICULTURIST			1	

TOTAL	INTL	UNV	NPP	GS
	4	3	41	45

Project Operation

The project will be implemented in close collaboration with other UNDP-funded interventions in the rural sector within the overall strategic and organizational framework of the UNDP Programme.

Office Structure

The project will maintain its three Regional Offices: Mazar-i-Sharif, Herat and Kandahar; and three sub-offices: Jalalabad, Ghazni and Taloqan.

The Herat, Mazar-i-Sharif and Kandahar offices will be headed by international Senior Technical Advisers, the sub-offices by experienced NPPP staff who will report directly to the Project Manager on general matters and to the Specialized Senior Technical Advisors on technical subjects.

The main office will be responsible for overall management. It will also be responsible for technical support in the field of agronomy, including on-farm water management and extension-training. All activities will be planned and implemented in a manner that ensures cross sectoral integration and complementarity within the project.

Senior Technical Advisers in Horticulture, Seed Production and Plant Protection will coordinate their own technical subject-matters as well as heading the regional offices where they are posted.

Community Liaison Officers will gradually be appointed for the 23 districts. The CLOs will work closely with their counterparts from other projects and will be based in the field. Their duties will be to carry out the inventory and needs assessment in each district and to provide technical back-up to the community groups, both directly and through liaison with the Regional Project Offices. They will also facilitate access to credit, in cooperation with the "Strengthening Community Self-help Capacities in Rural Afghanistan" project.

In the earlier phases of agricultural rehabilitation there had to be heavy reliance on Non-Governmental Organizations to deliver skills and inputs to communities and farmers. This has been progressively reduced as the in-country FAO capability and presence developed. Some NGO involvement will, however, still be maintained where they can efficiently reach outlying areas.

Community and farmers' groups will become increasingly important as implementing partners and community-based seed production will be encouraged, as recommended by the evaluation mission. In the new project, in collaboration with the other agencies, community groups will be encouraged to make decisions on project interventions, participate in training and carry out suitable field activities.

The project will, as in the past, collaborate very actively with other UN organizations (WFP, UNHCR, UNDCP) where these organizations have activities in the agricultural sector.

Other Related Programmes

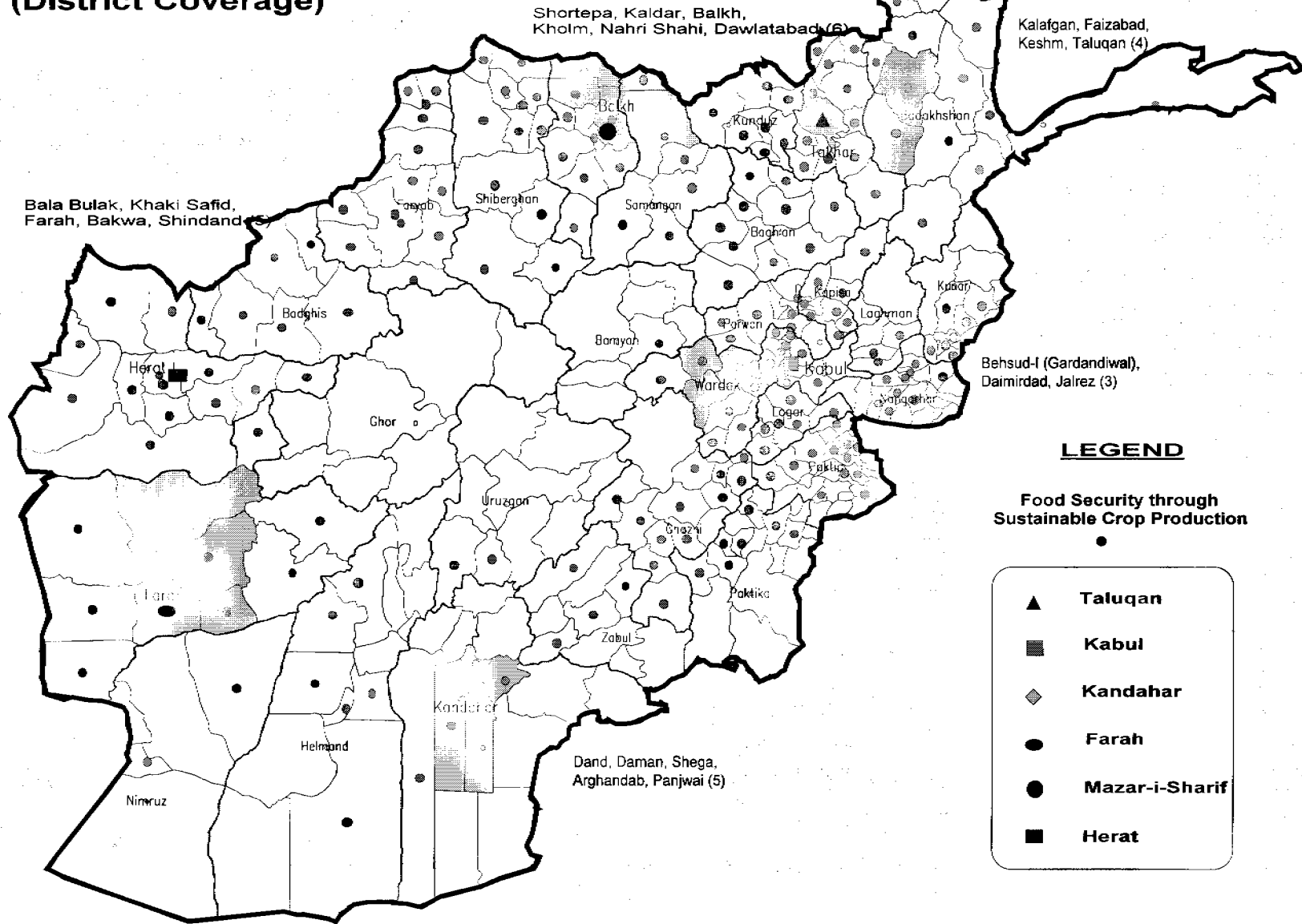
A number of donors have made important contributions to this project's predecessor. The components funded by these donors are still operational and will continue to provide important inputs to this project.

Funded by SIDA, with a duration of 21 months beginning in October 1996, the Crop-Improvement Programme is conducting crop variety performance trials in six agroecological zones of Afghanistan to identify high yielding, stress tolerant genotypes of cereal and food legume crops. This activity is a continuation of the crop-improvement initiated under the Swedish Committee, and directly backstopped by the project team of the UNDP funded project.

Scheduled to run for 24 months, the Seed Supply and In-Country Seed Production programme component, financed by the European Union, became operational in January 1996. While it originally focused, out of necessity, on cross-border transfer of seed and fertilizer, most seed production activities are now taking place in Afghanistan. It is the key cost-sharing component for provision of necessary inputs of seed and fertilizer for in-country seed production. This European Union funded component is also backstopped by the project's management and field team.

Afghanistan PEACE Initiative

(District Coverage)





Rebuilding Communities in Urban Afghanistan

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**UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT OF AFGHANISTAN**

Title: Rebuilding Communities in Urban Afghanistan

Number: AFG/96/005/A/01/56 (TRAC 1/2)
AFG/96/005/A/09/13 (STS)
AFG/96/005/A/09/14 (STS)
AFG/96/005/A/09/56 (STS)

Duration: May 1997 to April 1999

Project Site: Kabul, Mazar, Herat and Kandahar;
Shindand and Taloquan

Executing Agency: UNCHS

UNDP Inputs: US \$ 5,919,500

<u>UNDP and Cost Sharing Financing</u>	
UNDP:	
Carry-Over	\$ 700,000
(TRAC 1 & 2)	\$ 5,000,000
STS	\$ 219,500
TOTAL	\$ 5,919,500
<u>Administrative & Operational Services</u>	
AOS (Source 03)	\$ 570,000
TOTAL	\$ 570,000

Brief Description:

Like the rest of the country, the urban areas of Afghanistan have been subjected to widespread destruction of their physical, economic and social infrastructure due to prolonged conflict. This has severely affected the functioning of urban centres and the delivery of basic services, as well as the capacity of urban residents to cope with the consequences of and disruption caused by war. At the same time, the towns have become the home for many internally displaced persons and the first destination for returnees. The combined result is the absence of basic services, scarcity of essential goods including food, rampant unemployment and inflation thus giving rise to acute deprivation. A speedy reconstruction of the urban areas is neither feasible nor will it address the fundamental consequences of the war. The strategy for any external engagement in the rehabilitation of urban areas in Afghanistan can however be based on an understanding that the Afghans have demonstrated the will and the ability to be innovative in coping with this tragedy. A first priority must be the rehabilitation of indigenous capacities for recovery.

The project seeks to assist the urban residents of the four principal towns, namely **Kabul, Mazar-i-Sharif, Kandahar and Herat**, and to a lesser extent, **Shindand** (Farah) and **Taloquan** (Takhar), in their collective effort to address the problem of urban rehabilitation. Building on the experience of the past urban projects in Afghanistan, the project seeks to assist in the rebuilding of urban communities both as a body capable of undertaking the improvement of physical and social services and as social forum where individual aspirations and self-help capacities are mutually reinforced. The project focus is on improving the state of water, sanitation, education and health, among others, at neighbourhood level through the process of community engagement. Creation of local employment opportunities and expanding the scope for income-generating activities will be the two supporting outputs of the project.

Chapters 1,7 and 8 of this Programme Document, respectively on "Programme Setting", "Common Implementation, Coordination and Monitoring Arrangements" and "Risk Factors and Special Considerations" are common to all projects in the Programme and are thus an integral part of this Project Document.

<u>On behalf of</u>	<u>Signature</u>	<u>Date</u>	<u>Name/Title</u>
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

1. Project Focus

Building on the experience of the previous projects, in particular the Afghanistan Urban Rehabilitation Programme (URP), the project will continue its focus on facilitating the process of repair and recovery in the three principal towns of Afghanistan, viz. **Kabul, Mazar-i-Sharif, and Herat**. In addition, **Kandahar** will be included in the project as it is not only the second largest town in the country but also one of the primary destinations for many returnees. In line with the overall geographical focus of the UNDP programme, Shindand (Farah) and Taloquan (Takhar) will also be included, although interventions in these two secondary towns will be of a smaller nature, and as a base for possible expansion in the future.

While the **emphasis** is on priority physical improvements that contribute to the welfare and a sense of well-being of acutely deprived urban residents, this will be achieved through *a process of community management of project and internal resources*. The project resources will be directed at providing support to urban residents to revitalize their communities into viable and broad-based institutions that contribute to individual and collective welfare.

A major thrust of the project implementation is therefore to promote community-based processes that are capable of addressing the complex issue of rehabilitation in an increasingly sophisticated and sustainable manner. This will be achieved by pursuing a strategy of community engagement based on *learning-by-doing*, thereby allowing local conditions and needs to be fully reflected in the use of project resources.

The scope and approach of the project will be wide and varied, depending on community needs and whether an initiative lends itself to community engagement or not. Communities will be encouraged to address both the physical and the social needs of the residents. Such needs will range from water and environmental sanitation, primary health, basic education to participation in decision-making that influences their welfare. The project will also support those municipal infrastructure improvements and repair without which community level improvements are not possible, and where these repairs are priority community requirements.

2. Description of the Sub-sector

The chequered history of peace in Afghanistan has been greatly influenced by its location, topography and the resulting pattern of human settlements. When peace returns to the country and it is possible to pursue modernization development, the urban system will play an increasingly important role in integrating pockets of rural economies with the national economy.

Afghanistan, with a total geographical area of 652,225 square kilometres, is a landlocked country which shares 1,680 km of common border with the central Asian Republics of Tajikistan, Uzbekistan and Turkmenistan to the north, 925 km with Iran to the west, 2310 km with Pakistan to the east and south, and less than 96 km with China to the north-east. Located on the crossroads of the three cultural zones of Asia (Central, South and West Asia), Afghanistan exhibits a rich mixture of socio-cultural groups. Given the rugged topography and the lack of a well-developed road network, the spatial distribution of these groups tends to follow the dominant ethnicity of the neighbouring countries.

With 75% of the country's land mass under high mountains, the large majority of its population lives in numerous pockets of settlement located primarily along many river valleys and the plains. Of the remaining population, about 1.2 millions are nomadic and the rest (about 19%) live in urban centres. The population of the four largest towns (Kabul, Kandahar, Herat and Mazar) is estimated to account for 90% of the total urban population.

Subsistence agriculture has been the mainstay of the economy although only 12% of the land surface is under cultivation. With population growth estimated at 2% per annum, the limited agricultural land has come under intense pressure and, in many parts of the country, has reached a saturation point. Lack of alternative employment opportunities in rural areas has also contributed to rural-urban migration and, to some extent, to the emergence of factional politics in the country.

On the other hand, the pattern of isolated settlements and the cultural diversity have also imparted on the people a set of values that cherish independence and local community self-reliance, the two notable characteristics that have helped the Afghan people to endure the conflict that has been ravaging the country for the last 18 years. However, the extensive damage caused to development infrastructure and the trauma of having to endure a prolonged conflict have had their effect on the capacity of the people to be self-reliant.

The ongoing conflict in Afghanistan continues to inflict immense suffering on all Afghans but nowhere in the country is the human and physical impact of the conflict more visible than in its urban centres. The urban areas have been affected by the conflict in several ways. During the period that the conflict was primarily confined to rural areas, the towns became the home of many displaced rural families. However, the main towns such as Kabul, Kandahar and Mazar had already been receiving sizable numbers of surplus rural labour prior to the start of the conflict. Given that the conflict is intermittent and shifting, the population in major towns has shifted in response to the state of war or peace in surrounding areas. This unpredictable fluctuation of the population in these towns has further strained the weak urban services and infrastructure. With the spread of the conflict to Kabul and Kandahar, in particular, the whole range of infrastructure has been badly damaged or destroyed. On the other hand, both small and larger towns have also been receiving a considerable number of returning refugees from Iran and Pakistan.

The nature and the extent of the impact of the ongoing war differ between towns and even within a town. But the impact is visible everywhere and is felt in all aspects of urban life:

■ Damage to city infrastructure:

In towns like Kabul and Kandahar, the destruction of physical and social infrastructure is almost total. In Kabul alone, 95% of the city's schools are devastated and close to half of the housing stock have either been destroyed or badly damaged. The supply of drinking water has been curtailed due to the damage to the distribution system and the power supply network, and health services have been reduced to a bare minimum. The road networks have also fallen into disrepair. In Mazar and in Herat the damage is more limited but the infrastructure suffers from lack of maintenance and repair. While there is no reliable information on the coverage of different services in the four towns, it is estimated that essential physical and social services are available at less than a quarter of the pre-war level.

■ Breakdown of municipal administration:

Afghanistan had a well-conceived structure of development administration. The central and provincial arms of the administration are, however, now in a state of disarray due to the political fragmentation. The municipality in the principal urban centres is the only somewhat functioning development entity, and being close, is therefore more accountable to the people it serves. While the structure is still intact, many service units have not been able to function. This is due to the mass exodus of professionals and skilled managers, the total lack of resources to maintain and operate essential equipment and to meet salary requirements, and the breakdown in the administration. The salary structure as it exists in these municipalities is so low that a monthly salary of a senior professional can hardly meet a week's household expenses. Municipal employees are often required to go without a salary for as long as three months. In all the four principal towns the municipal structure is intact but only a few professionals are still working in these organizations, perhaps out of sheer commitment. The conflict has eroded the political commitment and the resource base necessary to support even small scale improvement measures.

■ Breakdown of social organizations:

The war has taken a heavy toll on the ability of the people to continue traditionally recognized and practised improvement efforts. The reasons for this are many: the cumulative stress of having to live in a protracted war and witness its atrocities, frequent change in the place of residence, having to deal with 'new' neighbours, and the overall erosion of the economic means for survival. As a result, local infrastructure which used to be maintained and operated locally (such as rainwater catchment ponds in Herat) have gone unmaintained at a time where

these are most needed. The widespread feeling of helplessness brought by continued destruction of human lives and properties has eroded the Afghans' traditional community spirit and undermined individual and community capacity for self-reliance.

■ Population Migration:

The 18 years of war in Afghanistan has created one of the largest refugee populations in the world. Since the war began in 1978, more than half of the pre-war national population have become refugees, either internally displaced or in neighbouring countries like Pakistan and Iran. More than 100,000 Afghans, most of them educated, have migrated to the West since then. The relative safety of the urban centres has attracted many of the internally displaced Afghans, and has made Kabul, Kandahar, Herat and Mazar, among others, the first destination for most returning refugees. It is estimated that of the 3.8 million Afghans who have returned to the country since the beginning of the repatriation operation in 1989, the majority of them have taken residence in the towns. The dynamics, the scale and the unpredictable pattern of population movement have brought the urban system as a whole, in particular in the four major urban centres, to a breaking point. That close to 200,000 people moved in and out of Kabul alone in just one year (1996) underscores the unstable situation of many urban centres in the country and the scale of the problem.

■ Internal Displacement:

Since the urban centres became the focus of the war, the residents have come under frequent shelling. This is particularly the case for Kabul where the residents have been forced to be on the move to avoid shelling and to take refuge in safer areas within the city. Such displacements have dramatically changed the population distribution of Kabul where three-quarters of a million people now survive in less than half the area inhabited in 1992. Both Herat and Kandahar have also undergone a similar development, although to a lesser degree.

■ Economic deprivation:

As a consequence of the destruction of social and physical infrastructure and the psycho-social trauma associated with living under prolonged conflict, the productive capacity of urban residents has also been seriously undermined, if not destroyed. The total breakdown of the formal economy has also stifled the informal sector, thereby depriving the majority of the population from any kind of employment other than those associated with the war or surreptitious operations. The end results are widespread poverty, scarcity of goods and services, a high rate of inflation, destruction of natural resources - such as when people are forced to fell roadside trees and orchards in order to keep themselves warm in the winter - and overall reduction in the quality of life. In the process, the

critically affected ones are the poor - who had no alternative other than to stay on and women and children who are least able to respond to this crisis.

If the urban sector in Afghanistan is marked by deepening socio-economic deprivation and the collapse of urban institutions, it is also a sector that has drawn considerable support from various bilateral donors, the United Nations, the European Union and international non-governmental organizations. The UNDP-funded **Urban Rehabilitation Programme**, (AFG/93/002) became the first urban-specific *programme* to be funded by any external donor agency. The beginning of this two-year project in January 1995 also signalled a shift from a technology-oriented to a process-driven approach to rehabilitation assistance. This project operated in three urban centres (Kabul, Herat and Mazar-i-Sharif) with two main parallel components: *Municipal Infrastructure Repair*, and a *Neighbourhood Action Programme*. The primary thrust of the programme strategy was working with and reinforcing local institutions, the premise being that *physical repair* and *social recovery* should form the two integral parts of a rehabilitation process. As a logical extension of this strategy, a number of strategic principles were adopted, of which the most important ones are:

- **decentralized implementation** through a network of largely self-contained offices that can respond to local conditions and needs, the network itself being capable of incremental expansion as and when need arises;
- primarily, a focus on activities which nurture the **traditional system of neighbourhood governance**;
- secondarily, a focus on a limited programme of **high priority municipal infrastructure** repair and maintenance;
- **a focus on areas of damage and displacement** thereby allowing the programme to address the problems in areas where the population has been significantly increased by the influx of displaced people;
- **field-based micro-project designs** as a way of maximizing the ability of local communities and institutions to manage such subprojects.
- **skills development** of national staff and neighbourhood workers through learning-by-doing.

A programmatic expression of the above concept of repair and recovery is shown in Table 1 below, which explains the linkages between repair and recovery on the one hand, and between the two tiers of interventions on the other. Together they constitute a framework to guide consultations between various actors involved in the rehabilitation.

Table 1: Evolving Concept of Urban Rehabilitation

Levels	Processes	
	Repair (Physical/Technical)	Recovery (Social/Institutional)
Municipal	<p>Examples:</p> <ul style="list-style-type: none"> • Logar Water Supply Project (Kabul) • Joi Now and Joi Engeel Bridge Construction (Herat) • Road/Access Improvement Project (Mazar) 	<p>Examples:</p> <ul style="list-style-type: none"> • Office/Equipment Rejuvenation of the Water Supply Department of Herat • In-Service Training of Water Department Engineers (Kabul) • Feasibility Study of Water Supply and Sanitation Systems in the Municipality of Mazar
Neighbourhood	<p>Examples:</p> <ul style="list-style-type: none"> • Self-financed <i>Karachi</i> System for Removing Household Waste (Mazar) • Hand Pump Manufacture and Training (Programme-wide) • Steps and Drainage Improvements (Kabul) 	<p>Examples:</p> <ul style="list-style-type: none"> • Neighbourhood Surveys and Focus Groups (Herat) • Community Fora (Mazar)* • Community District <i>Shura</i>* (Kabul)

The combined efforts of the UNDP/UNCHS urban rehabilitation project and a number of international and national NGOs as well as bilateral donors operating in urban Afghanistan have contributed to tangible improvements in the three towns. For example, in Kabul about one-third of the city's water supply network has been restored, using the funds of UNDP and the emergency funds of NGOs in collaboration with the Central Authority for Water Supply and Sewerage (CAWS). Similarly, with the effort of several NGOs and the UN agencies, health services in Herat, Kabul and Mazar are being maintained at a basic minimum level. A number of municipal infrastructure repair works, mainly water supply networks, are underway in Kabul and Herat. Once completed, these repair works will also provide a sound technical basis to implement neighbourhood level distribution schemes. The range of project support was broad and included water supply, solid waste disposal, health services, school repair and emergency supplies. Table 2 below shows the physical progress achieved under the previous project and the range of support activities carried out.

* "Fora": In this context, neighbourhood consultative committees established in Mazar.

* "Shura": Dari or Arabic for a representative consultative council or committee at the neighbourhood, district, village, provincial and even national levels. An institution of local governance and information exchange.

The project activities in Kabul, Mazar and Herat have played an instrumental role in bringing principal donors into the sector, and in bringing relevant local institutions into a common forum where approaches to various aspects of urban rehabilitation are discussed and experience shared. The success achieved in demonstrating the feasibility of working with communities in the design and implementation of improvement schemes (subcontracts) provides a firm basis on which to launch a more extensive community-based improvement programme in the future, under this project. However, both the process involved in enabling urban residents to take the leading role in defining their problems, priorities and solutions as well as the modality of the delivery of project support will be further strengthened under the project, drawing on the lessons learned under the previous project.

Table 2: A summary of achievements of the project's predecessor

Programme Focus	Achievements
Water Supply	<ul style="list-style-type: none"> • Improvement of water supply for more than 3 million people • 1,200 hand-pumps manufactured • 400 hand pumps installed • 14,000 wells chlorinated • Piped water supply systems repaired and improved • Testing for water quality
Sanitation	<ul style="list-style-type: none"> • Sanitation improvements for 4,550,000 beneficiaries • 79,000 cubic meters of solid waste collected • 6,000 cubic meters of sludge material excavated • 70 solid waste collection points and systems established • meters of ditches, culverts and drainage system improved
Upgrading	<ul style="list-style-type: none"> • 7 kilometres of primary and secondary roads repaired, improving access for 54,000 people • 23 small scale bridges and culverts repaired or newly constructed, improving access for 120,000 people • 1,072 stone masonry steps constructed, benefiting 42,000 people.
Community	<ul style="list-style-type: none"> • Women's programme undertaken, with 3,600 participants/beneficiaries in women's community fora (training, day care and health services, income generation, community decision-making) • graduates of training programmes (literacy, sewing, weaving, etc.) through community fora • 167,000 trees planted to improve the urban environment

Mapping and Planning	<ul style="list-style-type: none"> • District and Neighbourhood surveys completed in all three cities • Basic urban information (on sites and services) collected • Versions of city maps produced and distributed to Regional Programme Offices, municipal offices and other development and relief organizations.
Capacity Building	<ul style="list-style-type: none"> • Support to Municipal Systems • Establishment of Community and Project Liaison Offices • Support to the parallel community and municipal infrastructure component • Strengthening of indigenous institutional and community capacity

3. Problems to be Addressed

The rehabilitation needs of the four main urban centres (Kabul, Kandahar, Herat and Mazar) are many but the unpredictable security situation and the paucity of human and capital resources are seriously limiting factors in launching a comprehensive rehabilitation programme. By necessity, a future urban rehabilitation initiative of two years duration needs to build on the success of the previous programmes, with added commitment to community based approaches and with a more explicit coordination with repatriation programmes. In this context, six major problems have been identified that need to be addressed through the project. These problems are mutually reinforcing and, as such, should be seen as integral parts of the larger problem described under *Description of the Sub-sector*, above.

a) Continued need to promote local and community structures and support groups:

There is a need to consolidate and expand community mobilization efforts started in the previous phase of the project. Given the overall state of affairs in these towns, it will take considerable effort to impart a sense of confidence and continuity among urban residents and local institutions before they can deal with rehabilitation requirements on their own. This is best achieved by replicating and extending the rehabilitation approach developed in the earlier projects on a wider scale, both in terms of geographical coverage and the issues of rehabilitation addressed. There are a number of areas such as community financing, training, management of community engagement, networking among community organizations, etc., that need further refinement. As a considerable number of returnees are likely to take long term residence in the principal towns, these also need to be considered while designing town-specific project activities. The concept of 'decentralized management', which will continue to remain the lynchpin of the project implementation strategy, will need

to be further strengthened, so as to ensure an efficient and cost-effective response to local conditions and needs.

b) Limited capacity to address urban issues of consequence:

To a great extent, the basic problems associated with the smooth functioning of the municipalities have not changed over the last two years. On the contrary, with the expected influx of the returnees in the urban centres, the problems are expected to worsen. Since the current service needs of the urban population cannot be addressed solely at neighbourhood level, efforts to mobilize municipal management in support of community initiatives should be strengthened. The disintegration of urban communities and the breakdown of municipal functioning has created a serious institutional vacuum in urban management in the country. Neither what remains of the central government nor of provincial authorities, in spite of a well-established structure, are in a position to fill this vacuum. The immediate hope for a solution appears to rest on strengthening communities to undertake improvement measures, and on the capacities of the municipality to lend support to community-led improvement initiatives.

c) Lack of basic urban services

The past efforts to ease deficiency of services in urban areas were based more on providing immediate relief. These efforts concentrated on providing a few basic services, ignoring the need to keep important social services such as health and education functioning. The majority of children still have no access to basic health and education; most of the people have to rely on unsafe drinking water and live in environmentally appalling conditions. Delivery of services within a global urban context, in addition to exclusively community-scale interventions, should be considered, to ensure a degree of permanency and sustainability in their supply.

d) Inadequate means of livelihood:

Unemployment, irregular income and extremely low wages combined with high inflation, depressed production and lack of skills among those who have chosen to migrate to the relative safety of urban centres have worsened over the last two years. The traditional social safety net (the extended family) that provided support is no longer available, as a large majority of the urban residents are poor, and certainly without any surplus to help others. The lack of opportunity to earn income is a major hindrance to improving the living environment of the urban centres. This issue needs to be addressed in a more determined way if urban rehabilitation is to be sustainable.

e) Shelter:

Serving not only as protection against the rough weather that characterizes all the four urban centres, but also as an element of social security and an important element of capital formation, shelter is an important need of the urban population. Its

importance has magnified due to the extensive destruction of housing stock, particularly in Kabul, a sudden increase in the population and the absence of any institutional mechanism to lend support to owner-built shelter construction. The lack of building materials, along with a low buying capacity and frequent displacement, is forcing urban inhabitants to live in overcrowded and unsafe shelters. Current initiatives in the shelter sector need to follow an integrated and coordinated approach to this problem. Unless some form of well-conceived assistance (skill upgrading, building material production, modest housing finance schemes, possibly some forms of financial assistance and access to land) is provided, this critical need is likely to go unmet. But this is also an area where the job creation potential is considerable and the participation of households and the community at large is most likely to succeed.

f) ***Energy:***

Another important area of concern which has not been addressed in the previous programme at a scale necessary to create an impact is energy. Whether for domestic consumption or to support industrial production, the lack of a regular power supply has not only placed undue hardship upon people, especially during the winters, but has also limited any possibility of reopening existing manufacturing units. The shortage has also affected the production and supply of drinking water as water pumps remain unused due to the lack of power. Demand for energy is also bound to rise once the reconstruction and repair of shelters starts. While the recommissioning of power plants may not be feasible in the short-run, a number of separate and incremental initiatives ranging from the use of solar energy, mini-hydro plants, wind energy, commercial or community owned afforestation, energy conservation, etc., should be explored in the course of the project. In absence of such initiatives, urban residents will continue to rely on indiscriminate clearance of ornamental trees, orchards and nearby forests to meet their basic household and industrial energy needs.

The project will address the above problems in a gradual and incremental manner through a number of measures and a variety of modalities, both hinged on providing support to the residents to organize themselves as communities with a common vision and sense of purpose, and with the capacity to analyse problems and identify common solutions. In the process, the project will help mobilize service-delivery units within the municipalities to develop and adopt mechanisms, to the extent possible, that lend support to decentralized and participatory management of municipal affairs. Commercially viable methods of production of building materials and energy will also be encouraged, if necessary by helping to establish a close link between urban consumers and rural producers.

4. Target Beneficiaries:

- a) The primary beneficiaries of the project are the urban inhabitants in Herat, Kabul, Kandahar, Mazar-I-Sharif, Shindand and Taloquan. They include returnees and internally displaced persons as well as those who have remained in their homes

throughout the years of strife. They will benefit from improved urban services, better governance and increased employment opportunities (although the scope of interventions will be much smaller in the secondary areas of Shindand and Taloquan.

- b) Women and children will benefit from the project through improved access to health, education, drinking water and other essential services. Women will also derive benefit from the opportunity to be involved in community decision-making and income generating activities supported by the project. Data on beneficiaries will be disaggregated by age and gender.
- c) Small scale private entrepreneurs will be the secondary beneficiaries of the project, albeit on a small scale. They will benefit from project-induced demand for skill, goods and services.
- d) Under the category of secondary beneficiaries, municipal organizations and their staff will benefit in a number of ways: continued sense of involvement, better governance, on-the-job training and infrastructure improvement activities.

To track the impact of the project on the above beneficiaries, the project will develop and maintain a detailed socio-economic data-base.

5. Goals and Strategies

The **development objective** of the project is to enhance human welfare through the improvement of community level social and physical infrastructure as a result of a process of participatory decision making and collective engagement in the project.

The process will promote the emergence of communities capable of managing resources available to them for improving the living conditions of as wide a range of population as possible, but with a particular focus on the poor and the disadvantaged. Support to the realization of the collective interest of communities will contribute towards providing an example of good governance which is essential for the ultimate sustainability of the process.

The **immediate objectives** are:

- a) *To improve the living conditions of urban residents, particularly the poorest and the most disadvantaged, through physical and social infrastructure repair and enlarged opportunities for local employment that enable them to achieve and sustain a basic level of human welfare.*
- b) *To enhance the capacity of the municipalities and other related institutions to develop and adopt mechanisms to support community-based improvements, and to undertake the repair of essential infrastructures.*

- c) *To assist urban residents - men and women - to organize themselves into viable decision-making bodies with the capacity to address their development problems through a process of mutual consultation, shared knowledge and broad-based commitment.*

Project Strategy:

The project strategy is based on the premise that, while immediate physical improvement needs should be addressed, this must be done through a process which gives to urban inhabitants a strong sense of collective ownership of resources, and self reliance. Improvement in the level of disposable income and equitable access to opportunities for growth and individual self-fulfilment are the two critical conditions that the *process* should be able to contribute to, for its own sustainability.

The basic purpose in supporting community-based physical repair and social recovery of urban Afghanistan is to achieve a dynamic coherence between the two as an organic process. People under the duress of a war are often pushed to a state in which individual survival is often seen as being independent of collective survival. In the urban settings of Kabul, Mazar, Kandahar, Herat, Shindand and Taloquan, individual will to survive is often stifled by the necessity to share shrinking resources available in a confined cultural and economic space and deprived environment. This generates conflict and, when one is not able to resolve it, results in despondency and a sense of helplessness leading to a depressed state of well-being. External assistance when delivered haphazardly can aggravate this condition. Therefore, a community is best served by enabling it go through the process of choice, for which an inflow of resources provides an opportunity. The potential such an opportunity generates is the building block of a cohesive body called *community* because it is through the process of conflict resolution that a consensus is built and a cohesive structure is achieved. Once this technique is tried by a community, a wide range of opportunities emerges that will enable it to address issues of substance in an increasingly effective manner. The *community* is a product of the engagement of citizens in commonly-defined meaningful activities.

The project seeks to assist in this process by pursuing the following strategies:

■ community ownership of project resources: While the definition of a *community* may vary, the overriding consideration is not what it is but what it does. In this context, the overriding consideration is the existence of a local decision-making process that can weld together a consensus amidst conflicting needs and interest - both within, and between, the community and external agents of change. The project will help promote community ownership of project resources by adopting the following approaches:

- **decentralized project management**: the objective being to increase responsiveness of field offices to local conditions and needs which are rapidly evolving, to impart a sense of ownership by communities of project activities,

and to foster unity of approach and purpose and create a shared vision among project staff through a strong field orientation. Flexibility in programming project outputs in each of the six towns will be the natural outcome of this approach.

- expanding the range of choice and opportunities at the local level by facilitating interactions with other donors and stakeholders. This will also include selecting those technologies which promote local employment and innovations.
- learning-by-doing, in order to help assimilate both positive and negative experience. Instead of applying standard ways of doing things, innovative solutions will be encouraged to maximize capturing local opportunities and to impart self-reliance. This entails following a progressive approach to improvements.
- supporting relevant local departments to enable them to provide a logical and supportive framework for community-level infrastructure improvements to occur.
- providing assistance at the local level on areas of problem analysis, hands-on training in various aspects of project management.

■ concentrating more on areas (spatial and thematic) of greatest needs: Given limited resources, project efforts will favour those geographical areas where the damage is more extensive and those thematic areas where the impact is likely to be greater. Thus, water supply, sanitation and drainage will be promoted as a package. Similarly, shelter repair, energy and production of local building materials and introduction - on a pilot basis - of innovative housing finance - will be pursued in tandem.

■ coordinated approach to rehabilitation: While there is no doubt that emergency assistance to urban residents needs to be continued, such assistance should be delivered carefully, in a way that enhances - and/or does not jeopardize - the sustainability of the rehabilitation process. Given the range of actors involved, a common approach to rehabilitation is critical to the eventual success of the current endeavours. Towards this end, the project will facilitate coordination at the local level by assisting relevant technical departments to assume their service delivery role, and by providing a forum for principal actors to exchange views and arrive at a consensus on technical and strategic issues.

6. Priority Interventions and Output Targets

The project priority interventions will be directed at three levels of governance, viz. at **neighbourhood, inter-community and city levels**.

a. Neighbourhood Level:

A community forum/shura in each urban district will be established (or strengthened) which will:

- hold regular meetings, the format of which will integrate the social and administrative processes of the community to arrive at decisions.
- establish a management body or committee. The decision making will be based on consensus-building through the process of consultation. Should this not be attained the decision of the majority will prevail. Once the Forum matures, the management committee will be elected. The Forum and its Management Committee will not engage with political parties or factions.
- develop common and transparent management systems (accounting, reporting, programming of improvement schemes and organization).
- undertake neighbourhood surveys to determine socio-economic conditions and to establish information base on essential services. Such surveys will be carried out at a regular interval and will be used as a tool for beneficiaries to undertake collective analysis of problems.
- implement, administer or manage community-level improvement schemes identified and developed through a consultative process. This could also include establishing a fund - where appropriate - to undertake income-generating activities to finance its social service activities such as vocational training, literacy programmes, health clinic, etc.

b. Inter-Community Level:

In order to be able to address issues that go beyond the confine of a community or to implement solutions that require the participation of other communities in the town, an association of all community fora/shura will be established where possible and appropriate. Depending on the need and the current organizational status of the municipality, the association will either act as an interface with the municipality or assume the role of facilitating the interaction between the community fora/shura it represents.

c. City Level:

The municipal organization as a viable decision making body at the city level cannot be taken for granted in any of the centres. In a city like Kabul, there is a history of municipal government which, in spite of the moribund state of the Kabul Municipality, provides an organizational culture necessary for its eventual revival. Mazar and Herat, being trading towns, appear to have a resource potential that could

be utilized to undertake some improvements. This has not yet occurred because of the resulting consequences of the conflict. The project will provide support to municipal structures where sufficient evidence exists that this will support the community-based rehabilitation process.

Quantifying the outputs of a community-based programme has the danger of emphasizing achieving physical products without substance. A process which does not bring tangible changes in living conditions, on the other hand, can be wasteful and ritualistic. Physical outputs of the project should be evaluated, at the end of the project, in the context in which those were supposed to be achieved. Also, physical output should be evaluated in terms of number of people benefiting from it as well as number of citizens directly involved in producing it.

The outputs which follow (Table 3) are classified into four groups, each corresponding to one of the four aspects of project implementation: Physical, Organizational, Operational and Project Management, and also give the estimated allocation of project resources corresponding to the three intermediate objectives. The outputs corresponding to each of the three immediate objectives are shown in Annex-3.

Table 3: Project Outputs

A: Physical

	Outputs		Quantity		Remarks
			No.	Unit	
1	Water Supply Improvement:	Hand Pumps	150	#	The first six outputs will be carried out at neighbourhood level. Outputs 6,7 & 8 might require the involvement of several neighbourhoods. The other outputs are to be implemented at district or higher level. Exact number and scale of the schemes will be decided through community consultation. During implementation data relevant to indicators will be collected as an ongoing activity, and on a gender-differentiated basis.
		Piped Water Supply Augmentation	10	#	
		Hand Pump Production Unit	2	#	
2	Solid Waste:	Collection	40,000	cu.m	
		Collection Points	20	#	

3	Human Waste:	Construction of Public Toilets	16	#	
		Construction of School Toilets	15	#	
		Suction Tankers	4	#	
4	Drainage:	Clearance	5,000	m	
		Repair	1,500	m	
		New Construction	500	m	
		Culverts	10	#	
5	Access Improvements:	Access Roads	2.5	Km	
		Public Stairs	5	#	
6	Community Centre:	Building Plots	6	#	
		Structure	5	#	
7	School/Health Post:	Renovation and Repair	30	#	
8	Environment:	Avenue Trees Plantation	1500	#	Avenue tree plantation will be carried out at the expressed interest of communities.
		Communal Recreation Ground	4	#	
		Nursery (1.5 hectare)	2	#	
		River Embankment	200	m	
9	Shelter:	Site Preparation Building Materials Training of Artisans			Detailed strategy and work plan to evolve later.
10	Water Mains:	Repair	2	Km	Under this category (outputs 10-17) are those infrastructure repair and improvement schemes which are necessary to link a neighbourhood level network with the city network. While executing the work, opportunity for cost sharing with other agencies (NGOs, bilateral donors) will be explored. Logar-II water scheme will be considered separately depending on the availability of funds.

11	Pumps, Submersible:	Repair/New Generators	3	#	
12	Distribution:	Secondary Line	5	Km	
13	Equipment:	Repair (truck, tankers etc.)	20	#	
14	Database:	Land Ownership	3	#	
15	Network assessment:	Water Drainage	1 2	# #	
16	Water testing:	Test Laboratory	3	#	
17	Energy:	Conservation, Development, etc.			Plan of action to be developed

B: Organizational

Ref	Outputs	Quantity		Remarks
		No	Unit	
1	Establishment of community organization:	20	#	Community organisation, with whatever name it goes, should be a body or entity with no political affiliation, governed under a set of written rules, and capable of convening itself as and when necessary.
2	Support to existing community organisation:	16	#	
3	Neighbourhood Survey:	30	#	
4	Revolving Fund/Finance Mechanism	15	#	
5	Income Generating Schemes	20	#	
6	Social Services (Neighbourhood level) Health Clinic Day-care Vocational Training	5 5 75	# # #	These basic-level services will be operated and managed by community organizations.

7	Books/Teachers Training, etc.	LS	#	To keep schools functioning
8	Technical Working Groups established	4	#	Primarily to assist in the design or in assessment studies.
9	Inter-agency consultative meetings	12	#	

C: Operational

Ref	Outputs	Remarks
1	Training: Community Development Workers Community Managers Others (teachers, health workers)	Training will be used as an opportunity to consolidate field experience and as an input into programming.
2	Research & Development: Solar Heater Smokeless Oven, etc. Waste Disposal (transportation, etc.) Building Materials (cement-sand/earth bricks) pre-cast drainage elements; wind-powered pumps; self-locking taps; waste transfer carts and bins, etc.	
3	Mapping & Information Base: General, Thematic and Presentation Maps District and <i>Gozar</i> Maps Infrastructure (Water, Drainage) Social Infrastructure Maps Health and Education (Access) Cultural Heritage Population Movement Employment Cost of Living Water Quality (Drinking) Land Ownership Information (Pilot) Others (Population Distribution, etc.)	Information base as an easily accessible body of data/info created to aid analysis and problem identification, and to provide information to interested partners and perspective donors. Mapping will be used as an aid to analysis and presentation.

D: Management

	Outputs	Remarks
1	Establishing cost centres for sustainability analysis and programming	<p>The outputs listed in the left column are benchmarks for periodic management review both at the central and regional level. Periodic workshops will be organized to ensure staff input to quarterly work plans, and to maintain team spirit. Quarterly management reviews are the only formal forum for senior staff to provide input to Management. Reporting formats will be designed to generate data required to derive success criteria and impact. Reporting formats will be simple, frequent and supported by maps (where necessary). Baseline survey(s) will be carried out in consultation and collaboration with other projects in the field. Budget allocations per region will imply authority to approve subcontracts at each regional level.</p>
2	Developing formats of records (expenditures) suitable for computer processing	
3	Reporting & Monitoring formats	
4	Workshops	
5	Budget allocation (annual indicative and quarterly) among RPOs/PSU	
6	Work plan (annual and quarterly)	
7	Quarterly management meeting	
8	Quarterly reporting: physical fiscal others	
9	Data collation on success criteria	
10	Baseline surveys	

7. Impact Indicators and Targets

Besides the physical targets, the following indicators will be used to assess - on a gender differentiated basis - the success of the project. Indicators will need baseline data which will be collected at the beginning of the project. As a matter of strategy, neighbourhood diagnostic mapping will be used to generate baseline information.

A few indicators will require financial information by *cost centre*, and an appropriate but simple-to-manage system of allocating expenses by cost centre. These management tools will be developed within the first two months of the project.

Physical:

- (i) number (before and after) of population brought under the coverage of urban basic services (amount/access/frequency: water, sanitation, education and basic health);
- (ii) percentage (before and after) of households with access to protected drinking water and sanitation;
- (iii) percentage of children (before and after) going to school and benefiting from improved school buildings and education support facilities;
- (iv) percentage of families (before and after) with access to safe human waste disposal facility or system.
- (v) Performance level (applicable in districts considered): 50% positive difference in basic services.

Socio-economic:

- (vi) number of subcontracts implemented by community organizations as a percentage of total subcontracts issued per region/town.
- (vii) number of local jobs generated (man-months) through project activities (direct);
- (viii) number of functioning income generating units as a percentage of total units established through the support of community organizations;
- (ix) ratio of women employed to total employed in income generating units;
- (x) Ratio of total cost of municipal support (e.g., hiring of trucks paid by the project) to the total cost of schemes (aggregate);
- (xi) enrolment of girls in proportion to total enrolment in project supported school

Management

- (xii) distribution of project resources by number of projects, thematic activities; number of benefiting community groups;
- (xiii) Ratio of additional external funds mobilized by each region to the core funds.
- (xiv) Ratio of total amount of subcontract of not more than US\$ 30,000 each to the total amount of budgeted subcontract, by each region and Quarter.

PROJECT BUDGET
AFG/96/005
REBUILDING COMMUNITIES IN URBAN AFGHANISTAN

B/L	PROJECT COMPONENT	TOTAL		1997		1998		1999	
		W/M	US\$	W/M	US \$	W/M	US \$	W/M	US \$
11.00	INTERNATIONAL EXPERTS								
11.01	Programme Manager/CTA	24	240,000	8	80,000	12	120,000	4	40,000
11.02	Regional Programme Manager (Kandahar/Herat)	24	240,000	8	80,000	12	120,000	4	40,000
11.03	Regional Programme Manager (Kabul)	24	240,000	8	80,000	12	120,000	4	40,000
11.04	Regional Programme Manager (Mazar)	24	168,000	8	8,000	12	120,000	4	40,000
11.05	Programme Support Officer	24	216,000	8	72,000	12	108,000	4	36,000
11.53	Unspecified Consultants	3	36,000	1	12,000	2	24,000		
11.99	Sub-Total	123	1,140,000	41	332,000	62	612,000	20	196,000
13.00	GENERAL SERVICES STAFF								
13.01	General Services (41)	984	393,600	328	131,200	492	196,800	164	65,600
13.99	Sub-Total	984	393,600	328	131,200	492	196,800	164	65,600
14.00	UNV								
14.01	UNV, Deputy Regional Manager (Taloqan)	24	60,000	8	20,000	12	30,000	4	10,000
14.02	UNV, Deputy Regional Manager (Kabul)	24	60,000	8	20,000	12	30,000	4	10,000
1403	UNV, Specialist (IEC)	24	60,000	8	20,000	12	30,000	4	10,000
14.99	Sub-Total	72	180,000	24	60,000	36	90,000	12	30,000
15.00	OFFICIAL TRAVEL								
15.01	Official Travel		65,000		20,000		30,000		15,000
15.99	Sub-Total		65,000		20,000		30,000		15,000
16.00	MISSION COST								
16.01	Mission Cost and Evaluation		55,000		20,000		20,000		15,000
16.99	Sub-Total		55,000		20,000		20,000		15,000
17.00	NATIONAL PROFESSIONAL								
17.01	National Professionals (54)	1,296	648,000	432	216,000	648	324,000	216	108,000
18.00	Sub-Total	1,296	648,000	432	216,000	648	324,000	216	108,000
19.00	PERSONNEL COMPONENT TOTAL	2,475	2,481,600	825	779,200	1,238	1,272,800	412	429,600
20.00	SUB-CONTRACTS								
21.00	Community/District Sub-Projects		2,450,000		950,000		1,200,000		300,000
29.00	SUBCONTRACTS COMPONENT TOTAL		2,450,000		950,000		1,200,000		300,000
30.00	TRAINING								
31.01	Study Visits		20,000		10,000		10,000		
32.01	Local Workshops		29,000		12,000		14,000		3,000
39.00	TRAINING COMPONENT TOTAL		49,000		22,000		24,000		3,000
40.00	EQUIPMENT								
45.01	Expendable Equipment		100,000		30,000		60,000		10,000
45.02	Non-Expendable Equipment		265,000		130,000		135,000		
49.00	EQUIPMENT COMPONENT TOTAL		365,000		160,000		195,000		10,000
50.00	MICELLANEOUS								
51.00	Operation and Maintenance		160,000		50,000		80,000		30,000
52.01	IEC Materials		111,400		49,000		49,000		13,400
52.02	Reporting Costs		13,000		5,000		5,000		3,000
53.01	Sundries		70,000		20,000		40,000		10,000
59.00	MISCELLANEOUS COMPONENT TOTAL		354,400		124,000		174,000		56,400
90.00	TOTAL PROJECT	2,475	5,700,000	825	2,035,200	1,238	2,865,800	412	799,000
103.99	COST SHARING FUNDING								
999	TOTAL UNDP CONTRIBUTION	2,475	5,700,000	825	2,035,200	1,238	2,865,800	412	799,000

Detailed Input/Output Schedule

(1) Access to Basic Services (Neighbourhood Level)

Ref	Outputs	Quantity	Unit Cost	Project Cost in US\$
1	Water Supply			<u>342,500</u>
	Hand Pumps (number installed)	150	350	52,500
	Piped water (population served)	100,000	2	200,000
	Augmentation of supply (quantity)	LS	40,000	40,000
	Hand Pumps Production units (no)	2	25,000	50,000
2	Solid Waste			<u>20,500</u>
	Collection (cubic metre)	10,000	1.50	15,000
	Construction of collection point	5	110.0	5,500
3	Human Waste			<u>24,650</u>
	Construction of public toilets (no.)	16	150	2,400
	Construction of school toilets (no.)	15	150	2,250
	Suction tankers (no.)	4	5,000	20,000
4	Drainage			<u>27,500</u>
	Clearance (metre)	5000	1.0	5,000
	Repair (metre)	1500	3.0	7,500
	New construction (metre)	500	10.0	5,000
	Culverts (no)	5	2,000	10,000
5	Access Improvement			<u>500,000</u>
	Secondary Road (linear metre)	2,500	50.00	125,000
	Tertiary road (linear metre)	5,000	75.00	375,000
6	Community Forum			<u>100,000</u>
	Plot (no)	3		-
	Building (new/repair/rented, no)	5	20,000	100,000
7	School/health posts			<u>450,000</u>
	Repair/Reconstruction (no.)	30	15,000	450,000
8	Environment			<u>23,000</u>
	Avenue tree plantation (no.)	100	5.0	500
	Community Recreation ground (no)	3	5,000	15,000
	Nursery (hectare)	1.5	5,000	7,500
9	Shelter			<u>71,000</u>
	Site preparation (hectare)	3	5,000	15,000
	Building materials:			

	Bricks ('000)	4,000	10.0	40,000
	Beams (no)	2,000	7.5	15,000
	Training of artisans (no)	75		1,000
10	Others			<u>40,000</u>
	River Embankment	10	2,500	25,000
	Solar water heater		150.0	15,000
	TOTAL			1,599,150

(2) Municipal Infrastructure Repair

Ref	Outputs	Quantity	Project Cost in US\$
1	Repair of water mains (linear metre)	1450	290,000
2	Generators for water pumps (no)	3	30,000
3	Water distribution network assessment study (no)	2	40,850
4	Drainage network assessment study (no)	1	30,000
5	Land ownership database	5 district	10,000
6	Repair of equipment (trucks, tractors, etc)	20 units	45,000
7	Testing of water quality (units)	3	30,000
	TOTAL		475,850

(3) Community Forums

Ref	Outputs	Quantity	Project Cost in US\$
1	Establishment of community forums	20	40,000
2	Support to existing community forums	16	10,000
3	Revolving Fund (forums)	15	150,000
4	Income generating activities (no)	20	20,000
5	Social services		<u>25,000</u>
	Health	5	5,000
	Day Care	5	5,000
	Vocational Training	10	15,000
6	Training of community workers (no)	100	5,000

7	R&D support to community forums		25,000
8	Others		
	Education materials		100,000
	TOTAL		375,000

GRAND TOTAL (Sub-projects: BL 21)		2,450,000
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REBUILDING OF COMMUNITIES IN URBAN AFGHANISTAN
(AFG/96/005)
ORGANOGRAM AND STAFFING TABLE

PIU ISLAMABAD	BTL	LMV	SPSP	GS
PROGRAMME MANAGER	1			
PROJECT SUPPORT OFFICER	1			
INFORMATION COMMUNICATION OFFICER			1	
DATA BASE OFFICER/ANALYST			1	
DATA BASE ADMIN/SECRETARY			1	
SR. ADMIN. ASSISTANT				1
ADMINISTRATIVE ASSISTANT				1
LOGISTICS OFFICER				1
RADIO OPERATOR				1
SECRETARY/RECEPTIONIST				1
CLERK				1
WEBBENDER				1
DRIVER				2
Total	2	0	3	8

ISLAMABAD	BTL	LMV	SPSP	GS
REG. PROGRAMME MANAGER	1			
UNITED NATIONS VOLUNTEER		1		
SR. PROG. ASST. (PROGRAMM)			1	
SR. PROG. ASST. (TECHNICAL)			1	
PROGRAMME ASST. (INFRASTRUCTURE)			1	
PROGRAMME ASST. (ARCHITECT)			1	
PROGRAMME ASST. (WATER)			1	
PROGRAMME ASST. (SANITATION)			1	
PROGRAMME ASST. (PRODUCTION)			1	
PROGRAMME ASST. (INFORMATION)			1	
PROGRAMME ASST. (LIMBONG)			1	
PROGRAMME ASST. (COMMUNITY)			1	
PROGRAMME ASST. (ENVIRONMENT)			1	
PROGRAMME ASST. (RELIEF)			1	
PROGRAMME ASST. (WOMEN)			1	
FIELD MONITOR			7	
INFORMATION ASSISTANT			1	
MARKING ASSISTANT			1	
SURVEY ASSISTANT			1	
COMMUNITY DEV. ASST. (BUILDING)			1	
COMMUNITY DEV. ASST. (TRAINING)			1	
ADMINISTRATIVE ASSISTANT				1
ADMINISTRATIVE CLERK				2
RADIO OPERATOR				1
LOGISTIC/RELIEF ASSISTANT				2
WEBBENDER				1
CLEANER				1
GUARD				4
DRIVER				7
Total	1	1	15	28

MAZAR	BTL	LMV	SPSP	GS
REG. PROGRAMME MANAGER	1			
SR. PROG. ASST. (PROGRAMM)			1	
PROGRAMME ASST. (ENGINEERING)			1	
PROGRAMME ASST. (WATER)			1	
PROGRAMME ASST. (SANITATION)			1	
PROGRAMME ASST. (PRODUCTION)			1	
PROGRAMME ASST. (INFRASTRUCTURE)			1	
PROGRAMME ASST. (LIMBONG)			1	
PROGRAMME ASST. (COMMUNITY)			1	
PROGRAMME ASST. (WOMEN)			1	
PROGRAMME ASST. (MAPPING)			1	
MAPPING ASSISTANT			1	
FIELD MONITOR			4	
FIELD ASSISTANT/CLERK			4	
FIELD OFFICER (WOMEN)			2	
ADMINISTRATIVE ASSISTANT				1
SENIOR SECRETARY				1
RADIO OPERATOR				1
MESSENGER				1
CLEANER				1
GUARD				4
DRIVER				4
Total	1	0	21	35

IN LOGGING SUB-OFFICE	BTL	LMV	SPSP	GS
UNITED NATIONS VOLUNTEER			1	
PROGRAMME ASSISTANT			3	
FIELD MONITOR			3	
ADMINISTRATIVE CLERK			1	
LOGISTICS ASSISTANT			1	
RADIO OPERATOR			2	
GUARD				3
DRIVER				2
Total	0	0	8	13

KANDAHAR	BTL	LMV	SPSP	GS
REG. PROGRAMME MANAGER	1			
SR. PROG. ASST. (PROGRAMM)			1	
PROGRAMME ASST. (INFORMATION)			1	
PROGRAMME ASST. (LIMBONG)			2	
PROGRAMME ASST. (COMMUNITY)			1	
PROGRAMME ASST. (WOMEN)			1	
PROGRAMME ASST. (MAPPING)			1	
FIELD MONITOR			4	
FIELD OFFICER (WOMEN)			2	
ADMINISTRATIVE ASSISTANT				1
LOGISTICS OFFICER				1
SENIOR SECRETARY				1
RADIO OPERATOR				1
MESSENGER				1
CLEANER				1
GUARD				4
DRIVER				6
Total	1	0	16	28

HERAT	BTL	LMV	SPSP	GS
PROGRAMME ASSISTANT			3	
FIELD MONITOR			1	
ADMINISTRATIVE CLERK				1
LOGISTICS ASSISTANT				1
RADIO OPERATOR				1
GUARD				2
DRIVER				2
Total	0	0	6	8

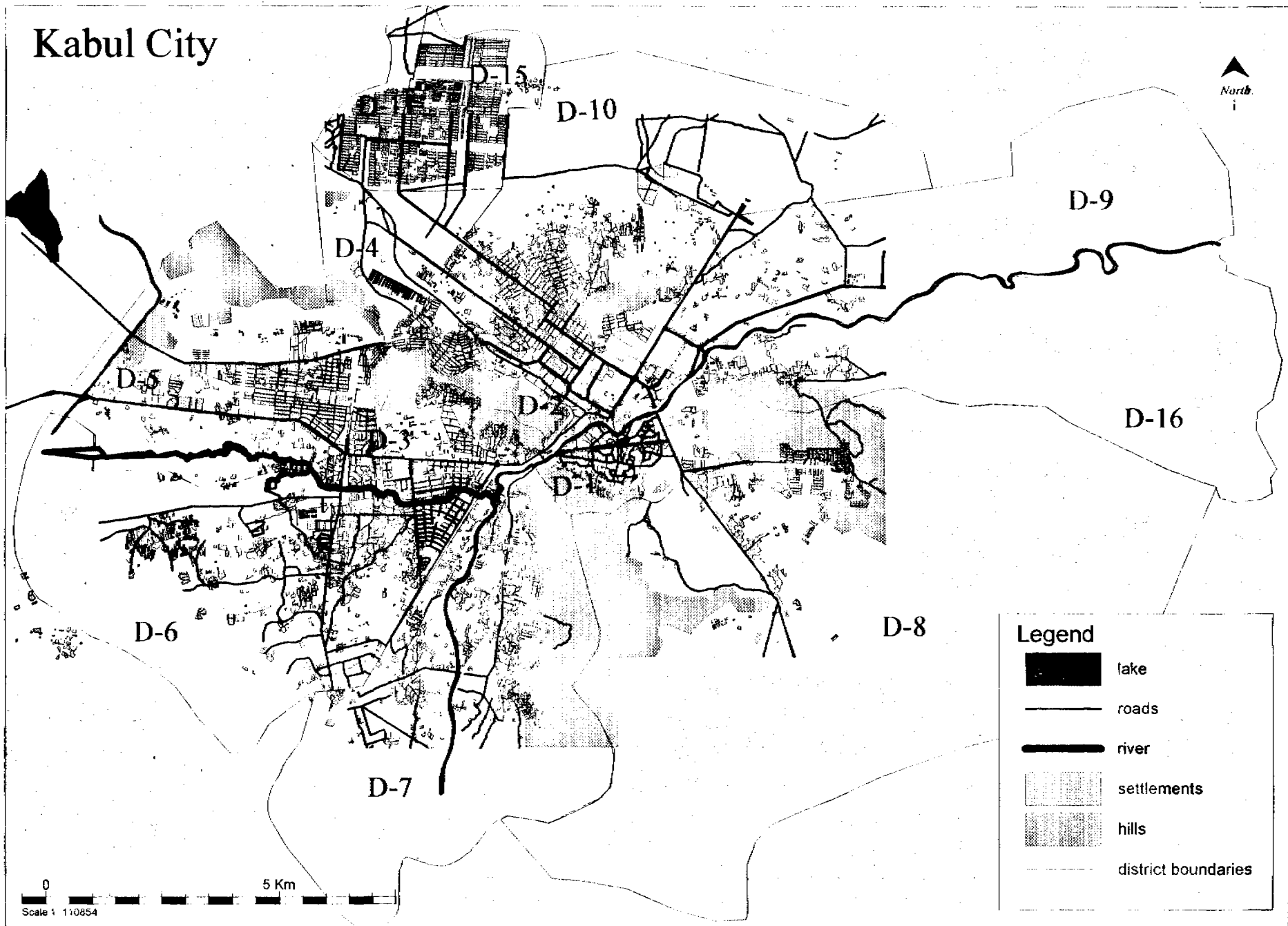
SUMMARY OF PERSONNEL				
OFFICE	BTL	LMV	SPSP	GS
PIU ISLAMABAD	2		3	8
HERAT	1	1	25	18
MAZARSHARIF	1	1	21	33
KANDAHAR	1		22	22
TOTAL	5	2	72	79

Approval of Sub-Projects

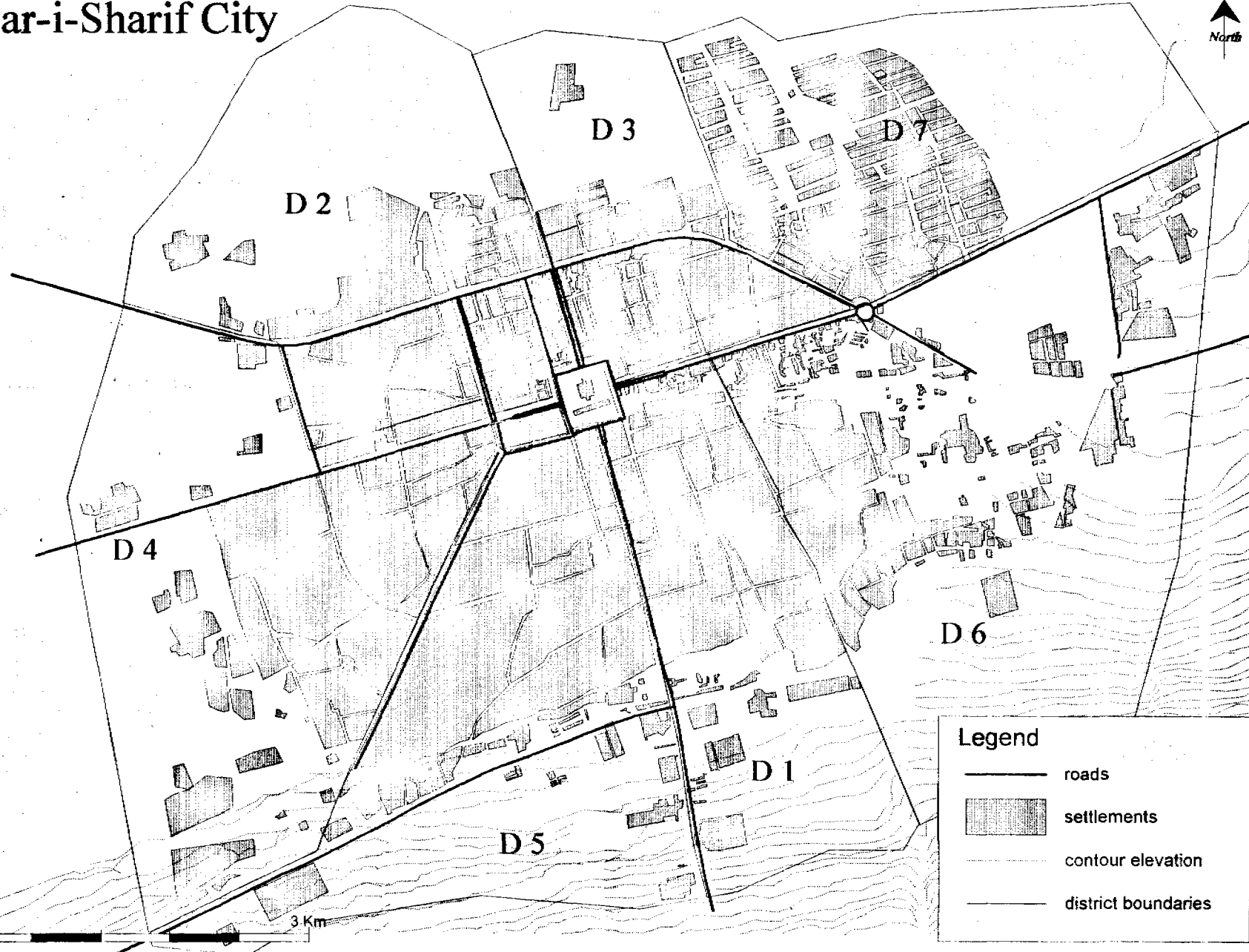
In order to ensure quick response to community needs, the following process will be followed by project staff in approving and delivering inputs required for interventions.

1. Regional project offices, through their outposted staff, will identify community needs (as expressed by the communities) and identify appropriate interventions and micro-projects that respond to those community-expressed priority needs. The process will also include the election by the communities of representatives who will undertake contractual agreements with the project or with the project's implementing partners. The project will ensure that the agreements are fully acceptable to the communities, both in terms of the perceived benefits and in terms of participation.
2. Detailed proposals for interventions (micro-projects, sub-projects, etc.) thus identified, including the appropriate contractual arrangements, will be prepared at the Regional Project Office for immediate approval of interventions and for disbursement of funds by the Regional Manager, or for submission to the Project Manager at the Project Head Office or to Agency Headquarters, as the case may be.
3. The scale of interventions in terms of funds required which may be approved by the Regional Project Manager and the Project Manager, and those which require Agency Headquarters' approval will be as follows:
 - i. Micro-projects/Sub-projects up to US \$ 10,000: The Regional Project Manager may approve micro-projects and sub-projects requiring disbursement of funds up to the amount of US \$ 10,000.
 - ii. Sub-projects requiring disbursements of more than US \$ 10,000 and up to US \$ 30,000: Interventions requiring disbursement of funds amounting to more than US \$ 10,000 (but less than 30,000) shall be submitted to the Project Head Office, for approval by the Project Manager.
 - iii. Sub-projects of more than US \$ 30,000 shall be submitted by the programme manager to the Local Contracts Committee for approval, and subsequently to Agency Headquarters.
4. While normal procedures will be followed by the Project Management in submitting requests for and obtaining authorization (MODs) for disbursement of funds, the fundamental consideration underlying all approval requests and disbursement authorizations for community micro-projects and sub-projects will be the need to respond to community needs and priorities in an efficient, cost-effective and sustainable manner.

Kabul City



Mazar-i-Sharif City

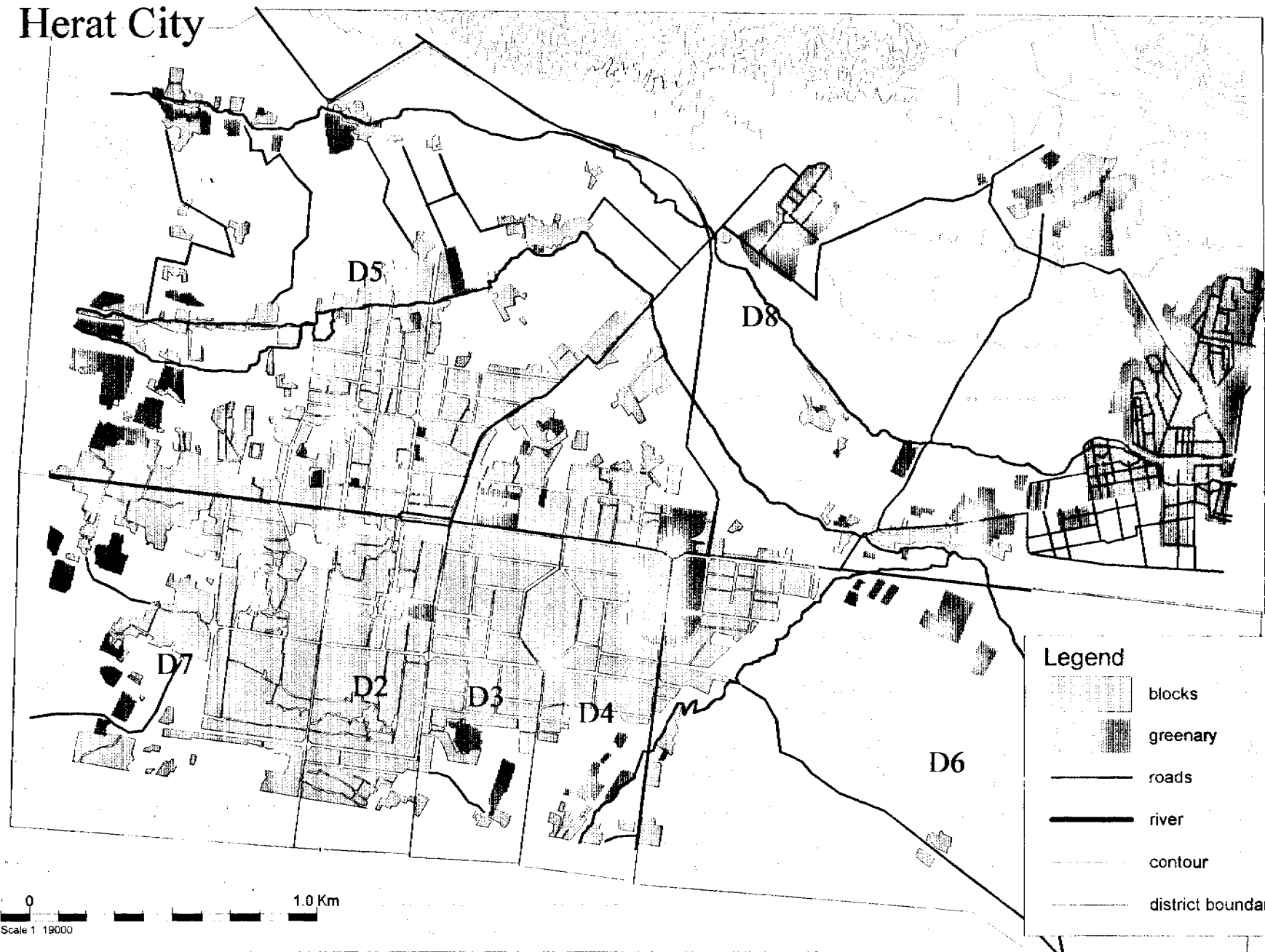


Legend

- roads
- settlements
- contour elevation
- district boundaries

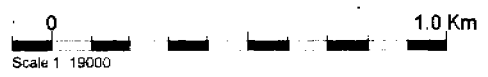


Herat City



Legend

- blocks
- greenary
- roads
- river
- contour
- district boundaries

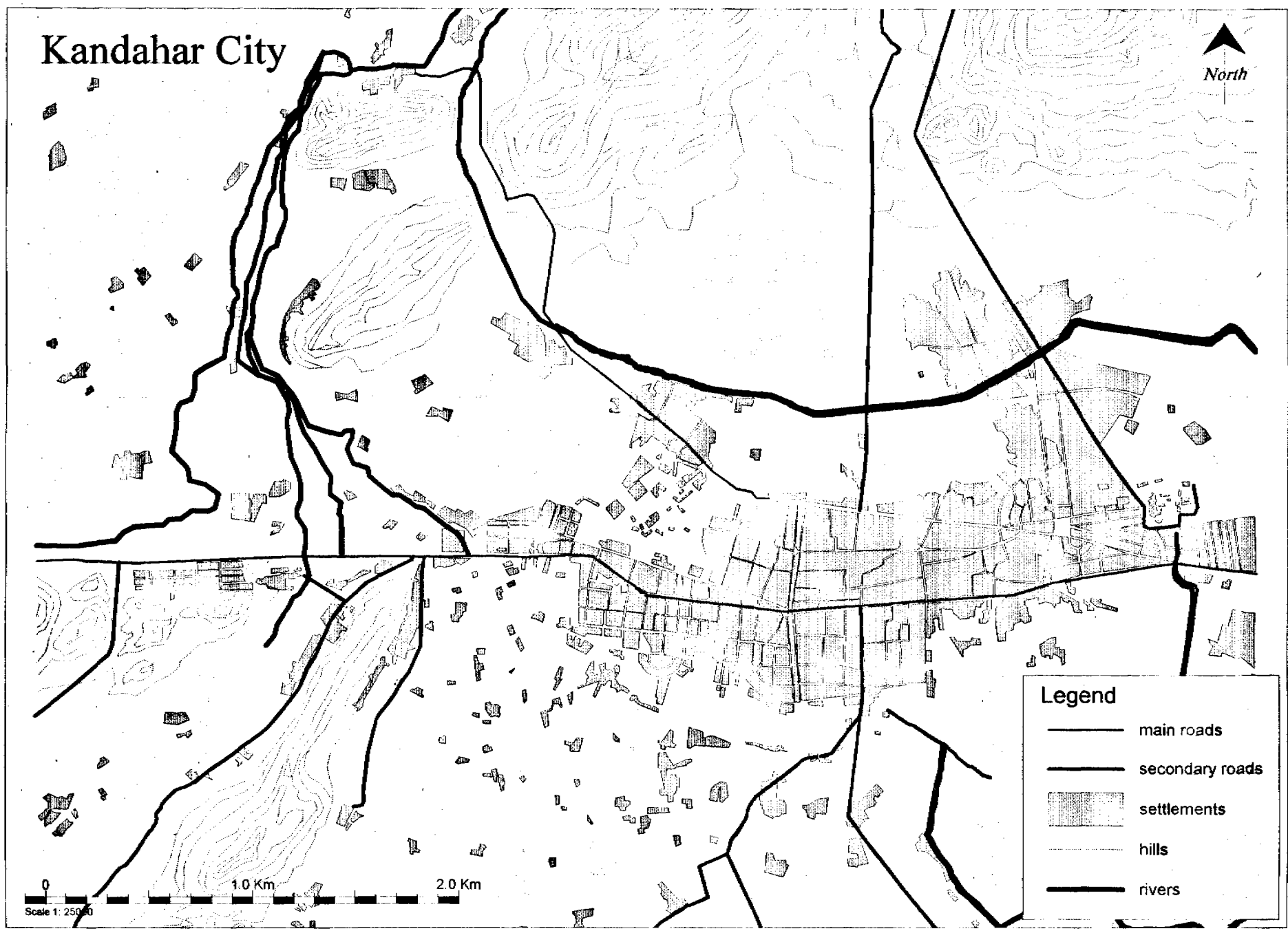
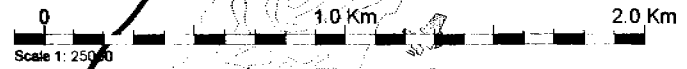


Kandahar City



Legend

- main roads
- secondary roads
- ▨ settlements
- ⋯ hills
- rivers



Comprehensive Disabled Afghans Programme: Integration of the Disabled and Marginalized

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**UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT OF AFGHANISTAN**

Project title: **Comprehensive Disabled Afghans' Programme (Integration of the Disabled and Marginalized)**

Project number: AFG/96/006/A/01/31 (TRAC 1/2)
AFG/96/006/A/09/11 (STS)
AFG/96/006/A/09/13 (STS)
AFG/96/006/A/09/14 (STS)

Duration: May 1997 to April 1999

Executing agent: UNOPS

Cooperating Agencies (STS): ILO, UNESCO, WHO

Project site: 58 Rural and 6 Urban districts

Budget: US \$ 4,400,000

Summary of UNDP and Cost-sharing inputs

UNDP:		
TRAC (1 & 2)		\$ 2,776,500
STS:		\$ 123,500
Cost-sharing:		\$ 1,500,000
TOTAL		\$ 4,400,000*

Administrative and Operational Services (10%)

AOS	(Source 03)	\$ 277,650
AOS	(Cost-Sharing)	\$ 150,000
TOTAL		\$ 427,650

Brief description of the Project:

This project focuses on promoting and facilitating the integration of disabled people, as well as of other vulnerable people (specifically widows and orphans) into the mainstream of social and economic life of communities in selected districts in Afghanistan. This project's predecessor has demonstrated the relevance and impact of a Community Based Rehabilitation (CBR) approach, with respect to disabled people. The project focused on both the care of physical disabilities and the need to provide disabled persons with the same socio-economic opportunities as all other community members, and this through a community-based approach. This concept will be further extended and deepened under this project, and the target group widened to include, on a pilot basis, widows and orphans.

The project will pursue those aims by providing support for training of community workers and production of resource materials; by advocating and promoting the recognition of the rights of disabled people and their integration into the community; by designing a comprehensive long-term strategy, for action when conditions allow; and by strengthening the commitment and capacity of non-governmental organisations in this area by making available - in addition to a training and resource material support service - seed money for these NGO activities.

An integrated component of the project focuses on direct support interventions to promote the socio-economic integration of vulnerable groups, specifically widows and orphans. The focus in this component of the project will be on supporting income and employment generating opportunities, and on building capacities of the communities to fully integrate these target groups in all aspects of community life. This extension of the project's target group will also provide lessons at the downstream local level which will be instrumental in ensuring that the above long-term strategy is comprehensive in that it targets not only disability but all other forms of social exclusion.

The project will be executed by UNOPS. Under the STS facility, UNESCO, ILO, and WHO will provide advisory services in their respective technical areas, and participate in the regular Project Advisory Group meetings and in project evaluations. Chapters 1,7 and 8 of this Programme Document, respectively on "Programme Setting", "Common Implementation, Coordination and Monitoring Arrangements" and "Risk Factors and Special Considerations," are common to all projects in the Programme and are thus an integral part of this Project Document.

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

* Subject to the confirmation, before start of the programme in May 1997, of the anticipated cost-sharing of US \$ 1,500,000. In the absence of confirmed cost-sharing, programme activities and targets will be reviewed by UNDP, and the project adjusted accordingly.

1. Project Focus

Disability affects a high percentage of the population in Afghanistan. Exact figures cannot be given due to a lack of reliable and up-to-date statistics, but the direct effects of war, including the heavy mining of agricultural lands, as well as the indirect consequences, such as insufficient basic health care and lack of immunization, are taking their toll. Services and programmes to answer to the medical, educational, and social needs of children, women and men with disability are woefully insufficient, and the human resources to staff such programmes are totally inadequate.

This Comprehensive Disabled Afghans' Programme (CDAP) is the continuation of a programme begun in 1995. The mid-term evaluation in 1996, while recognizing the strategic importance of this project with respect to enhancing social cohesion and while underlining the impressive impact the project had achieved in just two years, also emphasized the need to focus on consolidating and extending the Community-Based Rehabilitation approach and concept. For this to be successful, priority needs are:

- to strengthen *community mobilization and participation*, so as to give ownership of the programme to local communities and thus enhance its sustainability;
- to *mainstream integration* of disabled people into public and private services (mainly in health, education, and employment sectors);
- to facilitate the provision of more *specialized services in rehabilitation* when needed, and drawing as much as possible on existing networks of service providers, and whose capacity will be strengthened;
- to *lobby and advocate* for disabled people, and for marginalized people (in particular, in this phase, widows and orphans);
- to *develop awareness* for prevention, early detection and early intervention; and
- to demonstrate, on a pilot basis, the value of the Community-Based Rehabilitation approach also with respect to *forms of exclusion other than disability* (in particular, in this pilot phase, the plight of widows and orphans).

In keeping with the strategic objectives of the 1997-1999 UNDP Programme in Afghanistan, the project will continue its present activities with respect to disability, expand to a selected number of new districts (so as to ensure full participation of this project in all districts covered under UNDP's integrated programme), but also seek to demonstrate the applicability of its key ideas to a limited number of other marginalized groups in serious need, in particular (in this successor phase), widows and orphans.

In summary, this project will:

- a) ***design strategies and build capacities for community based rehabilitation*** of disabled people through training of field workers, community volunteers, community organizations and non-governmental organizations active - or planning to be active - in the sector;
- b) ***raise awareness, advocate and mobilize*** for disabled people;
- c) ***undertake direct support grass-roots activities***, funded under the project but implemented through community-based organizations and/or non-governmental organizations; and
- d) **under an integrated pilot project component**, and drawing on the replicability of the successfully demonstrated impact of the CBR approach with respect to disabled persons, ***promote the integration of other disadvantaged and marginalized groups*** (specifically, under the pilot phase, widows and orphans) into the mainstream of social and economic life of communities, either through direct support under this project, or by ensuring support for the target groups under other UNDP programme components. It is also expected that the experience of this extension of the community-based approach will provide useful lessons in the design [see (a) above] of comprehensive social integration strategies and interventions.

The implementation strategy will seek to ensure the integration of disabled persons, widows and orphans, in their own communities, based on the building of awareness and capacity of communities to pursue the full participation of all community members in community life, in the interest of both the community as a whole and each of its members.

It will also allow the project to play a leading role in facilitating/ensuring the incorporation of disabled and marginalized peoples' needs and concerns in the other UNDP programme components in those specific geographic areas where the UNDP 1997-1999 programme converges.

After surveying the target groups and their specific constraints the project will aim, through its support activities, for these constraints to be overcome through local interventions (e.g. special credit programmes; disability support instruments; income earning opportunities for widows, disadvantaged, gender-specific projects, etc.) carried forward by the communities themselves through mobilization/facilitation by trained community volunteers. As indicated, assistance for the specific medical and therapeutic care which people with disabilities require will be continued.

Thus, the project will have a strategy formulation and capacity building component, as well as a direct support component.

2. Description of the Sub-Sector

Disability in Afghanistan

Although reliable statistics for the whole country are lacking it is likely, based on the evidence of local surveys, that between 3% - 4% of the population of Afghanistan is disabled to the point of needing specialised services. The presence of a disabled person in a family tends to have a disabling effect on the whole family, so the number of people affected by disability is probably as high as 10% of the population.

War has disabled thousands, creating amputees, blindness, and paralysis. The lack of preventive services, including vaccination programmes, has resulted in a high incidence of disabling diseases such as polio and tuberculosis in many areas. A high rate of birth complications (especially in undernourished women) with inadequate medical care gives rise to disabilities such as cerebral palsy.

While people disabled by the war form a highly visible proportion of the disabled population, an equally significant but much less visible group are those with sensory and multiple impairments. Many disabled people are hidden from view, especially disabled women and children, trapped by their culture and lack of services within very narrow confines at home. Probably about 60% of disabilities are mobility-related (polio and amputations), while sensory, mental and multiple impairments account for the rest.

The distribution of impairments is related to a variety of factors, including where there is or has recently been fighting, the presence of minefields, polio immunisation coverage and (in the case of leprosy) poor local environment conditions and poverty. There are also large numbers of psychologically traumatised people in Afghanistan having some type of disability (for example, loss of speech, strange behavior, etc.)

Until recently, disability services have received less attention in comparison to acute treatment of war injuries. The problem of disabled Afghans has reached a level which requires significant assistance from the international community.

Disability and Social Exclusion

In addition to the physical constraints imposed on their situation by their specific impairments, disabled people are also affected by the consequences of their disability-induced poverty and the lack of equal opportunities that affects them, thus doubling the impact of their constraints. Exclusion from a range of sustainable livelihood opportunities; from social sector services (education in particular); and often from community life itself, are just some of the characteristics of the generalized exclusion.

At the same time, the specific difficulties imposed by disabilities impact not only the disabled themselves but also their families, many - if not most - of whom belong to the poorest and most disadvantaged people in the first place. Thus, the specific constraints faced by the disabled and the larger constraints faced by them, their families and other members of disadvantaged and marginalised groups are in many ways linked intrinsically.

Other Forms of Social Exclusion

The disruption of social life and community cohesion caused by the war has resulted in new forms of social exclusion which will need to be addressed as a matter of urgency, in order to enable the rebuilding of community cohesion and local governance required as a basis for sustainable development and peace.

Categories of vulnerability and marginalization in particular include widows and orphans. Recent policies introduced in parts of the country marginalize women and girls. The loss of husbands and fathers in the war has seriously inhibited the ability of many women and children to survive.

A community-based approach where, even in the absence of enabling policies from the local authorities, communities pursue the integration of these groups and the betterment of their living and earning conditions (backed up by the community organization and direct support provided by the project), appears in the current context the most practical and, though difficult, the most promising approach to follow.

Traditional coping mechanisms

The extended family structure has traditionally been strong in Afghanistan, particularly in rural areas, and coping mechanisms relied heavily on relatives to take care of, for example, widows and orphans, and to give support to mothers of disabled children. These traditional structures that provided a safety net have, however, been weakened to various degrees, following years of conflict, the resulting high loss of human life and extensive displacement of people inside Afghanistan and as refugees in other countries.

The traditional restriction on women being able to leave the home, now in many parts of the country having even become official policy, makes community-based rehabilitation more difficult (because of the very active role women normally undertake in these activities), while also marginalizing the women themselves. The growing number of widows, sole income earners for their families, have been seriously restricted in their abilities to care for their children, in particular with respect to income earning as leaders of households. Furthermore, many orphaned young people are unable to continue their education because of their new roles as under-age wage earners.

There is a strong tradition of charity in Islam, and it is predominantly this factor which makes a community-based programme viable in a country where almost everybody is poor. It means, for example, that the formation of local committees to take care of the interests and concerns of the disabled, disadvantaged and marginalized, and of the recruitment of volunteers are all feasible mechanisms.

3. Problems to be Addressed

The problems faced by a Community-Based Rehabilitation programme, and indeed by any development programme targeting local communities in Afghanistan, are related to many issues. They include a lack of field workers in the many areas of concern (health; education; employment support services; etc); the absence of a local capacity to survey needs; severe logistical problems, in particular with respect to isolated areas; widely scattered target populations; a severe lack of social and employment opportunities for all target groups, but in particular for women because they are not allowed to leave the home; ignorance about the causes and management of disability; the complete absence of national institutions and structures in the area of disability care and social integration; and often indifferent - if not negative - attitudes towards the target group.

Specific problems which this project will have to address are:

- a) *The weak capacities in Afghanistan, in particular at the local level, to address the physical rehabilitation needs of the disabled.*

As a result of the prolonged conflict, even the most basic referral services required for different types of disabilities are either lacking altogether in Afghanistan or are very scarce. The project will need to support the creation of a spectrum of referral services required to address the needs of people with disabilities, and to strengthen the extremely limited services that exist.

However, because rehabilitation is best accomplished in the proximity of disabled person's own home, community-level rehabilitation services will need to be developed as a priority. The prevailing situation asks for the first line of support to be provided to the people with disabilities by their own social structures. This approach should, among other measures, promote the understanding that a high number of disabled people can become productive and self-reliant when they are taught the proper skills. A linkage between existing medical, social, educational and vocational services needs to be developed so that community-based rehabilitation can become a continuous process. The community-based rehabilitation (CBR) model, as acknowledged by the ILO, UNESCO and WHO, offers an adequate tool in this context. Training of field workers and mid-level staff in sufficient numbers and with satisfactory levels of professional competence is a condition for developing and expanding a Community-Based Rehabilitation programme in Afghanistan at this stage.

- b) *The lack of knowledge and skills with respect to social and economic integration.*

Persons with training in the fields of community mobilization, special education and vocational training are rare in Afghanistan. To address this urgent problem, the project will continue to place emphasis on the creation of relevant training capacity at the appropriate level.

Training materials need to be prepared in Dari and Pushtu. This refers to the specific rehabilitation of children, women and men of all age groups relating to their social, income generation, educational, daily living and mobility needs. It also relates to the disabilities most prevalent - mobility, visual, intellectual, hearing, speech, and those resulting from fits and mental illness. Similarly, technology needed by community resource persons such as community health/rehabilitation workers, self-advocacy groups of people with disability, the local leaders and school teachers to further the integration of disabled people will also have to be made available in Dari and Pushtu. In addition, a cascade delivery system to make this technology accessible to individuals, families and communities, and to support them in its use, will have to be developed.

c) *Community commitment and community-based capacities need to be strengthened.*

The above skills development will need to be backed up by a vigorous network of non-governmental organizations to support communities, as national financial and institutional capacities to fund and support a government-run service to achieve the above are absent, and may remain absent for a long time. This also implies, in the Afghan context, that while the mobilisation of resources at the local level (such as the production of technical aids, volunteering by employment trainers, etc.) is a positive aspect of the programme, there must be coherence in that there is also the need for a system of community contribution (in the form of some payment for services) at the regional level. No single source, whether users of the services, or local authorities or private organisations, can ensure the financial sustainability of such a programme. Contributions from all three are necessary. Financial sustainability is critical in the CBR frame of reference.

d) *There is an urgent need for more, and more effective, advocacy.*

The project must support communities and organizations of disabled people to play active advocacy roles concerning issues of disability and rehabilitation, including the rights of disabled people.

The formulation of a pragmatic, longer-term physical rehabilitation and social integration strategy has to be undertaken as a major priority under the project, and as a major instrument of advocacy and constituency building.

Linked to the advocacy requirement is the need to network and to create commitment among all civil society partners to embark upon programmes aiming for the integration of the disabled and marginalized.

- e) Coordinated but similar approaches need to be developed to bring other marginalized people into rehabilitation programmes.

The successful demonstration of the impact and sustainability of a community-based approach with respect to the care and integration of the disabled has opened new avenues and opportunities with respect to concepts of integration of other marginalized groups. There is a need to demonstrate, on a pilot basis, this potential of a community-based approach with respect to these other groups. In this pilot phase, this will target in particular widows and orphans, and allow, through 'lessons learned', to identify more coordinated and synergetic approaches in future strategies comprehensively addressing the concerns of all disadvantaged and marginalised socio-economic groups including the disabled.

The project will develop methodologies to identify these excluded groups of people and to support their integration in their communities, either through activities directly undertaken by the project or by advocating for their inclusion in programmes undertaken by other UNDP projects in the programme areas, but using a similar community-based approach.

- f) An alarming situation with regard to gender and social exclusion

Most rural women in Afghanistan live under severe cultural restrictions on appearing in the public domain, although these restrictions have now become more pronounced in some areas. This greatly limits their opportunities for employment, and also for supporting neighbours, other community members and relatives in caring for a disabled child. However, there is some acceptance of women working as field workers and as physiotherapists in a disability programme, as in most health-related programmes. The project therefore will make maximum use of the possibility to involve women at all levels in the programme as beneficiaries, field workers, and decision makers, through carefully identified entry-points facilitating women's participation in project activities.

4. Target Beneficiaries

The groups to be targeted under the project will be:

- * Disabled people, of all ages, both sexes and all disabilities, who form a particularly deprived group of vulnerable and marginalised people within Afghanistan, in 58 rural and 6 urban districts (see map, page 137); and
- * On a pilot basis, other groups of vulnerable, disadvantaged and marginalized persons (specifically widows and orphans), who require assistance through a similar community-based approach in the 23 rural and 6 urban districts covered under UNDP's integrated Programme (see map, page 19) and which are part of the above 64 areas.

Within the particularly difficult context of Afghanistan, it can also be argued that the field workers, community volunteers and communities will also be beneficiaries of this project. Through the programme they will have opportunities for strengthening their skills in such topics as social animation, community mobilisation and community organization. Such opportunities for adult education of this nature are rare in Afghanistan, and are an important step in the creation of greater awareness, a sense of responsibility and good decision-making at the local level.

While the project will pursue interventions addressing the physical rehabilitation needs of individuals with a disability, it will particularly focus on supporting communities in facilitating and ensuring full access of its disabled and disadvantaged members to social infrastructure and opportunities for a sustainable livelihood. Thus, communities will benefit from the project, based on the assumption that social integration not only benefits the individuals concerned, but also the community to which they belong, as it will allow the community to benefit from the contribution each individual can make to the social, economic and cultural progress of the community.

Finally, staff of other UNDP projects will benefit from the demonstration and increased recognition that affirmative action for disabled and marginalized groups in development leads to an enhanced contribution, by all, to attaining the human welfare objectives pursued under the programme and each of its projects.

5. Goals and Strategies

This project aims to improve quality of life of people with disabilities, widows and orphans and their contribution to Afghan society, and to promote and facilitate the integration of those disabled and marginalized persons in their communities. Finally, it aims to facilitate peace-building through developing integrative, co-operative community mechanisms and through reactivating the traditional Afghan sense for social justice and solidarity.

Development Objective:

The overall objective of this project is to widen, for disadvantaged people in general and the disabled, widows and orphans in particular, real opportunities and real choices for personal welfare, in particular by ensuring that, as much as possible through a community-driven effort, they benefit from mainstream development.

This, in other words, also means, for the target group, an objective of equalization of opportunities, integration, and the promotion and protection of the rights of disabled children, women and men, leading to their full participation in educational, economic, social, political, religious and cultural activities in their communities.

Development Strategy:

To demonstrate and advocate a model Community Based Rehabilitation programme concept which could become national policy in Afghanistan, through replication in UN, NGO, or - when possible - national government programmes.

The Immediate Objectives of the project are as follows:

- Objective 1: To **establish a network of trained field workers** capable of providing appropriate counselling, therapeutic and referral services to the disabled; of trained field specialists capable of providing the disabled with appropriate education, health and employment service support; and of trained community volunteers, capable of part of the above, as a first line support service.
- Objective 2: To establish an efficient system for **specialized services in rehabilitation** of disabled people (home-based training, physiotherapy and orthopaedic technology services, special education, and employment support).
- Objective 3: To **mobilise local communities** to take responsibility for the sustainable rehabilitation of their disabled community members, by strengthening their ownership of the rehabilitation process of their disabled community members.
- Objective 4: Through advocacy, to enhance **awareness** of, and commitment to, the integration of disabled people into ordinary public and private services (health, education, vocational training and employment sectors, and to **demonstrate the impact and relevance of Community-Based Rehabilitation** so as to lead to replication in national programmes (at the appropriate time) and in programmes assisted by other donors, agencies and non-governmental organizations.
- Objective 5: To strengthen **Capacities of national, non-governmental, and community-based organizations** interested in embarking on programmes for the disabled through human resource development and, in consultation with all stakeholders, to formulate a **comprehensive and long term rehabilitation and social integration strategy**.
- Objective 6: To apply, on a pilot basis, the concept and principles of **Community-Based Rehabilitation to the integration of widows and orphans**.

Through cross-fertilisation between the approaches with respect to different (disabled and non-disabled) target groups, through continuous interaction, exchange and systematic analysis of processes and results, the knowledge gained through this initiative will be valuable not only for this phase of the project, and the other components of the 1997-1999 UNDP programme, but also for the design of future projects and programmes based on the CBR approach.

6. Priority Interventions

A) The 1995-1996 Phase

Since starting in January 1995, CDAP has established community-based programmes in four regions of the country (Wardak/Logar/Ghazni, Takhar, Balkh, Herat). The programme was reviewed in 1996 by a Mid-Term Evaluation Mission, of which the main conclusions and recommendations are summarized below.

Impact

Despite the huge constraints related to the situation in Afghanistan (shortage of manpower, poverty, lack of ordinary and specialized services in health, education, labour, and the social field, problems of communications and transportation, insecurity, the weight of the culture and negative attitudes of some local authorities concerning gender issues) the project was considered to have made a substantial contribution to the integration of disabled people in Afghan community life.

Table 1: Summary of CDAP achievements (1995-1996)

- Job training and loans for 1,300 disabled people.
- Physiotherapy for 12,000 people, both disabled and non-disabled.
- Orthopaedic appliances for 6,000 polio victims and amputees.
- Integrated 650 disabled children in schools.
- Enabled 40 local Community Based Rehabilitation committees to form.
- Recruited 400 volunteers, male and female.
- Initiated and/or supported 38 local organisations of disabled people.
- Developed a Community-Based Rehabilitation 'Toolkit' for Monitoring and Evaluation.
- Five training videos produced.
- Translation of Community Based Rehabilitation training materials into Dari and Pushto.
- A curriculum for field workers and community volunteers in CBR prepared.
- Information packages on CBR produced.

The impact on disabled people and their families who have received support through home-based training was considered very positive. The level of independence in daily living has been considerably increased. Technical aids made of local materials have been produced. A good number of disabled children have been integrated into ordinary schools. Disabled people have received vocational training and have started small businesses. The impact on community mobilization and participation has also been encouraging. But the Mission underlined that this could be a long process: these local organizations are still young and immature and do not yet have a clear idea of their role, responsibilities and how they can put into practice what is required of them.

Effectiveness

The effectiveness of the programme has been generally positive but differs between the various fields of activities: school integration for disabled children has been the most effective activity; home-based training and the work done by orthopaedic workshops is satisfactory. Employment support has had a good impact on the lives of those who were able to get a job or to start a small business but the number of beneficiaries was considered to be too low to be really effective. Physiotherapy services have been set up in each region but are generally poor in terms of coverage and in providing support to home-based training activities. Resource centres have however made a valuable contribution to local capacity building.

Gender

The achievements in reaching and employing women in the programme were considered satisfactory when compared with other programmes in Afghanistan, and within the severe constraints of the Afghan context. Under the current project, one third of the direct beneficiaries have so far been women.

Sustainability

Sustainability could be much improved at all levels. At local level, Community Based Rehabilitation committees need to develop a greater sense of ownership of the programme in their locality. At the regional level, the still low level of understanding of CBR principles must be addressed and a regional training capacity is required. The Mid-Term Evaluation Mission however observed that support from local authorities at regional level does provide encouragement.

Coherence

Coherence has been adversely affected by the lack of a clear strategy on how to move from a service delivery programme to a full CBR programme. In addition, implementing and cooperating partners do not yet necessarily have a clear understanding of CBR. This means that coherence within the programme as a whole is reduced. There is also an inconsistency in mobilising people and resources at local level while providing services free at the regional level. This gives contradictory messages about the CBR concept, which emphasises the need to cover maximum numbers for minimum cost.

This observation confirms the need to place advocacy, strategy formulation and networking among the top priorities for the next phase.

Recommendations from the Evaluation Mission for the Successor Phase

- * Effectiveness and efficiency could both be improved by realistic decisions about coverage, appropriateness of support and **decentralisation of services**. In terms of impact, community mobilisation should be improved by providing more and better training to CBR committees and disabled people's organisations. Home-based training should be strengthened, so as to more effectively reach disabled people, both male and female, of all ages and of all disabilities. At present, sensory disabilities, mental retardation and multiple disabilities are under-represented in the programme.
- * The **training process must be intensified**, also by building training capacity at the regional level.
- * The **monitoring and evaluation system should be strengthened**, by defining standards and indicators in terms of effectiveness, efficiency and impact.
- * **Coherence and sustainability need to be achieved** through networking with a wider range of implementing partners.

B. The 1997-1999 Phase

In line with the above, and with respect to the specific project objectives, the following priority interventions will be undertaken by the project.

Objective 1: *To establish a network of trained field workers capable of providing appropriate counselling, therapeutic and referral services to the disabled; of trained field specialists capable of providing the disabled with appropriate education, health and employment support; and of trained community volunteers, capable of part of the above, as a first line of referral.*

This objective will be implemented with a significant change from the previous phase of the programme. The project will develop, over the next two years and beyond, the capacity to provide training to other organisations wishing to work in disability through the mobilisation of communities, as distinct from the approach in the past to recruit its own staff for Community-Based Rehabilitation activities. This capacity development will be done through the provision of training courses and production of written and audio-visual materials in Dari and Pushtu.

This objective will be implemented by creating training capacity at the regional level. Regional trainers will run courses for Mid-Level Rehabilitation Workers (MLRW) in the five different regions.

Curriculum development based on task analysis will continue, teaching materials will be produced, and the training of mid-level rehabilitation workers will continue to prepare them for an expanding role. They will be district-based, and support a number of local communities.

Whereas the Project Officers in the past spent most of their time in the field running courses, it is now necessary to generate high quality and standardised materials for use by regional trainers, who will have much less experience initially as trainers than the Project Officers they are replacing. The role of the Project Officers will thus primarily be to generate these materials, to translate key texts into both Dari and Pushtu, and to supervise training in the field.

MLRWs will then train community volunteers and family trainers in the use of the World Health Organization CBR manual and in how to make a rehabilitation plan for a disabled person. The rehabilitation plan will show all aspects of rehabilitation, including social, and set a systematic time plan over an extended period. The MLRW, the family trainer and disabled person will all be involved in the decision-making process concerning needs assessment and definition of the rehabilitation plan.

Community volunteers, trained by the Mid-Level Rehabilitation Workers, will act as animators in their own communities. They will encourage communities; mobilize them; strengthen their capacities to assist in - and take responsibility for - the rehabilitation effort; and sustain them. A particular role of community workers is to survey and identify target groups; to provide some home-based-training; to refer to specialised service providers; and to raise awareness within the community.

CBR support specialists in education and employment support will also be trained by national project officers to develop specific interventions in communities. These support specialists will provide expertise and advice to local MLRWs, teachers, and community CBR committees. Training will also be provided to local health workers in prevention and early detection of impairments as well as in the particular needs of disabled people.

Objective 2: To establish an efficient referral system for specialised rehabilitation services for disabled people

The local project workers and volunteers will do simple diagnostics and facilitate referral of disabled persons to surgical and medical services being provided by specialized governmental and non-governmental organizations. Close linkages will be maintained with local clinics and hospitals for referral purposes. Physiotherapy services will be provided to both disabled and non-disabled people. Physiotherapists and physiotherapy assistants will work in fixed clinics and also make home visits.

The referral network will need to be strengthened to meet rehabilitation needs that cannot be met at community level. It is foreseen that this network will relate largely to the health sector. The large number of amputees and the prevalence of polio and other diseases which lead to mobility disability calls for an effective network of orthopaedic workshops

and physiotherapy services. This makes it possible to meet an immediate demand and motivates community participation. At the same time, standardization of technology used for the production of prostheses will alleviate current problems relating to differences in technologies used.

Field staff will both provide and facilitate access to orthopaedic services (prosthetic limbs, braces for polio, wheelchairs, etc.) and appropriate technical aids, and will train disabled persons in their use. Standards for orthopaedic workshops are contained in the Toolkit for Monitoring and Self-Evaluation prepared during the predecessor phase. Transfer of knowledge at the local level to volunteer carpenters, metal workers and other artisans will increase efficiency. Many simple aids and repairs can be done by such people if they have the right advice. Such people will be identified as local referral points by MLRWs. A consultant will be recruited to assist the Project Officer for Orthopaedic Technology to prepare training materials and to train MLRWs and others in the design and manufacture of low-cost aids.

Special Education Resource Persons (SERPs) will be trained and employed in each project area, two male and one female. Their role (in coordination with MLRWs) is to ensure that disabled and marginalized children are either integrated into normal schools, or if this is impossible (for example for children with impairments such as profound deafness, severe cerebral palsy and mental retardation) to train parents, siblings and volunteers to help them.

Employment Support Specialists (ESSs) will be employed in each project area. They will have a particular responsibility to identify disabled and marginalised people in need of employment support. They will administer a small loan programme; identify training opportunities; and help disabled persons, and disadvantaged people (widows in particular) start their own businesses. In addition, a training module on vocational rehabilitation will be provided for MLRWs. This module will cover the common aspects of providing employment support for disabled people.

Objective 3: *To mobilize local communities to take responsibility for the sustainable rehabilitation of their disabled community members, by strengthening their ownership of the rehabilitation process of their disabled community members.*

Social animation will be used to sensitize communities and raise their awareness about disability issues and to provide a mechanism for discussing needs, problems, possible solutions and available resources. The process of social animation will be directed towards obtaining a commitment of community willingness and responsibility to meet the needs of their members who have disability.

Programme development starts in the homes of individuals who have disability. The new project strategy will look into ways to enhance greater community participation through the expanded use of community volunteers.

This will increase community accountability. The possibility of integrating community-based rehabilitation as one of the tasks of community health workers (where they exist) will be looked into. In the communities of some selected districts, where community workers chosen by the local leadership are available, they will be trained to locate children, women and men who have disability or belong to a particularly disadvantaged group; to identify their rehabilitation needs; and to find from within the family one member who will work with the individual who has disability to carry out rehabilitation interventions taught by the community worker. Such interventions will be in the area of early stimulation for children; advice to mothers on breastfeeding infants with disability; activities of daily living; communication training; and orientation and mobility. The strategy thus sees that many of the interventions categorized as "medical" in conventional rehabilitation approaches can be carried out in the homes, by individuals, family members and community workers, with the support of mid-level rehabilitation workers. The strategy also facilitates early detection and intervention.

Social animation, as well as the training of community workers will make it possible to involve and gain the acceptance of the extended family for enabling individuals to socialize within their families. Through the local leadership, socialization within the community will be promoted.

The present strategy utilizes both social animation and workshops for groups of school teachers to facilitate the integration of children with disability and excluded children in the existing school system. This will be continued.

MLRWs and community volunteers will help to create, train, and support community CBR committees. The training will follow the guidelines and standards developed under the predecessor project, and which specify the roles and responsibilities of all and the organization of the work. These guidelines also address the recruitment of community volunteers and the supervision of their work; the mobilisation of community resources (e.g., zakat); how to facilitate access to mainstream services; awareness activities; prevention; equal rights and integration; coordination of local CBR activities; and liaising with other local committees and *shuras*.

Objective 4: *To enhance awareness of, and commitment to, the integration of disabled people into ordinary public and private services (health, education, vocational training and employment sectors) enhanced, through advocacy, and to demonstrate the impact and relevance of Community-Based Rehabilitation, so as to lead to replication in national programmes (at the appropriate time) and in programmes assisted by other donors, agencies and non-governmental organizations.*

As a matter of priority, the project will address the need for social marketing about rehabilitation and integration and the concept of Community-Based Rehabilitation at the international, national, regional and local levels. Tools for communication such as leaflets, brochures, videos need to be prepared aimed at each of these levels. Those at local and regional level need to be in the relevant language.

The project will enhance awareness for, and commitment towards, social integration programmes, in particular of the disabled, through effective advocacy and social mobilization programmes. The primary activities will be developed by Disabled People's Organizations (DPOs), families, and local CBR committees which will be supported by local MLRWs. Activities will focus on disability awareness, prevention, and access to available services.

The project will also link Afghan DPOs in common causes - e.g., International Disability Day on December 3 (the social model of disability is reflected in this day's focus on peace and civil rights as well as disability). The project will develop other strategies for utilizing disability and CBR approaches as mechanisms for peace-building and social integration in Afghanistan through consultancies and linkages with CBR programmes in other countries in conflict.

As mentioned in the findings of the Evaluation Mission, there is, understandably, still a lack of understanding and therefore commitment at both the regional and central level among the existing implementing NGOs, which adversely affects sustainability. This will be addressed urgently by the project as there is a need for better understanding between CDAP and the cooperating and implementing partners, both in terms of what the programme entails and what the roles and responsibilities of the different partners are.

Linked to this objective, the project will take the lead - while through the process also enlarging the network of interested and committed organizations - in the formulation of a comprehensive, long-term strategy for rehabilitation and integration of disabled people, as well as of the disadvantaged and/or marginalized people, which can become the shared platform for all working - or planning to work - in this area, including a future government.

Objective 5: *To strengthen capacities of national, non-governmental, and community-based organizations interested in embarking on programmes for the disabled through human resource development and, in consultation with all stakeholders, to formulate a comprehensive and long term rehabilitation and social integration strategy.*

In the long term, the project's contribution to the planning of rehabilitation and integration of the disabled will be more as a source of expertise, advice, and training than as a direct implementor of CBR. The promotion and informal coordination of CBR by other actors will be strongly influenced by the availability of CDAP's Community-Based Rehabilitation training program, as well as its capacity as a resource centre and its capacity to provide small financial grants (cost-sharing) to national NGOs wanting to start CBR programmes for the disabled and the disadvantaged.

The project will develop, over the next two years and beyond, the capacity to provide training to other organisations wishing to work in disability through the mobilisation of communities. This will be done through the provision of training courses in CBR and production of written and audio-visual materials in Dari and Pushtu. The project

will also provide training to staff of other programmes components in areas of community mobilization, needs assessment, and community based monitoring using Participatory Rural Appraisal techniques. These joint training sessions will also provide opportunities to exchange experiences of different organizations in strategies for gaining access to women, widows, orphans and other disadvantaged or vulnerable groups.

Information, education, and communication (IEC) activities will play an important part in achieving this project objective. These activities will include production of simple information brochures and other dissemination activities on causes, prevention and treatment of disabilities for the disabled, as well as on development issues relating to basic health, education, and employment skills for disadvantaged groups and for the community at large. Adaptation of CBR training materials to reflect the realities of working in conflict situations will also be undertaken. A full-time IEC specialist (UNV) will therefore be added to the project team.

An Afghan Sign Language, already under development, will be further developed in partnership with relevant NGOs. Where feasible, volunteer school teachers will be trained in both Sign and Braille. Production of information and public education materials will be done at the national level and distributed regionally. Resources for local training will be identified within Afghanistan and elsewhere.

The development of national practices, or 'standards', for CBR training curricula, orthopedic and technical equipment, and referral systems will be promoted. This will require consultations with experts on the CDAP Advisory Committee. This objective will be further promoted through the development of communication mechanisms such as newsletters, regional CBR seminars, and an annual conference of CBR implementors. These mechanisms will provide opportunities for information dissemination, networking, and strategic planning of rehabilitation services with all concerned. They will also promote the development of legislative measures to include persons with disability in society, as a symbol of equality and equity. These activities require a greater depth of professional knowledge in rehabilitation of disabled people by the project staff which can be gained in several ways, but in particular by visiting consultants and exposure visits to other programmes outside Afghanistan.

Objective 6: *On a pilot basis, to apply the concept and principles of Community-Based Rehabilitation to the integration of widows and orphans.*

The approach and strategy followed by the project with respect to disabled people, in the area of socio-economic rehabilitation and based on a concept of empowering local communities to take initiatives and responsibility, will be extended to other vulnerable groups, in particular widows and orphans.

As a result of cross-fertilisation between project strategy and programmes with respect to, on the one hand, the disabled, and on the other hand, the disadvantaged (widows and orphans in particular) through continuous interaction, exchange and systematic analysis

of processes and results, it is expected that the strategy referred to under 'Objective 5' above, will be comprehensive, with a coordinated approach towards both disabled people and marginalized people, wherever common or joint action may be appropriate.

The implementation process

In the districts covered by all projects, a joint needs assessment will be conducted and a coordinated district action plan formulated in consultation with the communities, by all projects working as a team. CDAP personnel in each district will participate in these joint activities and promote the inclusion of disabled persons, widows, and orphans in all programming.

A pilot employment support programme for widows and orphans will be established in these districts. As a priority, and where possible, these pilot activities will be contracted directly with community groups, so as to further strengthen the Community-Based Approach. In certain districts, the NGOs of the predecessor project will increase their staffing and supervision in Employment Support to allow this expansion. Female employment support staff will be required for at least half of the activities in this objective. An extra project officer at the central level will also be required to provide training and coordination to staff in issues related to vocational training and credit for widows and orphans.

Surveys will be undertaken with local community shura to identify eligible beneficiaries (widows without income or support, orphans), potential markets for employment skills and products, and viability of credit proposals. Employment support for widows will include vocational training in traditional Afghan women's activities which can be carried out in the home. Home-based training in skills such as tailoring and carpet weaving which may generate substantial income for widows will be emphasized. In addition, training in beekeeping, sericulture, and urban vegetable gardening will be investigated with the assistance of other projects in the UNDP programme. Group training and production will be promoted where feasible. Once trained, widows will be eligible for credit to finance a business proposal. Other widows who do not require training will also be assisted with credit proposals which include a sound business plan. Community loan committees and implementing NGOs will administer revolving credit programmes, with an 'interest' repayment scheme appropriate to Afghanistan.

Orphans who have no means of support will also be identified by NGO staff and local *shura*. These orphans will be provided with vocational counselling, training, and then assistance in securing employment which utilizes their new skills. Training may be provided in carpentry, shoemaking, tailoring, etc. The project will develop apprenticeship programs for orphans in areas where it is inefficient to offer a full training programme. Orphans will also be eligible for the community credit programme.

7. Output and Impact Targets

One of the first activities of the project will be to establish a detailed and accurate baseline with respect to the target group (disabled people as well as widows and orphans), with the purpose of setting specific quantified targets and prioritizing project activities with respect to both groups.

The impact areas for which quantified targets will be set are listed in the table below, which also summarizes the major outputs with respect to each of the project objectives. For each of these impact targets, quality criteria will also be established.

Baseline and impact data will be kept on a gender-differentiated basis.

Objective 1.	
To establish a network of trained field workers capable of providing appropriate counseling, therapeutic and referral services to the disabled; of trained field specialists capable of providing the disabled with appropriate education, health and employment service support; and of trained community volunteers, capable of part of the above, as a first line support service.	
Output	Impact
<ul style="list-style-type: none"> * Training materials produced for outreach workers at all levels; * 200 fully trained Mid-Level Rehabilitation Workers operational in the programme districts; * 50 specialist staff trained (regional trainers and supervisors, field work coordinators); * An effective resource centre network established, both at central and regional level; * A trained community volunteer in all the villages in the programme area. 	<ul style="list-style-type: none"> * Increased skills and expertise at the local level to address disability issues, as shown by a higher load factor for field workers and a higher coverage of the target group (effectiveness and efficiency); * Higher quality in the formulation and implementation of individual rehabilitation plans; * A more efficient referral process, including increased use of local capacities; * Signs of enhanced community involvement in those villages where volunteers have been mobilized and trained.

Objective 2.

To establish an efficient system for specialized services in rehabilitation of disabled persons

Output	Impact
<ul style="list-style-type: none"> * 215 specialist staff (project staff and staff from other organizations and institutions) trained in physical and socio-economic rehabilitation aspects (orthopaedic technicians; physiotherapy assistants; resource material specialists; education and employment advisors); * Home-based training provided to 10,000 disabled; * Physiotherapy provided to 16,000 disabled; * 	<ul style="list-style-type: none"> * Clear indication of decreased effects of impairments and increased practical abilities of disabled people assisted under the programme; * As a result of physical rehabilitation and the socio-economic rehabilitation support provided, documented improvement in integration in the education, social and economic sectors * Sustainability of livelihoods increased;
<ul style="list-style-type: none"> * Orthopaedic appliances and aids provided to 10,000 people; * 1,000 children integrated into schools; * Special education training provided to 100 children; * Job training and business loans provided to 2000 disabled people; * An appropriate cost-sharing or funds mobilization mechanism developed to ensure sustainability. 	<ul style="list-style-type: none"> * Increased accessibility to - and quality of - the services, as documented by load factors and quality assessments; * Financial sustainability reached or, pending this, necessary alternative funding identified.

Objective 3.

To mobilize local communities to take responsibility for the sustainable rehabilitation of their disabled community members.

Output	Impact
<ul style="list-style-type: none"> * At least 300 active local CBR Committees established and at least 1,500 community volunteers recruited and trained; * local resources mobilized and local action plans formulated and implemented by those local committees. 	<ul style="list-style-type: none"> * Increase in the number of local, autonomous initiatives by community groups; * A growing number of disabled community members reached under the initiatives started by these community groups; * Stronger participation of the target group in community life and community-level decision-making.

Objective 4.

Through advocacy, to enhance awareness of, and commitment to, the integration of disabled people and to demonstrate the impact and relevance of Community-Based Rehabilitation, so as to lead to replication in national programmes (at the appropriate time) and in programmes assisted by other donors, agencies and non-governmental organizations.

Output	Impact
<ul style="list-style-type: none"> * A three-monthly CBR Newsletter, becoming the main medium for information sharing and networking; * An annual national conference and 5 annual regional workshops organized in Afghanistan, bringing a growing number of interested organizations together, both from within and outside Afghanistan; * In-country study tours organized for community groups; NGO representatives, donor representatives; and local officials; * a growing number of NGOs, national in particular, involved in project activities (initially under the sub-contracting or seed money modality, and based on a commitment of these NGOs to continue programmes from their own resources upon termination of the support under the project). 	<ul style="list-style-type: none"> * Evidence of growing incorporation, both of Community Based Rehabilitation concepts and of targeting of the disabled and disadvantaged, in other programmes; * Increased utilization of the project's human resource development capacity and resource centres; * A growing number of communities autonomously establishing local CBR Committees.

Objective 5.

To strengthen capacities of national, non-governmental and community-based organizations interested in embarking on programmes for the disabled.

Output	Impact
<ul style="list-style-type: none"> * 50 local Disabled People's Organizations formed; * 5 Regional Disabled People's Organizations formed, and * 200 staff of other organizations trained in Community Based Rehabilitation; disability care; and socio-economic integration aspects; 	<ul style="list-style-type: none"> * Increased recognition of the concerns of the disabled, and increased responsiveness to these concerns; * Increased involvement of disabled people and their representative bodies in decision-making with respect to local planning and resource allocation;

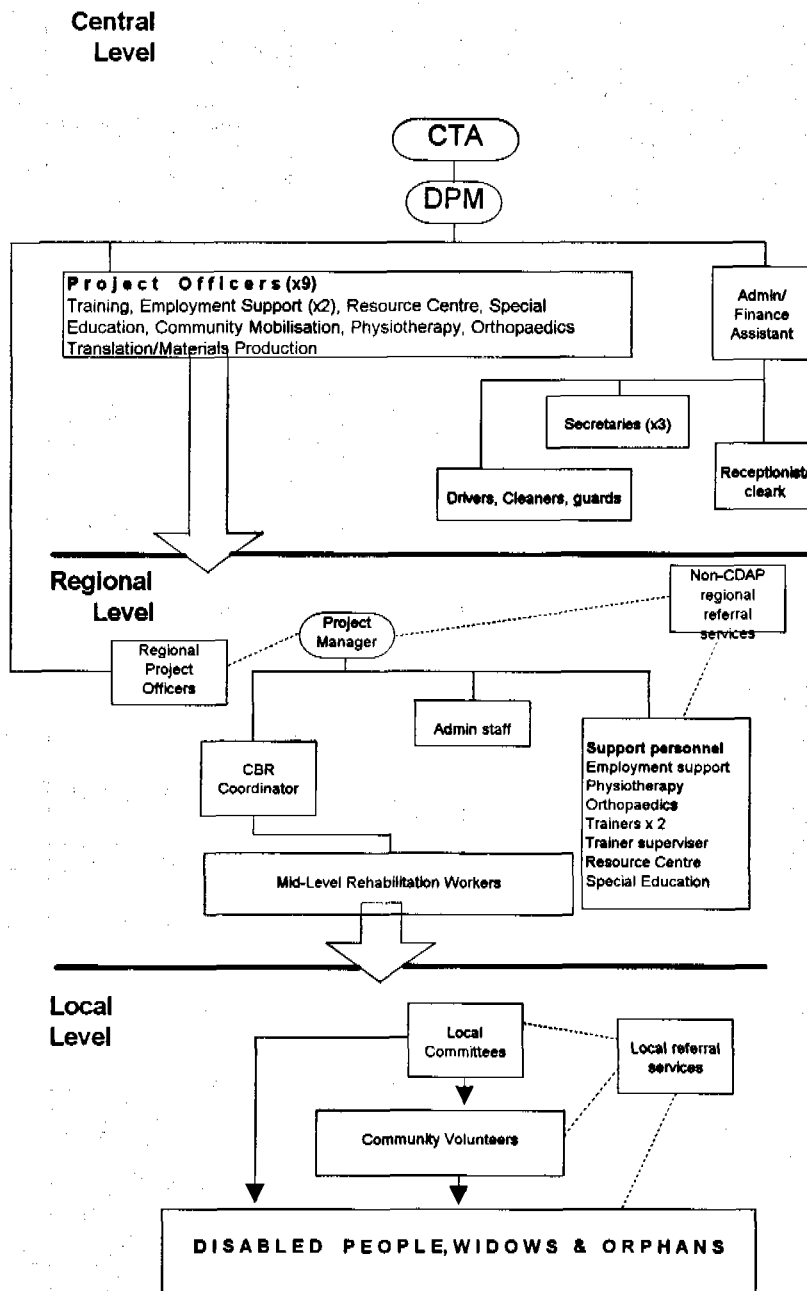
<ul style="list-style-type: none"> * A comprehensive strategy on physical and social integration of disabled, disadvantaged and marginalized people formulated. (See Objective 6 below) 	<ul style="list-style-type: none"> * Multiplication of project impact with respect to physical and socio-economic rehabilitation of the disabled and disadvantaged, through replication of programmes by other organizations; * Strengthened recognition of CDAP as the focal point for programming and coordination among organizations working in the area of physical and socio-economic rehabilitation; Acceptance of the strategy as a platform for all concerned for the design of programmes ; the coordination of programmes, and the mobilization of funding.
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<p>Objective 6. To apply, on a pilot basis, the concept and principles of Community-Based Rehabilitation to the integration of widows and orphans.</p>	
Output	Impact
<ul style="list-style-type: none"> * A sustainable livelihood provided to 10,000 widows; * 5,000 orphans provided with proper care; education and socio-economic opportunities; * A Strategy Outline prepared, drawing on conclusions of the pilot phase and providing inputs in the design of a Comprehensive Strategy for the Disabled, Vulnerable and Disadvantaged (See Objective 5 above). 	<ul style="list-style-type: none"> * Full re-integration in social and economic community life and decision-making; * A demonstrated gender-differentiated impact, with possible positive influence on the acceptance and effectiveness of other programmes focusing on equity for women; * Enhanced social cohesion.

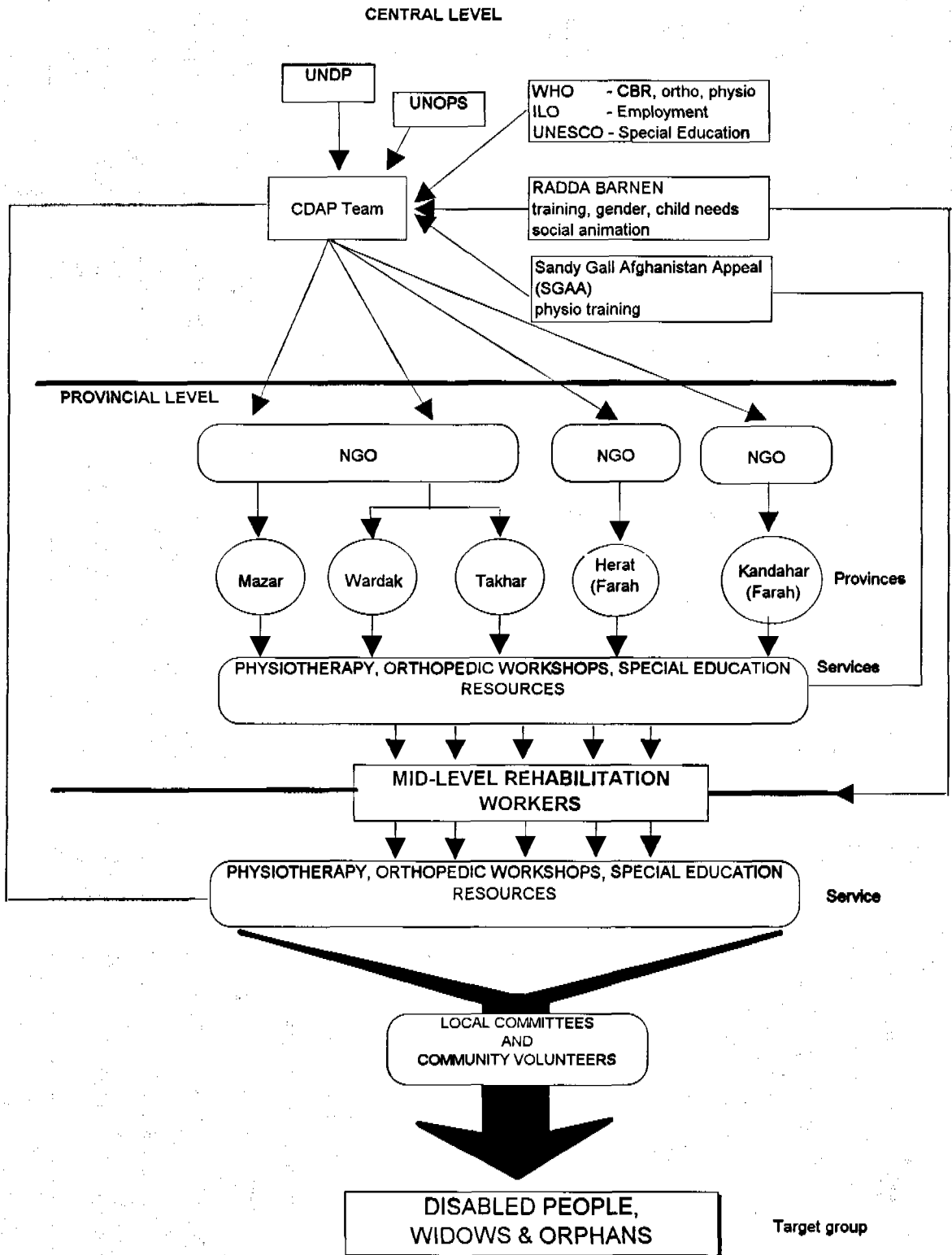
PROJECT BUDGET
AFG/96/006
COMPREHENSIVE DISABLED AFGHANS PROGRAMME

B/L	PROJECT COMPONENT	TOTAL		1997		1998		1999	
		W/M	US\$	W/M	US \$	W/M	US \$	W/M	US \$
11.00	INTERNATIONAL EXPERTS								
11.01	Programme Manager/CTA - Islamabad	24	288,000	8	96,000	12	144,000	4	48,000
11.51	Short Term Consultant	3	36,000	1	12,000	2	24,000		
11.99	Sub-Total	27	324,000	9	108,000	14	168,000	4	48,000
13.00	GENERAL SERVICES STAFF								
13.01	General Services (9)	216	86,400	72	28,800	108	43,200	36	14,400
13.99	Sub-Total	216	86,400	72	28,800	108	43,200	36	14,400
14.00	UNV								
14.01	UNV, Specialist - IEC	24	60,000	8	20,000	12	30,000	4	10,000
14.02	UNV, Specialist - M&E	24	60,000	8	20,000	12	30,000	4	10,000
14.99	Sub-Total	48	120,000	16	40,000	24	60,000	8	20,000
15.00	OFFICIAL TRAVEL								
15.01	Official Travel		48,000		16,000		24,000		8,000
15.99	Sub-Total		48,000		16,000		24,000		8,000
16.00	MISSION COST								
16.01	Mission Cost and Evaluation		40,000		16,000		16,000		8,000
16.99	Sub-Total		40,000		16,000		16,000		8,000
17.00	NATIONAL PROFESSIONALS								
17.01	National Professionals (16)	384	192,000	128	64,000	192	96,000	64	32,000
17.99	Sub-Total	384	192,000	128	64,000	192	96,000	64	32,000
19.00	PERSONNEL COMPONENT TOTAL	648	810,400	216	272,800	324	407,200	108	130,400
21.00	SUBCONTRACTS								
21.01	Grants for Credit		400,000		200,000		200,000		
21.02	Sub Contracts: Integration Widows/Orphans		800,000		400,000		400,000		
21.03	Sub Contracts: Integration Disabled (64 districts)		1,500,000		700,000		700,000		100,000
21.04	Sub Contracts: NGO Seed Money (all Districts)		150,000		50,000		100,000		
29.00	SUB-CONTRACTS COMPONENT TOTAL		2,850,000		1,350,000		1,400,000		100,000
30.00	TRAINING								
32.00	Study Visits		50,000		30,000		20,000		
33.00	In-Service Training/ In Country Study Tours		75,000		30,000		30,000		15,000
39.00	TRAINING COMPONENT TOTAL		125,000		60,000		50,000		15,000
40.00	EQUIPMENT								
45.01	Expendable Equipment		110,000		45,000		45,000		20,000
45.02	Non-Expendable Equipment		98,600		98,600				
49.00	EQUIPMENT COMPONENT TOTAL		208,600		143,600		45,000		20,000
50.00	MICELLANEOUS								
51.01	Operation and Maintenance		80,000		25,000		45,000		10,000
52.01	IEC Materials		182,500		80,000		80,000		22,500
52.02	Reporting Costs		20,000		5,000		10,000		5,000
59.00	MISCELLANEOUS COMPONENT TOTAL		282,500		110,000		135,000		37,500
90.00	TOTAL PROJECT	648	4,276,500	216	1,936,400	324	2,037,200	108	302,900
103.99	COST SHARING FUNDING		1,500,000		750,000		750,000		
99.00	TOTAL UNDP CONTRIBUTION	648	2,776,500	216	1,186,400	324	1,287,200	108	302,900

CDAP ORGANOGRAM



COMPREHENSIVE DISABLED AFGHANS' PROJECT



Project Partnerships

Interventions and activities under the project's focus on disability-specific needs, such as orthopaedic workshops will be implemented by sub-contracted NGO partners. The role of the CDAP central office is to provide the training and resources, mainly in the form of written materials in vernacular languages, to enable NGO implementors to be effective and efficient. Because of the technical nature of Community-Based Rehabilitation, CDAP project officers will be involved in the selection and monitoring of field workers and other technical field staff of other implementing partners, and provide training.

Activities under the project's focus on local, grass-roots level interventions to integrate the marginalized and disadvantaged groups (orphans and widows in particular), including those related to disabled people, will be undertaken as far as possible by the communities themselves, with assistance from the project. Such assistance will be both in terms of capacity-building activities such as skills training for income generating activities and management, advocacy and support for group formation, and in terms of direct material inputs and support mechanisms such as credit schemes and revolving funds, for micro-projects and similar activities by the communities.

The project's concern for enabling activities for the disabled in areas such as education, health, information and communication of knowledge, etc. will be mirrored by its activities in support of such social concerns for the disadvantaged and marginalized as well.

While the Swedish Committee for Afghanistan (SCA) and Cooperation for Humanitarian Assistance (CHA) will continue as implementing partners, negotiations will be conducted with other NGOs, national NGOs in particular (or twinned with International NGOs), to ensure an enlarged network of cooperating partners. A particular success criterion of the project will be the degree to which the network of NGO partners (and in particular national NGO partners) participating in the implementation of the programme has been expanded.

Radda Barnen will continue to provide training support and supervision of regional trainers through its Training Unit in Peshawar. The Sandy Gall Association for Afghanistan will continue to train physiotherapists and to cooperate on orthopaedic work, especially the production of wheelchairs suitable for Afghanistan. International Assistance Mission will also continue to train physiotherapists. SERVE will remain a key partner in special education, the development of an Afghan Sign Language, and the training and education of blind people.

Country-level consultations

Within the context of the project's principal focus on the disabled and their disability specific needs, the project has undertaken and will continue to undertake inter-agency consultations and coordination measures for the implementation of its training and capacity building, advocacy, and resource material production. An Advisory Committee composed of project implementors, funders, and UN agencies will continue to provide frequent input to the programme development.

UN agency partners (WHO, UNESCO, ILO) will, in the new phase, continue to provide training and advice. WHO, in particular, will advise on strategies for inclusion of disadvantaged community members which it has developed through its Basic Minimum Needs programme. In addition, CDAP will provide training for WHO health workers in the field in matters related to disability and the inclusion of disabled persons in health and development programmes. UNICEF will be invited to advise CDAP from its specialty focus on women and children in difficult circumstances.

Within the context of its focus on integration of disabled persons, widows and orphans, the project will undertake consultations with other projects of the UNDP Programme to come together to coordinate and plan their own interventions so that they complement each other and maximize impact. Community groups such as District and Village Rehabilitation Shuras and CBR Committees will also be involved in such coordination.

Advantage will be taken of the opportunity to conduct practical, action-oriented comparative field research in the integrated UNDP activities. Identification of indicators of programme impact will be collected in areas of UNDP activity, both in the 23 rural districts and the six urban areas in which the integrated programme will operate, as well as in other areas in Afghanistan. Comparison of such indicators will allow a rational examination of the benefits gained from the integration of programmes. Furthermore, studies of the process of participation of disadvantaged and marginalized groups (in particular disabled people, widows and orphans) will be conducted. The results of such evaluations will form the basis for fine-tuning project interventions as well as for planning subsequent activities, in collaboration with communities. These will also provide inputs for analyses relating to possible future expansion of project interventions in a wider context, as and when appropriate.

Case Studies from the Mid-Term Evaluation Report

Children and CDAP

Muhammed Saber

Muhammed Saber is 18 years old, a refugee from Kabul living in the Mazar area. He has had a hearing and speech problem since birth. He has never attended school. Now he works in a tailor's shop. He was identified by the field worker in Mazar, Said Jamal, who worked in his neighbourhood in 1995. A good relationship developed between him and the field worker. They communicated in basic local sign language with some difficulty. Jamal suggested he learn tailoring, and introduced him to the owner of a tailor's shop. He started to learn the skills of tailoring. It was difficult at the start to communicate with the owner and the other workers. The workers teased him constantly but the owner was always supportive and the field worker came from time to time and talked with the owner and the workers.

Now he can do his job, quickly and well. It is easy to communicate with the owner and other workers because they picked up sign language after a while. Muhammed says: "I feel that I am productive and I can earn my living. The feeling of isolation is no longer there."

Masoud Jan

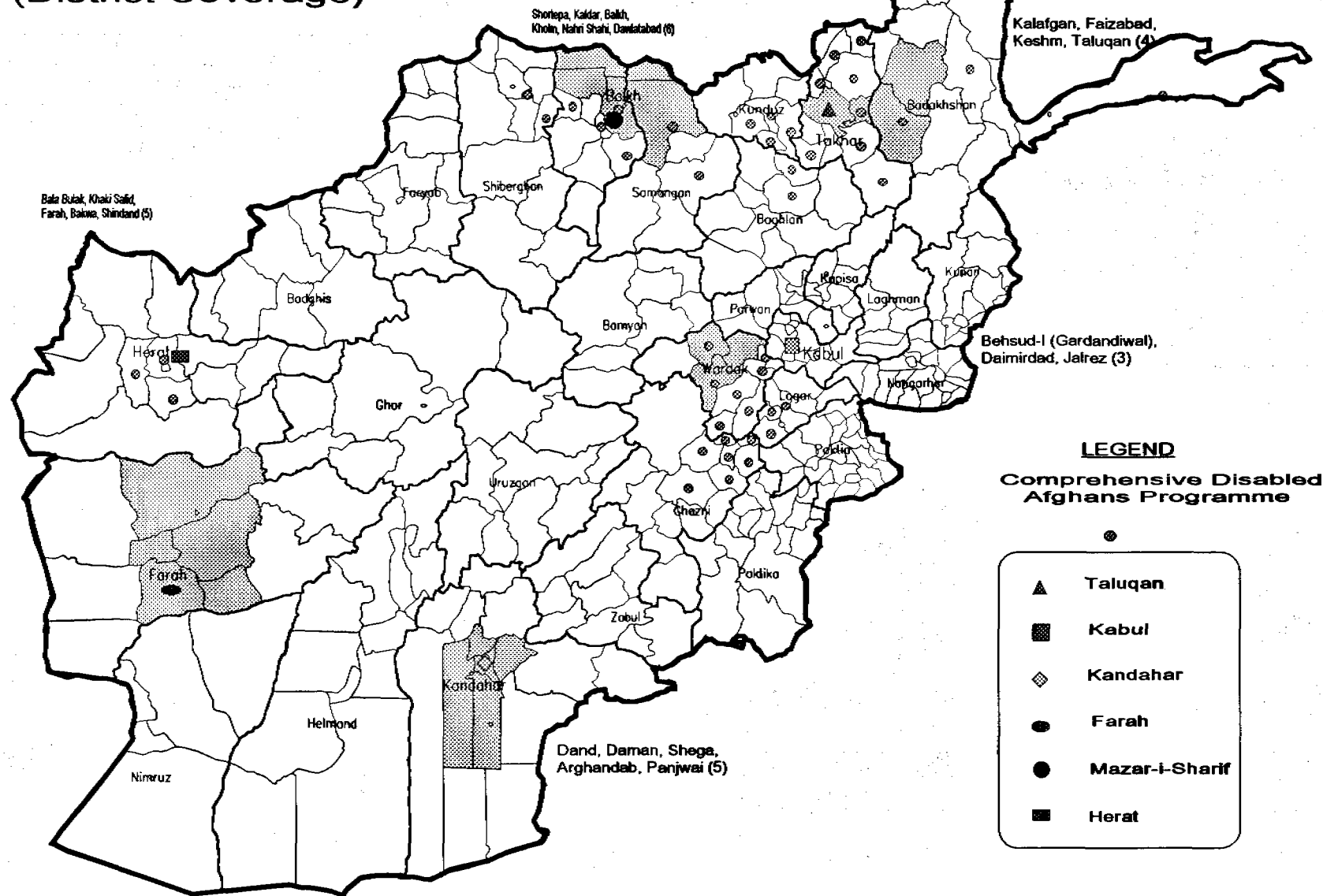
Masoud Jan is a 12 year old boy who was born blind. Now he is studying at a local school in Farkhar in the second class. The field worker in the village, Muhammed Ibrahim, started to work with Masoud four years ago by introducing him to Braille. At that time he was not registered in the school, but Muhammed persuaded him that he could learn much more by going to school. Muhammed Ibrahim taught a relative of Masoud's how to train Masoud in Braille, and after a year and a half he was registered in a local school.

Now he can read and write in Braille. He feels much better than before. He has friends in the school. He still has some difficulty in reaching the school because somebody has to accompany him. The programme helped him a great deal. Now he feels that he is productive: like the other boys he can learn and go to school.

Masoud says: "I would like to continue my studying and be able to read books in Braille, but unfortunately they are not available here. When I grow up I would like to be a teacher."

Afghanistan PEACE Initiative

(District Coverage)



LEGEND

Comprehensive Disabled Afghans Programme

- Taluqan
- Kabul
- ◆ Kandahar
- Farah
- Mazar-i-Sharif
- Herat

Livestock Development for Food Security

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**UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT OF AFGHANISTAN**

Project title: Livestock Development for Food Security

Project number: AFG/96/007/A/01/12 (TRAC 1/2)
AFG/96/007/A/09/12 (STS)

Duration: May 1997 to April 1999

Executing agent: FAO

Project site: 255 rural districts in Afghanistan with particular emphasis on the 23 districts of concentration under UNDP's 1997-1999 programme

Total UNDP Budget: US \$ 5,333,000

<u>Summary of UNDP and Cost-sharing inputs</u>	
UNDP:	
Carry Over	\$ 1,730,000
TRAC (1 & 2)	\$ 3,470,000
STS	\$ 133,000
TOTAL	\$ 5,333,000

<u>Administrative and Operational Services</u>	
AOS (Source 03)	\$ 520,000
TOTAL	\$ 520,000

Brief description of the Project:

This project aims to strengthen the livestock sub-sector as a source of household food security and income generation. Opportunities will be provided for communities, particularly the poor and disabled, to engage in more productive and remunerative livestock activities in what is, for Afghanistan, an extremely important sub-sector.

These objectives will be achieved through a two-pronged approach: (a) livestock development activities in the 23 districts where UNDP's 1997-1999 Programme converges, and (b) further strengthening and consolidating the Veterinary Field Units established in 255 districts under the previous project (AFG/93/004) which are close to the point of self-sufficiency.

The project will provide technical and material support to build up the capacities of the communities for increased self-reliance in initiating livestock activities. The more intensive and direct support to income generating livestock development activities in the 23 priority districts will also contribute to an increased demand for services on a 'user pays' basis. By continuing its support to the network of veterinary services until such time as they are fully self-sufficient, the project will ensure that the essential animal health services required to support a growing livestock sub-sector are extended and further consolidated. Those increasingly self-reliant VFUs are expected to make a major contribution to the sustainability of the overall UNDP Programme.

The project will work closely with other projects in the UNDP Programme to ensure synergy and complementarity of activities in support of the communities.

Chapters 1,7 and 8 of this Programme Document, respectively on "Programme Setting", "Common Implementation, Coordination and Monitoring Arrangements" and "Risk Factors and Special Considerations" are common to all projects in the Programme and are thus an integral part of this Project Document.

On behalf of:	Signature	Date	Name/Title
Executing Agency: _____	_____	_____	_____
UNDP	_____	_____	_____

1. Project Focus

The overall development objective of the UNDP Programme is to contribute to the restoration of peace in Afghanistan through interventions that promote capacity building, poverty alleviation, good governance and community empowerment in both rural and urban areas. This will be achieved through the implementation of several projects focusing on urban and rural rehabilitation, livestock and crop production, and the reintegration of the disabled and marginalized in development. The Programme will target, in particular, men and women who are poor, and those who are disabled or otherwise disadvantaged by the years of conflict. Using community-based approaches to reconstruction and development, the Programme will strengthen self-help capacities for income generation and food security, and also contribute to improved local governance.

This project's emphasis is on strengthening the livestock sub-sector and its capacity to generate income, employment and contribute to food security, through improving the quality and accessibility of inputs and services. The strategy will be to ensure that these critical inputs and services become available at the district, village cluster and village level, thus strengthening local capacities for self-reliance. This will be achieved both through local **capacity building** and **direct support** to the target beneficiaries.

The focus will be on the introduction of adapted and financially viable livestock production techniques; sustainable animal health care services; local and village marketing and processing, through training and technology transfer. Priority interventions will include training the local private and non-governmental sector, contact farmers and farmer groups and will support local communities to become self-reliant in essential inputs. This includes veterinary services, medicines, feed supplements, fodder seeds, tools and breeding stock or artificial insemination (AI). Activities supporting income-generation and the creation of value-added jobs will be promoted in areas such as veterinary services and animal health care, animal husbandry and breeding, production and distribution of feed supplements, poultry production and village based processing activities. Where appropriate, direct support will be provided to the most vulnerable members of society.

The project will target the 23 districts selected for the UNDP Programme and where all Projects will rationalize, concentrate and coordinate their development resources. In addition, assistance will continue to be given to the increasingly self-reliant Veterinary Field Units established under the previous project (AFG/93/004) and which now cover 255 districts (See map, page 162).

2. Description of the Sub-Sector

Afghanistan's economy is predominantly agrarian with about 85% of the rural population engaged in agriculture. The country has a harsh climate and a very narrow resource base with a maximum of 3.5 million hectare of irrigable land and up to 4 million hectare of rainfed land, but of which, for reasons related to the impact of war, only 1 million

hectare is cultivated in any one year. Productivity must be at a high level for this small area to support a population of 19 million people.

In 1978, the last year of peace, the country was largely self-sufficient in food and was a significant exporter of agricultural and livestock products, despite being one of the world's least developed countries. Government services were available to support traditional farming systems and livestock activities, although these were under-funded and of varying effectiveness.

The war that has ravaged Afghanistan for the past 18 years has had a disastrous effect on its agriculture and livestock sectors. Between 1978 and 1989 the country's agricultural infrastructure, productive capacity and food self-reliance was seriously damaged and by 1988 production was at 50-70% of pre-war levels. The country's livestock population was decimated during the war years and nomadic movements were curtailed or stopped.

As a result of war, the ability of government to provide livestock support services, including animal health services (already low before the war), was greatly reduced. According to figures available, annual mortality from preventable diseases was thought to have risen to over 20% for sheep and goats; 15% for cattle and 50% for poultry, with overall livestock production systems operating at 60% of pre-war levels. This significantly affected the people's welfare since animals have a socio-economic importance far greater than just the value of their products.

While much of Afghanistan's agriculture was destroyed by war, more than half of those displaced have now returned to their communities and have started to resume their agricultural activities. This has created a paradox: while the country remains embroiled in civil war, the greater part of the countryside is at peace, the majority of the farm land is in use, and the families in the rural villages are largely given over to the peaceful business of trying to earn a living. By now, most of the previously abandoned land is under some sort of cultivation and irrigation has been restored, at least partially, to many areas. Head-counts have also shown that livestock numbers have increased. In 1995, the UNDP/FAO Animal Health and Livestock Production Programme completed a ground headcount in over half of the districts in Afghanistan. Totals were 2.1 million cattle, 17.9 million sheep and goats and 8.8 million poultry, as well as some 1.2 million horses, donkeys and camels. These figures indicated a considerable increase in numbers of livestock since 1988 and compare well with the 1978 figures.

However, much of the expertise, infrastructure and income-earning opportunities associated with livestock keeping, such as weaving, tanning and cheesemaking has been lost. Due to the consequences of war, the number of people who have become socially and economically disadvantaged and marginalized has increased; many families have lost the men who contributed substantially to the livelihood security of the family. For almost all, including those in the agricultural and livestock sectors, the war has meant a deterioration in their socio-economic capacity to earn a living for themselves and their families.

3. Problems to be Addressed

The lack of central government and the breakdown of community structures due to the prolonged conflict has eroded community spirit and reduced the collective capacity of the rural community to undertake even basic improvement initiatives. Unemployment, irregular income and extremely low wages combined with high inflation and lack of technical skills have resulted in declining production levels, and high mortality rates amongst livestock, with little in the way of surplus production to meet the demand for food. The limited availability of goods and services, exacerbated by returning refugees and extremely low purchasing capacity has, inevitably, led to widespread poverty. This critical situation is further exacerbated by the disproportionately large number of disabled and widows as a result of the conflict.

As a result, rural communities have become increasingly dependent on external assistance. This has deepened their sense of isolation and helplessness, and restricted the inherent potential for them to improve their own living conditions. External assistance has, however, been largely sectorally oriented and, with notable exceptions, has tended to impose external solutions on the districts and local communities. The synergy between inter-disciplinary and inter-sectoral interventions, a key pre-requisite of successful community participation and ownership, was invariably missing. These lessons have now been learnt.

A number of major constraints to development in Afghanistan have been identified, further elaborated upon in Section 1 of the document, "Programme Setting", which need to be overcome if the rehabilitation process is to succeed, notably:

- **Poverty and associated food insecurity and the inability to sustain minimal levels of livelihood;**
- **The breakdown in community structures and support groups;**
- **The loss of technical skills, and sustainable access to production inputs, goods and services; and**
- **Weak inter-sectoral and inter-project linkages and co-ordination.**

The Potential Contribution of the Livestock Sector to Development in Afghanistan

Agricultural development (including livestock development) can have a profound influence on developing peace and governance in Afghanistan, and the basic ingredients for the development of livestock production are still present in Afghanistan, namely land, water, adapted indigenous breeds, and a hard working and enterprising population. The potential social and economic contribution of livestock in Afghanistan represents a key element of sustainable agricultural development, household food security and income generation, in particular:

- a source of regular, albeit often small, income through the sale of milk, eggs, small stock and services;
- employment opportunities in areas where family labour may have little or no opportunity cost;
- opportunities for on-farm “value added” processing and downstream marketing of animal products;
- a ‘buffer’ and stabilizing effect by spreading the risk between combinations of different crops and animal species at farm level;
- a viable utilization of marginal areas that have few, if any, alternative uses;
- short-term assets that can be readily liquidated, especially smaller species such as sheep, goats and fowl, for the purchase of food, agricultural inputs, the payment of the children’s school fees, and social obligations;
- a longer-term capital reserve and hedge against inflation, particularly in the larger ruminant species;
- a source of protein and important micronutrients;
- manure as a fuel (dried or converted to bio-gas) and building material;
- inputs for crop production: source of working capital for seeds and fertilizer etc., draught animal power and manure; and
- transport services.

Constraints to be overcome

There are, however, major constraints that continue to limit the full exploitation of livestock’s potential to contribute to food security and income generation. These include:

a) Lack of access to capital

Many of the most disadvantaged members of society are landless and have no animals, and are too poor to acquire them as a first step out of the poverty trap. This calls for very targeted interventions to facilitate access to livestock ownership.

b) Weak institutions, infrastructure and skills

Inadequate access to goods and services brought about by the breakdown of central institutions and rural infrastructure has been a major constraint. Furthermore, there is also a serious lack of people with the necessary technical, practical and communication skills needed to assist in the rehabilitation and expansion of the livestock sub-sector and in achieving its full potential in reaching food security and income generating requirements.

c) Animal health

Disease and parasitic infections cause considerable economic loss both to the individual producer and to the economy as a whole. The situation deteriorated after the collapse of central government and the supply of veterinary services and inputs

decreased. Strategic prophylaxis (vaccination), prevention and treatment can cost-effectively increase productivity and substantially reduce losses.

d) Animal nutrition

Seasonal shortages of both quantity and quality of animal feed severely limits animal productivity. Strategic feeding and supplementation using locally grown fodders, browse and tree legumes and the improved utilization of crop residues can substantially improve productivity.

e) Husbandry

Poor management is responsible for considerable production losses and simple improvements in animal husbandry can have a significant impact on productivity.

Livestock Development for Poverty Alleviation

If livestock is to make its full contribution to poverty alleviation through improved household food security, income and employment generation - factors that will be fundamental to the rehabilitation process in Afghanistan - then a number of issues need to be addressed. These are:

- How to ensure access of the poorest sectors of society to the benefits of keeping animals as a means of escaping the poverty trap;
- Inadequate access to quality goods (drugs, vaccines, supplements, seeds etc.) and services (animal health, extension, marketing, etc.);
- Over-dependence on external assistance and a lack of local capacity and self-reliance in the provision of livestock related goods and services;
- Lack of trained and skilled human resources in the animal production and health sector; and
- Lack of demonstrations of adapted and proven technologies that increase productivity (fodders, feed supplements and improved husbandry etc.), and the value of animal products through 'on-farm' and 'downstream' processing (cheese making, wool processing etc.).

These poverty-related issues will, as much as possible, be addressed by this and other projects of the UNDP Programme.

Achievements in the livestock sub-sector

FAO and UNDP have, however, made an impressive start at addressing a number of the issues facing the livestock sub-sector in Afghanistan. The most recent project, AFG/93/004 *Animal Health and Livestock Production in Afghanistan* aimed to move the emphasis from rehabilitation to more sustainable development. Activities included animal health and veterinary services; livestock production such as improved fodder and nutrition, breeding and poultry development, and emphasized the active participation of the community in the development process. These supported the country's self-reliance and production capacity to produce livestock and livestock products backed by self-supporting veterinary services while assisting with training and demonstration. The efforts of these projects have resulted in a great improvement in Afghanistan's self-sufficiency in foods from livestock sources through production and availability of meat, milk, milk products, wool and other animal by-products.

The project established 255 Veterinary Field Units (VFUs) which were created to provide a locally sustainable animal health and disease control service through the development of a self-reliance policy based on the "user-pays" concept. Since their inception, about 10% of the VFUs are now fully self-supporting and the majority are becoming increasingly self-reliant.

Most VFUs are extending their services through Basic Veterinary Workers (BVWs) selected from the communities and trained by the project, thus underpinning the community development approach of the UNDP Programme in general. A summary of projected achievements is given in the following box and the overall achievements to date are given in Table 1 on the following page.

	1996	1997	1998	1999	2000
Assisted VFUs	244	230	205	155	85
Privatised (#)	0	25	50	100	170
Privatised VFUs (%)	0%	10%	20%	40%	70%
Total VFUs	244	255	255	255	255
Assistance \$/VFU/yr	4041	3654	3333	n.a.	n.a.

Table 1. Achievements to date in the livestock sector

Project Focus	Achievements
Veterinary Field Units	<ul style="list-style-type: none"> • Number of Veterinary Field Units built up from 200 to 244 covering 75% of the country; • Cost per VFU reduced from US \$ 13,000 per year in 1993/4 to \$ 4,000 per year in 1996; • Perceptible improvement in animal health through delivery of veterinary services (August 1994-July 1996): 31 million vaccinations, 215,800 cattle protected against rinderpest, 136,200 dogs vaccinated against rabies, 10 million animals dewormed and 6.3 million other treatments provided; • 37 new paravets and 613 Basic Veterinary Workers trained; • A Veterinary Services Association established for the importation and distribution of better quality medicines and vaccines; • A country-wide animal health database established.
Disease Investigation	<ul style="list-style-type: none"> • Basic laboratory facilities have been developed and maintained in Mazar, Jalalabad and Khost;
Women's' Training	<ul style="list-style-type: none"> • Training courses developed and run covering: basic village animal husbandry, poultry incubation and raising, BVWs and training of trainers; • Women Basic Veterinary Workers successfully introduced into the VFUs in Nangahar, Balkh and Jawzjan;
Poultry Training	<ul style="list-style-type: none"> • Strategically located mother-stock/ breeding farms developed to train village poultry keepers; • 210 men and 70 women trained and set up as village entrepreneurs;

Livestock Production	<ul style="list-style-type: none"> • Participatory Rural Appraisal-based surveys undertaken to determine constraints to livestock production; • Detailed community approach through an Animal Production and Health Improvement Module (PIHAM) pilot project in 18 villages with 162 farmers assisted in livestock production; • Fodder production demonstrations using improved seed have been established for over two years with results ranging from 100% to 200% improvements in yields; • 105 tonnes of molasses/urea/mineral blocks as feed supplements imported and sold to farmers with excellent results in terms of increased production; • Basic artificial insemination (AI) supported; • Urea treatment of straw demonstrated to hundreds of farmers and many have taken up the process.
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4. Target Beneficiaries

The beneficiaries of the project will be:

- **Participating communities in 23 priority districts.**

Both existing and potential livestock owners, as well as the communities themselves, will benefit from project interventions and direct support that respond to their needs as identified through an interactive participatory process. By promoting small-scale entrepreneurial activities, employment in project initiated activities, and the provision of the technical support to maintain such activities, the project will help to build a self-help capability in these communities.

- **Livestock owners - existing and potential - covered by the 255 Veterinary Field Units.**

Livestock keepers within the VFU catchment area will benefit from access to local veterinary services; reliable drugs, vaccines, and other related inputs; the opportunity to join disease prevention programmes, and advisory services.

- **Veterinary staff .**

Staff working in the Veterinary Field Units (VFUs) established under the previous project will benefit from training and technical support. By expanding the livestock sector, demand for their services will increase thus improving VFU

sustainability. The result will be a cadre of skilled workers, independent of government support and providing essential services directly to farmers.

Special attention will be given to targeting the more vulnerable members of society, namely:

- **Rural women:**

Women need special training programmes. The project will specifically target direct support to women for income generation activities as well as for basic veterinary training. An attempt will be made to avoid the 'old pattern of only men talking to men' about the problems of rehabilitation, by involving women in animal health and livestock production activities.

- **The underprivileged, the disadvantaged and the poor:**

Whilst there are large groups in the villages that can provide for their families - at least at a minimal level - there are others who cannot support either themselves or their families. These include the landless, widows and the war disabled, and most of them are urgently in need of help. Such groups will be targeted to start small-scale livestock activities which can offer the first step out of the poverty trap.

5. Goals and strategies.

The **development objective** of the project is to maximize the contribution of livestock to *poverty alleviation, improved household food security and good governance*, factors that are essential for the restoration of peace and the sustainable rehabilitation of Afghanistan.

The **immediate objectives** of the project are:

- *An increased capacity within local communities, primarily in the 23 priority districts, for livestock owners - existing and potential - to engage in sustainable and financially viable livestock related activities.*
- *An improved, cost-effective and comprehensive service for livestock keepers provided through 255 increasingly self-reliant Veterinary Field Units.*

Project Strategy

To achieve its objectives the project will pursue the following strategies:

- **Participation and Ownership:** The project will encourage communities, through common interest groups, to become full and active partners in the process of identifying, selecting, planning and implementing project interventions of direct benefit to them.

- **Coordination:** Project participation in inter-agency and inter-project collaboration, and programme integration will ensure a common approach to development, effective cross-sectoral linkages, sharing of views and experience, and the efficient use of resources in meeting the project's objectives.
- **Targeting of Resources:** Resources will be targeted as a priority at the poorest and most vulnerable groups in society: women, widows and the disabled.
- **Decentralization:** Project staff, wherever possible, will be out-posted to the regions and districts with a delegation of responsibility, to ensure greater responsiveness to local conditions and needs.
- **Capacity Building:** The project will develop and support local capacity building to enable communities to manage their own activities. This will be achieved through a) direct inputs and practical demonstration of income generating activities; b) training, technical advice and transfer of appropriate technology, and c) involving communities in all stages of project implementation.
- **Sustainability:** The long-term sustainability of the project initiatives will be achieved through the development of income generation activities and applying the concept of 'user pays' for all 'private good' services rendered.
- **Organization:** The primary channel for the provision of project support to the target beneficiaries will be through contractual arrangements with local implementing agencies, including community groups.
- **Consolidation:** The project will consolidate the activities and success of the 255 Veterinary Field Units established under the predecessor project and, in particular, by increasing their self-reliance.
- **Facilitation:** The project will provide the necessary umbrella of technical and managerial expertise, logistics, and in-country contacts that can accommodate other livestock related initiatives to be undertaken under cost-sharing arrangements.
- **Adjustment to meet changing needs:** The success of the community approach depends on a number of factors, not all of which are under the control of the projects. Adjustments to the methods and systems will need to be made continuously in the course of the programme.

6. Priority Interventions

Project interventions will be directed at three levels: **village, district and regional**. Outputs and priority interventions by immediate objectives are summarized in Table 2.

Village/Community level interventions.

While livestock keeping is primarily an activity that involves the individual or family, it impacts on (and is affected by) the broader social, economical and ecological environment in which it operates. The project will target and benefit the individual producer through interventions that can be more effectively addressed through and by local communities. Priority interventions at communal level will include:

- **Deployment of Community Liaison Officers (Livestock), veterinary staff and Basic Veterinary Workers (BVWs)** to support individual and communal initiatives. They will be supported by nationally recruited professional staff based in, or covering, particular districts and regionally-based expatriate Regional Managers.
- Needs assessment to set baseline data and identify priority interventions for livestock development.
- Formation of common interest groups and producer associations as an effective channel for project inputs and to encourage self-reliance.
- Provision of practical and technical training in animal production to develop new husbandry skills, create greater awareness and increase self-confidence.
- Practical demonstrations managed and owned either by the community, or common interest groups within the communities.
- Access to improved inputs (drugs, feed supplements, animals, AI, etc.) and veterinary services channeled primarily through the established Veterinary Field Units or common-interest groups that develop in complementary areas such as marketing, processing, etc. Direct support may be provided to rehabilitate communal facilities such as dip tanks, initial stocks of breeding animals, repayment-in-kind credit schemes, etc.
- Both individuals and groups (to spread the risk) will be encouraged and supported in developing income generating activities, such as egg production, milk production and processing, sheep fattening, tanning etc.

District level interventions

Interventions at district level will be targeted at improving farmer access to quality goods and services, which will include:

- The deployment of Community Liaison Officers (Livestock), veterinary staff and Basic Veterinary Workers (BVWs) to support district initiatives. These will be supported by nationally recruited professional staff and Regional Managers.
- Access to disease prevention, treatment and associated animal production services will be primarily channeled through the established VFUs.
- Private sector or communal involvement will be supported for the local production and distribution of inputs, such as fodder seed, browse seedlings, feed supplements, molasses blocks, fodder trees, etc.;
- The supply of improved breeding stock will be supported through the development of either private or communally managed breeding farms, nucleus herds/flocks service or artificial insemination (AI) facilities.
- Both the private and communal sector will be encouraged and supported to engage in the downstream "value-added" processing and marketing of animals and animal products.

Regional level interventions

Interventions at regional level will be directed at developing public support and information services and will include:

- Deployment of Regional Managers to support and co-ordinate integrated development activities.
- Support and strengthening of basic veterinary diagnostic laboratories to service the VFUs.
- Disease surveillance as a accurate basis for recommending disease prevention or control programmes.
- Monitoring and evaluation of key indicators in the livestock sub-sector to provide a basis for more rationale planning and to assess the impact of project interventions.

Table 2. Outputs and Priority Interventions

Immediate Objective 1.	
Increased capacity within local communities, primarily in the 23 priority districts, for livestock owners - existing and potential - to engage in sustainable and financially viable livestock related activities.	
Output	Priority Interventions/ Activities
A cadre of professional Community Liaison Officers (Livestock), veterinarians, paravets and basic veterinary workers which will remain as valuable human resources after the project.	<ul style="list-style-type: none"> • Recruitment, training and deployment of CLOs to support district and village level needs assessment; • Training of VFU staff (vets, paravets and BVWs) by Animal Health and Production Improvement Modules (PIHAM) Initiators; • Short-term study tours and courses as required • Refresher training for vets, paravets and BVWs.
Individuals livestock owners and common-interest groups aware of the potential for increased productivity and provided with appropriate technical skills in relevant aspects of livestock production.	<ul style="list-style-type: none"> • Selection and contracting of suitable implementing partners (IPs) to train village men and women in village livestock and poultry production; • Practical and technical training for women and men in selected villages and communities; • Discussions with community, cluster-village and district representatives and organizations on livestock development related issues; • Identification of community needs and concerns associated with all aspects of animal production; • Development of village and district level common-interest groups in livestock production, marketing, animal breeding, product processing, etc.; • Identification of underprivileged groups and assisting them in the development of appropriate livestock activities; and • Establishment of fora for initiating, planning, and implementing community-based self-help activities.
Viable private or communal animal production enterprises (commercial, semi-commercial and back-yard) operational throughout the project area.	<ul style="list-style-type: none"> • Elaboration of appropriate interventions developed in collaboration with livestock producers at community level; • Provision of technical support for the establishment of micro-credit schemes for the target groups, in collaboration with the project "Strengthening Community Self-Help Capacities in Rural Afghanistan"; • Establishment of demonstrations of improved fodder production;

	<ul style="list-style-type: none"> • Establishment of demonstrations of improved nutrition packages; • Establishment of demonstrations for the improvement of breeds and breeding methods; • Establishment of demonstrations of other appropriate interventions that may become apparent from community need assessments; • Provision of direct support such as start-up capital, as required; • Development of other ideas that emerge from PIHAM and any other PRA surveys; • Establishment of dual purpose fodder trees, demonstrations.
<p>Viable supply and marketing enterprises to meet local needs, operational throughout the project area.</p>	<ul style="list-style-type: none"> • Support of animal feed and supplement manufacture through the promotion of entrepreneurs to supply local demand; • Support for the development of commercial seed multiplication for fodder crops; • Support for the development of commercial production of molasses based blocks and supplements; • Support for the development of commercial distribution of feeds and feed supplements where appropriate; • Development of marketing groups at village, cluster village and district levels; and • Development of processing of animal products at village, cluster village and district levels.
<p>Viable poultry enterprises (commercial, semi-commercial and back-yard) operational throughout the project area.</p>	<ul style="list-style-type: none"> • Development of poultry breeding and rearing units, particularly for disadvantaged groups; • Training of groups, especially women and the disadvantaged, in poultry keeping at village level; and • Support to poultry breeders and entrepreneurs who will in turn support and supply smaller scale poultry production in the districts.

Immediate Objective 2.

An improved and cost-effective animal health service provided through 255 increasingly self-reliant Veterinary Field Units.

Output	Priority Interventions/ Activities
255 established VFUs provided with technical and material support to provide a self-supporting animal services to the livestock owning community.	<ul style="list-style-type: none">• Identification, selection and contracting of implementing partners (IPs) who will supervise VFUs and related project inputs;• Development of criteria, packages and programmes to assist VFUs in becoming fully autonomous;• Selection of VFUs for independent operation• District surveys undertaken to establish the best geographical, organizational and business basis for sustainability of the VFUs;• Development of "Public Service" programme agreements with privatised VFUs;• Training of BVWs where necessary (to ensure between 5 and 10 active BVWs per VFU); and• Support and development of Veterinary Service Associations to arrange the import and distribution, on a sustainable basis, of sufficient medicines, equipment and vaccines of good quality.
Development of regional activities in support of district development objectives.	<ul style="list-style-type: none">• Support the existing basic laboratory facilities in Mazar, Jalalabad and Khost;• Strengthening of the laboratories, where necessary, to carry out parasite and disease surveys;• Bi-monthly clinical/disease reports submitted by the VFUs through the IPs and project Regional Offices;• Continuing surveillance of serious epizootic and zoonotic diseases such as rinderpest and rabies;• Cumulative VFU outputs, disease incidence, disease outbreaks and livestock headcount submitted through project Regional Offices; and• Databases for diseases and VFU information to be built, maintained and evaluated.

7. Impact and Output Targets

Besides the project's physical and disbursement targets which can be evaluated from the normal reporting procedures, other indicators are required to assess the project's impact on increasing animal productivity and human welfare. Such indicators and indicative targets area indicated in Table 3 below.

Baseline information and monitoring of these key indicators will be undertaken through the project's on-going PIHAM operations but will draw on and compliment broader socio-economic surveys undertaken by the Project and by the other Projects in the Programme. Baseline and impact data will be kept on a gender-differentiated basis.

Table 3. Impact Summary

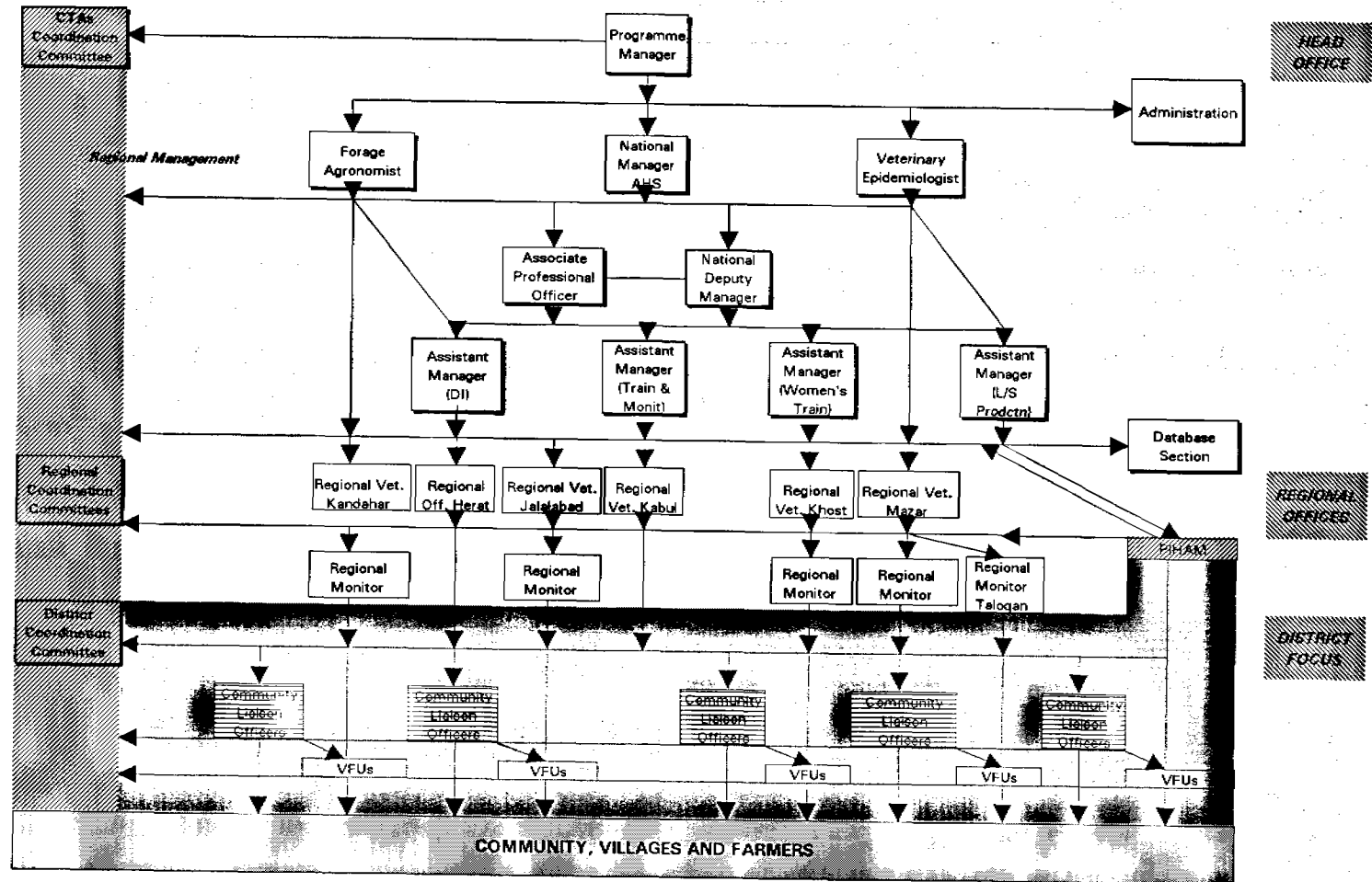
Impact Indicator	Impact Verifiers	Indicative Target
Community awareness.	<ul style="list-style-type: none"> • attendance at training courses or programmes; • number of demonstrations established, including dual purpose trees; • number and membership of common interest groups; • requests for, and responses to, assistance. 	<ul style="list-style-type: none"> • 3,200 farmers. • 2 per district cluster (min) • 10 groups per district. • 100 per district.
Uptake of improved production and supply systems.	<ul style="list-style-type: none"> • number of new production enterprises established; • number of new marketing and processing enterprises established; • number of common-interest groups established; • changes in livestock management patterns. 	<ul style="list-style-type: none"> • 23 • 46 • 6 per district. • 5% increase in animal productivity.
Participation of the disadvantaged (women, disabled, poor etc.).	<ul style="list-style-type: none"> • attendance at training courses or programmes; • number and membership of common interest groups; • enterprise ownership; • requests for assistance; • changes in livestock ownership patterns. 	<ul style="list-style-type: none"> • 1,500 women. • 20 persons in 4 groups per district. • 1 per district. • 100 per district. • 1,000 new livestock owners.

Biological indicators (Measured through PIHAM)	<ul style="list-style-type: none"> • changes in herd/flock mortality; • changes in herd/flock fertility; • changes in size and structure of livestock populations; 	<ul style="list-style-type: none"> • 10% reduction. • 10% increase. • 10% increase.
Economic indicators.	<ul style="list-style-type: none"> • changes in household income levels; • sales of animals and animal products; • changes in employment figures; • number of enterprises established 	<ul style="list-style-type: none"> • 5% increase. • 10% increase. • 3% increase. • 25 units.
Welfare indicators.	<ul style="list-style-type: none"> • changes in home food consumption patterns; • changes in the occurrence of nutrition related disorders. 	<ul style="list-style-type: none"> • 5% increase in livestock and livestock products consumption. • 5% decrease.
Human resource indicators.	<ul style="list-style-type: none"> • number of CLOs, vets, paravets, BVWs and farmers trained; • level of training drop-out. 	<ul style="list-style-type: none"> • 10 CLOs initially, 180 PIHAM vets/para vets, • 1000 vets refreshed and • 300 BVWs. • 20% or less.
Delivery of animal health services.	<ul style="list-style-type: none"> • number of vaccinations, deworming and treatments; • Adoption of strategy deworming. 	<ul style="list-style-type: none"> • 15 million, • 3 million and • 1.5 million respectively; • 15% of farmers in VFUs.
Self reliance indicators.	<ul style="list-style-type: none"> • number of fully privatized VFUs; • local capacity increased to meet local input requirements (seeds, breeding stock, etc.); • availability of local processing and marketing facilities; • number of common-interest groups. 	<ul style="list-style-type: none"> • 50 or more. • 2 to 3 sustainable supply points established per district. • 23 • 50.

PROJECT BUDGET
AFG/96/007
LIVESTOCK DEVELOPMENT FOR FOOD SECURITY

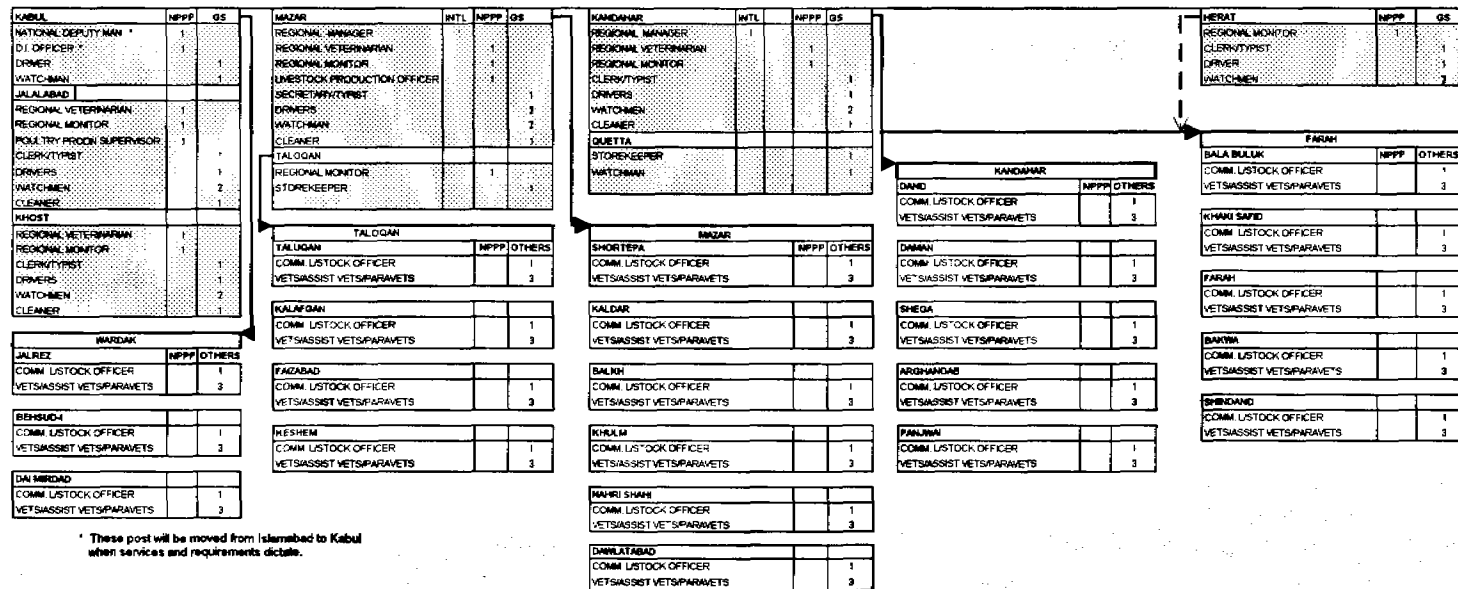
Project Component	Total		1997		1998		1999		
	W/M	US\$	W/M	US\$	W/M	US\$	W/M	US\$	
10.00	INTERNATIONAL EXPERTS								
11.01	Programme Manager/CTA - Islamabad	24	312,000	8	104,000	12	156,000	4	52,000
11.02	Regional Manager, Kandahar - Epidemiology	24	288,000	8	96,000	12	144,000	4	48,000
11.03	Regional Manager, Mazar - Livestock	24	288,000	8	96,000	12	144,000	4	48,000
11.51	Veterinary (CTA)	2	24,000	1	12,000	1	12,000		
11.52	PIHAM Trainer/Livestock Production	4	48,000	2	24,000	2	24,000		
11.99	<i>Subtotal</i>	78	960,000	27	332,000	39	480,000	12	148,000
13.00	GENERAL SERVICES STAFF								
13.01	General Service Staff (39)	936	374,400	312	124,800	468	187,200	156	62,400
13.99	<i>Subtotal</i>	936	374,400	312	124,800	468	187,200	156	62,400
15.00	OFFICIAL TRAVEL								
15.01	Official Travel		130,000		40,000		70,000		20,000
15.99	<i>Subtotal</i>		130,000		40,000		70,000		20,000
16.00	MISSION COSTS								
16.01	Mission Costs		50,000		15,000		30,000		5,000
16.99	<i>Subtotal</i>		50,000		15,000		30,000		5,000
17.00	NATIONAL PROFESSIONALS								
17.01	Manager Animal Health Services	24	72,000	8	24,000	12	36,000	4	12,000
17.02	Deputy Manager	24	21,600	8	7,200	12	10,800	4	3,600
17.03	Assistant Managers (4)	96	67,200	32	22,400	48	33,600	16	11,200
17.04	Reg Vets/Monitors (9)	216	108,000	72	36,000	108	54,000	36	18,000
17.05	Additional NPPP (6)	132	66,000	36	18,000	72	36,000	24	12,000
17.99	<i>Subtotal</i>	492	334,800	156	107,600	252	170,400	84	56,800
19.00	PERSONNEL COMPONENT TOTAL	1,506	1,849,200	495	619,400	759	937,600	252	292,200
20.00	SUB-CONTRACTS								
21.01	Subcontracts/Sub Projects		2,700,000		1,690,000		670,000		340,000
21.02	Rental Premises/Utilities		75,700		22,000		40,300		13,400
28.00	Savings/Adjustments								
29.00	SUB-CONTRACT COMPONENT TOTAL		2,775,700		1,712,000		710,300		353,400
30.00	TRAINING								
31.01	Fellowships		25,000		25,000				
32.01	Group Training		55,000		20,000		35,000		
33.01	In-Service Training		23,600		11,600		12,000		
39.00	TRAINING COMPONENT TOTAL		103,600		56,600		47,000		
40.00	EQUIPMENT								
45.01	Local Procurement/Operation & Maintenance		100,000		33,000		50,000		17,000
46.01	Int Procurement > 70,000								
47.01	Int Procurement < 70,000		290,000		130,000		150,000		10,000
49.00	EQUIPMENT COMPONENT TOTAL		390,000		163,000		200,000		27,000
50.00	MISCELLANEOUS								
51.01	Maintenance								
52.02	Reporting Cost		10,500		3,000		3,000		4,500
53.03	Sundry		71,000		25,000		36,000		10,000
59.00	MISCELLANEOUS COMPONENT TOTAL		81,500		28,000		39,000		14,500
90.00	TOTAL PROJECT	1,506	5,200,000	495	2,579,000	759	1,933,900	252	687,100
104	COST SHARING FUNDINGS								
999	TOTAL UNDP CONTRIBUTION	1,506	5,200,000	495	2,579,000	759	1,933,900	252	687,100

LIVESTOCK DEVELOPMENT FOR FOOD SECURITY ORGANOGRAM



**LIVESTOCK DEVELOPMENT FOR FOOD SECURITY
(AFG/96/007)
STAFFING TABLE**

MAIN PROGRAM	INTL	AFD	NPPP	OS
PROGRAM MANAGER				
LIVESTOCK OFFICER				
REGIONAL PROJECT MGR				
ASSISTANT MANAGER				
SECRETARY/RECORDS TRK				
FEMALE TRAINER				
ADMINISTRATIVE OFFICER				1
ADMIN ASSISTANT				1
DATABASE PERSONNEL				3
SECRETARY				1
RECEPTIONIST				1
DRIVER				3
WATCHMAN				3
CLEANER				1



INTL	AFD	NPPP	OS	OTHER	TOTAL
3	1	20	44	92	180

List of Acronyms

AI	Artificial Insemination
BVW	Basic Veterinary Workers
CLO	Community Liaison Officer
CTA	Chief Technical Advisor
IP	Implementation Partner
l/s	Livestock
NGO	Non Governmental Organization
NPPP	National Professional Project Personnel
PIHAM	Animal Health and Production Improvement Module
PRA	Participatory Rural Appraisal
STA	Senior Technical Advisor
VFU	Veterinary Field Unit

Implementation Arrangements

The project will be implemented in the close collaboration with other UNDP-funded projects under the common overall strategy and organization of the UNDP Programme as described in Section 8 of the Programme Document. The following sections detail areas unique to this project.

The Project will have its base in Islamabad (Pakistan) until such time as the security situation allows its transfer to within Afghanistan. The headquarters will provide coordination, administrative and logistic support to the regional offices and assure liaison of Project activities within the Programme as well as with other programmes (multi and bi-lateral).

The main office will be responsible for recruitment and supervision of personnel; financial matters; procurement and delivery of inputs and administrative support. It will further supervise, but will delegate to the regions where appropriate, the coordination of activities; administrative support; supervision and monitoring; provision of technical support; and reporting.

The Project Manager/CTA will be assisted by two Regional Managers (Senior Technical Advisers) and an Administrative/Financial Assistant. In technical work the Manager will be assisted by 2 national professional staff (including senior managers), a small administrative unit and two consultants in support of women's training and livestock production and veterinary matters. Other consultants will be employed as necessary.

Two Regional Offices (Mazar and Kandahar) will be headed by a Regional Manager (international experts filling both a regional manager role and a technical advisory capacity in veterinary epidemiology and livestock development), assisted by experienced NPPPs. All other field sub-offices will be headed by experienced NPPP staff who will report directly to the Project Manager on general matters and to the Specialized Senior Technical Advisors or Regional/National Managers on technical subjects and Regional matters.

The project will maintain its existing three Regional Offices as well as four sub-offices and one storage point (see staffing chart). These offices also provide a critical link in the cold-chain required for many drugs and vaccines. The project will operate primarily from Mazar-i-Sharif (sub-office in Taloqan); Kandahar (sub-office in Herat with a store in Quetta), but also, as a critical service point to other districts, an office in Kabul (with sub-offices in Jalalabad and Khost).

Two Community Liaison Officers (CLOs) - Livestock will be appointed for each cluster of districts under the UNDP Programme, i.e. a total of ten. Initially only five will be trained on a trial basis. The CLOs will work closely with the Community Liaison Officers (CLOs) from other projects, based in the districts. Their duties will be to carry out the

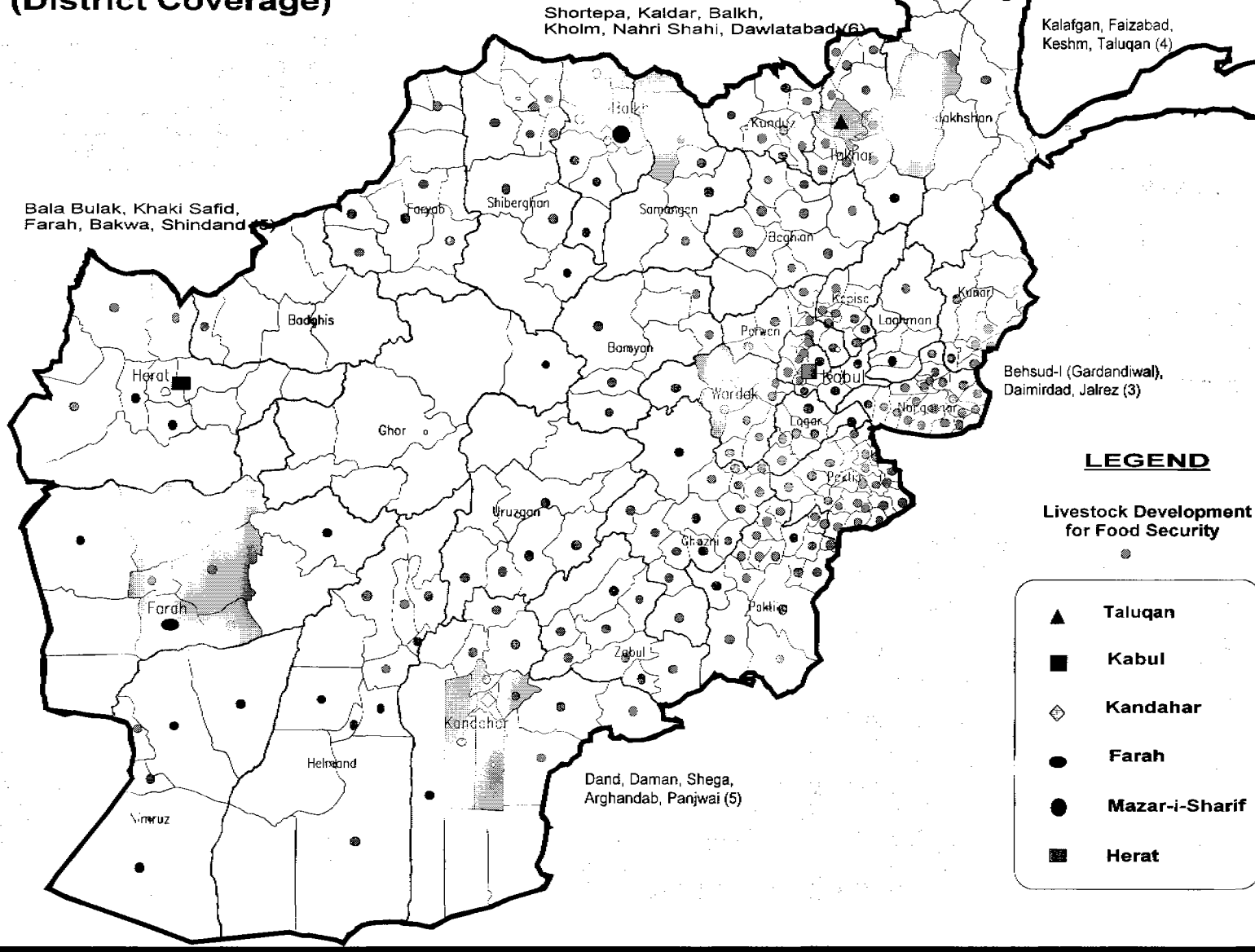
inventory and needs assessment in each district and to provide technical back-up to the community groups, both directly and through liaison with the VFU veterinarians and with the Regional Project Offices. VFU Veterinarians will participate with the village communities in livestock development activities. They will also provide backstopping, on behalf of the project, in the coordination and integration process in the 23 districts. In addition, they will assist in facilitating access to credit for livestock, in consultation with the "Strengthening Community Self-help Capacities in Rural Afghanistan" project.

In the earlier phases of agricultural rehabilitation there was heavy reliance on Non-Governmental Organizations (NGOs) to deliver skills and inputs and to manage the VFUs. This will continue although there will be progressively an increase in the use of Veterinary Committees and the private sector to develop in-country capability.

Community and farmers' groups will become increasingly important as the community-based thrust develops. In the new project, in collaboration with the other projects, community groups will be fostered as sources of decision-making, choice of interventions, participation in training and for the execution of suitable field activities.

Afghanistan PEACE Initiative

(District Coverage)



Common Implementation, Coordination, and Monitoring Arrangements

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1. Implementation Arrangements

Each project will be implemented under the overall management of a Chief Technical Advisor (Project Manager), operating from the central Project office and working in close consultation with UNDP and Project Managers of the other Projects in the Programme.

The project Head Offices will be located in Islamabad, until such time as relocation to Kabul is possible, but in conjunction with increased delegation to the Regional Offices and their Managers, will be kept as small as possible.

The projects will operate in Afghanistan out of three regional offices: Mazar-i-Sharif in the northern region; Taloqan in the north-eastern region (sub-office attached to Mazar); and Kandahar in the south.

The UNDP/UNCHS offices in Herat and Kabul will be maintained, as both Herat and Kabul will continue to be included in the project area of the "Rebuilding Communities in Urban Afghanistan" Project, and will also serve as a base for a limited number of outposted national staff of other projects, whenever those projects require this for continued interventions in those regions.

It is also planned that UNCHS will assume overall coordination support responsibility (with UNDP) for the Programme activities in the three Wardak districts, and that the UNCHS office in Kabul will be expanded to accommodate outposted national staff of the other projects, through this also contributing to substantial economies of scale in office and support costs.

The UNDP/UNOPS Office in Herat will be maintained, so as to allow resumption of activities in the Western region when conditions and funding allow. In the meantime, the office will be used as the central point in Herat for gender programmes, as such providing female staff easier access to one of the UNDP project offices.

A generic organogram for all projects under the PEACE Initiative is shown on page 14. The organogram and staffing plans for each specific project appear as Annexes in the respective chapters on each project.

The Head Office

Each project will need to coordinate its activities among its regional units as well as with the other Projects under the Initiative. The central Project Offices will perform the function of catalyst, bringing the uniqueness in each geographical area of operation under a common framework. Towards this end, project management will be a collective effort in which quarterly financial planning and the formulation and review of work plans will be the two important activities.

At the end of each quarter, each project will hold a joint meeting of the senior Head Office and Regional Office staff in one of the regional centres. Through resources for backstopping provided under each project's Support for Technical Services (STS) budget, a senior representative from respective Agency Headquarters will also participate in such meetings, to the extent possible.

These three-monthly project-specific reviews will be made to coincide with a review at the Programme level.

The Regional Offices

The projects will outpost to each of the regions (see above) a Regional Project Manager, who will oversee and guide the day to day activities of the project in his/her region. The Regional Project Manager will work in close and continuous consultation with the Regional Project Managers of other projects to ensure maximum convergence and integration of their project interventions and activities, thereby maximizing synergy and impact.

The consultations and overall coordination measures undertaken by UNDP and the Project Managers at the Head Office level will be reflected in similar consultations and coordination at the regional level and the district level (UNDP, either through its Head Office Staff, or the outposted regionally based Advisors, the Regional Project Managers, and their district-based staff).

District Offices

Community Liaison Officers (CLOs) with a technical background corresponding to the sectoral work of each project will be recruited and outposted to the districts, where they will work under the supervision and guidance of the Regional Project Managers. They will be continually in touch with the communities, so as to be able to identify the needs of the communities and to respond most effectively to those needs. They will also work in close consultation with outposted CLOs of other projects (see "Coordination Arrangements" below).

Additional Community Development Workers may be recruited for each district and from within the district, under ad-hoc contractual agreements, whenever required.

Wherever possible, each project will 'contract' its activities directly with the communities, through a 'Partnership Agreement' with these communities, so as to strengthen community ownership of programme interventions.

When necessary or desirable, implementing partners such as NGOs (or private sector entities and local officials) may be brought in for specific interventions that the communities cannot undertake, through contracting agreements between - or with - the communities and these implementing partners, with the project ensuring quality control and joint monitoring.

Common Facilities for Regional and District Offices

To streamline operations and ensure efficiency while avoiding unnecessary duplication, common facilities and services that can be shared by all projects will be identified and established at the regional and district level. These will include such facilities as common premises and communication equipment. Sharing of such facilities will not only reduce expenditure on administrative services, thus freeing programme resources to be directed towards the communities, but also enhance the team effort and coordination among regional and district project staff.

In each district, simple facilities, adopting local architecture and technology, will be established that can serve as common office; accommodation for the outposted staff; and a meeting hall for local communities. District *shuras* will be involved at the start of the project in deciding on a priority common infrastructure required for the district (e.g. a secondary school; a hospital; a women's centre; a vocational training unit; or a cooperative) to ensure that the construction of the facility is conceived with this post-project purpose in mind. The involvement of the district *shura* in this first activity is also expected to enhance commitment towards - and understanding of - the programme. The construction of this common district base is planned to be implemented under the project "Strengthening Community Self-Help Capacities in Rural Afghanistan."

The Sub-Office in Taloqan and the possible sub-office in Shindand will be a common office for all projects. The existing UNDP/UNCHS office in Herat and Kabul will serve as a common base for all projects under the PEACE Initiative in their respective region.

Delegation of Decision-Making to Regional and District Offices

There will be a gradual and increasing delegation of decision-making from the Project Head Offices to the Regional Project Managers, and from Regional Project Offices to district teams. Delegation modalities will be specified by each project at the start of the Programme, in consultation with UNDP.

One or more focal points (facilitators) will be designated by each project based in each of their Regional Offices to facilitate the delivery of inputs to communities within the district concerned, by providing an effective management support to their project's outposted Community Liaison Officers.

2. Coordination Arrangements

A baseline survey will be jointly conducted in each of the districts by a team comprising staff of all the projects outposted to the districts, and under the guidance of the team of Regional Managers. The first such survey in each region will be conducted with the participation of all Regional managers, so as to finalize the methodology and provide on-the-job training to district staff. A Participatory Rural Appraisal (PRA) consultant will be engaged to guide the first survey. The survey will be conducted in partnership with

members of the communities in those districts. The purpose of the baseline survey will be to identify indicators of priority socio-economic and other development needs. These baseline indicators will serve to guide the joint planning process of the Initiative (as well as of individual projects) and later as a benchmark in assessing impacts of individual projects (and the Initiative as a whole), and thus also for making needed adjustments and refinements to interventions.

Upon completion of the survey, the projects will work together to formulate, on the basis of the survey results, an overall programme framework of common priorities, based on a shared assessment of priority issues and options, within which individual projects can formulate their own action plans. The overall development framework will ensure that common and overarching themes of the programme continue to guide the planning process of individual projects while pursuing their individual objectives. A particular aspect of the success of this process will be the extent to which planning becomes integrated, in the sense that individual projects - whatever their sectoral specialization - contribute in their own planning to the pursuit of common objectives (a possible example is the goal of increased school participation and, as a result of the agreed programme framework, the targeting, under all projects, of the poorest socio-economic groups whose poverty is the main factor for the non-participation of their children in education). The overall development framework will also provide a common ground for the projects to come together to coordinate and plan their own interventions so that they complement each other and maximize synergy and impact. All these steps will be undertaken with the close participation of the target groups.

There will be a monthly meeting of CTAs and the senior management staff, chaired by UNDP. Similar monthly meetings will be held between UNDP and/or the Regional Managers at the Regional level; and between Regional Managers or their Deputies and their district based teams (and, whenever possible, UNDP) at the district level.

These meetings will be supplemented by in-depth Programme Reviews which will be held in the field every six months. An effort will be made, at the Central, Regional and District level, to associate other UN agencies and NGOs in the review and appraisal of plans, so as to contribute to wider partnerships in the implementation of the Programme, as well as Programme extension to other districts of Afghanistan.

All relevant partners including other international agencies, NGOs, and community based organizations (CBOs) will be included in coordination activities of the Programme and of individual projects as and when necessary. Each of the projects will ensure leadership in the Regional Technical Working Group in their respective thematic or sectoral area of concern.

The Urban - Rural Links

To ensure that opportunities for convergence between the urban and rural development dimensions are taken into account, the "Rebuilding Communities in Urban Afghanistan" project will ensure its participation in the design and review of district-level programming.

A particular modality of this will be that the Regional Manager of the UNCHS Kabul Office, assisted by a UNV Deputy-Regional Manager, will assume overall coordination support leadership for the programming of interventions in the three Wardak districts. National staff of the other Projects will participate in this coordination effort by being outposted to the Kabul UNCHS office.

3. Local Communities

The projects will work with community organizations at all levels, and the establishment and/or strengthening of representative community organizations will be a priority objective of all interventions.

These community organizations will include village, village cluster and district (shura) organizations in the rural districts; and Wakil-i-Gozaars and district shura in the urban centres.

Ensuring participation of women in all these fora will be a priority, and the success of the PEACE Initiative and its projects will be particularly assessed with respect to results achieved in this area.

Community commitment and contribution will be a critical prerequisite for project assistance. The size and nature of the contribution will however be determined by community-specific and intervention-specific factors, such as the nature of the sub-project interventions; the targeted beneficiaries; the size of population; labour market conditions; wealth and season of work; and the capacity of the community group to contribute. The criteria for assessing community participation will be essentially an indication of commitment and willingness to assume ownership and sustain the project and its achievements. No 'fixed' in-kind or cash contribution will be imposed as this may discriminate against the poorest communities.

As part of Programme-wide preparations, a training workshop in participatory appraisal techniques will be conducted by each project (or for all projects together) prior to the start of the programme, in particular for the national professional staff, and possibly in conjunction with the first baseline survey referred to above.

4. Local Authorities

Since the PEACE Initiative aims for replication of a development model that is decentralized, participatory and based on an integrated Sustainable Human Development concept, efforts will be made to keep local authorities continuously informed of progress and achievements. Local authorities will also be invited to participate in the regular review of the Initiative and its projects, and efforts will be made to strengthen their technical and financial support to the Initiative.

However, as the Programme will be grassroots beneficiary-led, no requests for assistance from local authorities will be honored unless these are clearly in support of community initiatives, and in confirmation of priorities expressed by local communities.

5. Monitoring and Evaluation

Monitoring and evaluation will be an ongoing concern of the Initiative. Continuous monitoring of interventions and activities at project and Programme levels will be undertaken by field, regional and headquarters staff of the Projects and the UNDP country office. The Project will seek and facilitate continuous feedback from the beneficiaries regarding the desirability, impact, and appropriateness of interventions and activities as part of the monitoring as well as the evaluative process. The most relevant impact indicator will be the perception of impact by the target beneficiaries themselves. Monitoring of Project interventions and activities will take place on a regular and periodic basis by regional and headquarters staff of the Projects and UNDP.

While each project will participate in joint programme monitoring and evaluation, it will be important for each project to have its own, discrete system for setting project-specific baselines and for monitoring project-specific impacts. Gender responsiveness of the overall programme will be monitored and evaluated with particular attention.

Monitoring and evaluation will also provide an opportunity to evaluate the impacts of the Programme and the projects with respect to the peace-building objectives. This impact assessment in particular will have to be undertaken in a participatory manner with the communities in the Programme areas.

Feedback from the monitoring process will be continuously used to ensure that (a) interventions and activities do indeed reflect the needs of the communities through a bottom-up process; and that (b) interventions and activities do indeed have the desired impact on human welfare of the target beneficiaries, and on peace-building.

The results of such evaluations will form the basis for fine tuning of Programme and project-specific interventions as well as for planning of subsequent activities. They will also provide inputs for analyses relating to possible future expansion of Programme interventions in a wider context, as and when appropriate. Different levels of monitoring and evaluation are thus foreseen.

Community Level: By the community forum management committee on a weekly basis with the support of the staff of the projects, and the communities independently through their community forum on a regular basis. At this level, the monitoring will concentrate mainly on the progress of the schemes being implemented.

Regional Office Level: Under the leadership of the Regional Project Managers a monthly in-house monitoring exercise will be carried out to assess the progress achieved under the project, to identify problems being encountered and to evaluate staff performance. Such a review will also assess the progress being made. Project Managers will be responsible for following up on issues identified in such meetings.

Project Level: Each Project Manager will monitor project implementation against (a) work schedule of each Regional Office, (b) the project strategy, (c) project delivery, and (d) the extent of coordination and convergence in approach among the different projects. At the end of each quarter, a management review will be carried out in one of the Regional Headquarters with the full participation of all Regional Managers and senior staff of Project Head Office to assess the overall status of implementation, to achieve unity in implementation approach and to lay out the next quarter's work programme. This will be followed by similar review meetings at the Programme level, by UNDP, all Regional Managers and their senior staff.

Agency HQ Level: A three-monthly monitoring of the implementation will be done by the Agency to assess (i) overall progress measured against physical as well as process targets; project delivery, and the overall quality of technical inputs.

The UNDP Country Office will also field a Programme Evaluation/Review Mission at the mid-term and at the end of this two year programme. These Review Missions, in which representatives of all executing and interested agencies will participate, will conduct assessments of individual projects and their impact, and of the achievement of the objectives of the Programme as whole.

A number of sub-projects undertaken by each Project will be selected by the Review Mission at random, and the programming process, the impact and cost-effectiveness of the interventions will be evaluated in depth by the Mission, including the degree to which they indicate a continuous search for opportunities for integration and convergence.

6. Reporting

Each project under the Initiative will be subject to a multi-partite review at least once in every 12 months. Each project will prepare and submit to each review meeting a Project Performance Evaluation Report (PPER). Additional PPERs may be requested, if necessary, during the period of the Programme. A Project Terminal Report shall be prepared for consideration at the terminal multi-partite review meeting sufficiently in advance to allow review and technical clearance by the executing agency at least four months prior to the terminal tripartite review meeting.

The above project reviews will be organized as a two-day session, with the participation of all Projects, so as to continuously strengthen a common programme approach.

Every three months, each project will submit to UNDP a brief report, summarizing progress with respect to the achievement of impact as per the impact indicators listed in the project documents, and with the necessary remarks explaining under- or over-achievement of impact.

Common Risk Factors and Special Considerations

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1. Risk Factors

The main risk faced by projects under the PEACE Initiative is that an escalation of the war in the areas in which hostilities are ongoing might spread to some of the selected districts. A lesser risk is that reverses in the fortunes of war and/or shifting alliances could cause hostilities to resume in some of the districts that are now peaceful and settled.

The imposition of strict regulations in parts of the country may pose serious difficulties for the implementation of projects, particularly with regard to gender concerns and human rights issues. This is an issue that is likely to impact on all projects and will have to be addressed through continued and consistent advocacy, under the leadership of the Resident Coordinator.

The law and order situation may constrain movement in project areas, or en-route, by way of curfews or road blocks. This constraint could be alleviated through improved planning, better advance information and strengthened field security procedures.

All United Nations Organizations operating in Afghanistan rely upon the cooperation and hospitality of the Government of Pakistan. The willingness and timeliness with which facilities such as import/export permits, cross-border transport permits and duty free privileges are accorded to the Programme will influence implementation. Border closures are frequent and may affect the flow of goods and personnel. These risks are considered medium.

There is no functioning banking system in Afghanistan. The projects will depend upon banking services in Pakistan. The continuation of this facility is not completely assured, though this risk is considered low.

Bad road conditions or blockages often restrict and limit access and mobility in rural areas. Often, limitations on road transport are temporary, though they cause work delays.

Projects will depend very much on the UNOCHA air transport service such that if service were curtailed or limited in any way implementation would be seriously affected. This risk is considered low.

With a few exceptions, public communications infrastructures are not operating in Afghanistan. Projects will overcome this constraint by maintaining a sitor/voice radio link with all Head Offices, Regional Offices and field bases.

Many qualified Afghans have left Afghanistan for nearby countries as refugees or for resettlement abroad. It is increasingly difficult to find and retain qualified national personnel. While the projects under the PEACE Initiative include considerable training of national personnel, they rely upon finding and keeping nationals in professions not traditionally found in Afghanistan. As educational and training institutions have not been operating for years, there have been few additions to the professional ranks.

Experience has shown that unanticipated bad weather (cold temperatures and rain) and sometimes disasters such as floods can seriously delay implementation in rural areas.

The risk of time delay is therefore high and serious given the short, two-year duration of the Initiative.

2. Special Considerations

Project managers will ensure regular consultation with UNDP until such time as UNDP and the Executing agency(ies) are fully comfortable with the planning process and implementation/delegation modalities being tested.

The PEACE Initiative, a UNDP-funded, UN inter-agency programme will aim for all interventions and activities to be planned and implemented as part of a Programme, with global programme objectives shared by all projects.

All agencies and Programme Managers will present at all times, in their respective public information activities and correspondence, their respective projects as a component in a wider UNDP Programme (the Afghanistan PEACE Initiative).

Funding mobilization efforts, by UNDP and Agencies participating in the programme, will be made in a coordinated manner, ensuring that commitments are made for projects, but at the Programme level. UNDP will facilitate this process by making available a Trust Fund mechanism, into which donors can easily provide contributions to the Initiative, and which, if donors so desire, can be earmarked for a particular project.

Any portion of project-specific funds allocated under a project budget for any particular year that remains unused/undelivered at year end may, at UNDP's discretion, be reallocated to other projects under the Initiative which may be able to usefully and effectively utilize the reallocated funds to increase inputs to target beneficiaries.

The Programme and its projects will promote and facilitate partnerships with NGOs (including Memoranda of Understanding between Projects and NGOs and parallel funding of joint activities), and beyond mere execution of sub-contracted interventions.

The PEACE Initiative aspires to the principles of "gender mainstreaming" and targeting women wherever and however possible, and not only with respect to impact on human welfare but also to their participation in decision-making. In addition to the "mainstreaming" of gender programming, dedicated "women only" projects will be introduced wherever required or desirable to enhance a gender differentiated impact..

It is difficult to address environmental degradation in a country experiencing such human crisis as Afghanistan. Some steps, however small, can be taken to start even at this late stage. Sub-projects in support of social forestry and erosion control could make a positive environmental impact. Conflict in Afghanistan can sometimes be explained in

terms of competition over scarce resources such as land, water and timber. Efforts will be made to encourage dialogue on environmental issues at the local level.

Projects under this initiative will identify and support opportunities for encouraging and assisting communities to stop cultivating opium poppies. Assistance in certain sectors such as infrastructure will be conditional on such communities giving up poppy cultivation, and project activities will be suspended if such agreements are contravened. This will also be reflected in the 'Partnership Agreements' referred to in the previous section.

Staff and Implementing Partners of all projects, and at all levels, will participate in Project/Programme coordination and implementation/planning exercises, whatever the contractual status through which they participate in the Programme. This will apply, in particular, to the outposted staff of NGOs, district based staff participating in the programme under subcontract agreements, and district managers of Veterinary Field Units.

Project staff proposed to be based in Islamabad will be posted there with the understanding that relocation to Afghanistan will take place as soon as conditions allow, and in consultation with UNDP.

Conditions in Afghanistan impose the need for a certain flexibility in geographical coverage of the programme. Wherever there is a need to reconsider geographical coverage, UNDP may consider such a reprogramming in a coordinated manner for all projects and based on consultation in the monthly UNDP/Programme Managers' Meeting.

Finally, the critical Human Rights situation in Afghanistan is imposing particular constraints and challenges. The Secretary-General's Statement of 7 October 1996 underlined the possibility of suspension of programmes of assistance, if the policy environment in Afghanistan were not conducive to achieving programme objectives or if it were to prevent programmes from reaching all Afghans, in particular women. This has also resulted in the establishment of a donor-UN-NGO monitoring Task Force, empowered to recommend programme and project suspension in cases of grave Human Rights violations. This situation therefore calls for a particular effort by all projects under this Initiative to carefully monitor - and build - compliance with Human Rights in all project interventions, and to keep the Resident Coordinator informed of progress - or lack of progress - in this area.

UNDP Trust Fund
for the Afghanistan “PEACE”
Initiative

UNDP Trust Fund for the Afghanistan "PEACE" Initiative

1. Whereas the United Nations Development Programme (hereinafter referred to as "UNDP") has agreed to assist in the implementation of a number of projects for rehabilitation in Afghanistan, emphasising coordinated approaches to local peace-building;
2. Whereas UNDP, recognising the opportunities that present themselves now in Afghanistan to pursue community-based undertakings leading to national recovery and reconstruction in support of peace and nation-building, and aware of the potential of the rehabilitation activities it currently finances to provide a vehicle for these undertakings;
3. Whereas UNDP is now providing support for rehabilitation activities from its central resources, but whereas needs and opportunities in Afghanistan far exceed the resources currently available to UNDP;
4. Whereas UNDP is prepared through a Trust Fund for the Afghanistan PEACE Initiative (hereinafter referred to as "the Fund"), established by its Administrator under UNDP's financial regulations and rules, to receive and administer contributions;
5. Whereas UNDP will make proper arrangements for the implementation of project activities financed from the Trust Fund, including designation, if so desired, of (an) executing agency(ies);
6. NOW THEREFORE, UNDP establishes the Fund with the following guidelines:

I. Contributions to the Fund

1. Contributions to the Fund, in cash or in kind, may be accepted by UNDP from governments of Member States of the United Nations, or from the specialized agencies, or from inter-governmental or non-governmental organizations, or from private sources.
2. Contributions in cash to the Fund may be accepted by the Administrator in fully convertible currency or in any other currency which the Administrator determines can be readily utilized. Such contributions shall be deposited into bank accounts designated by UNDP.
3. The value of a contribution payment, if made in other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations

operational rate of exchange prior to the full utilization by UNDP of the contribution payment, the value of the balance of the funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided pursuant to these Terms of Reference may be reduced, suspended or terminated by UNDP.

4. All financial accounts and statements shall be expressed in United States dollars.

II. Utilisation of the Fund

1. UNDP shall utilise resources contributed to the Fund for the purpose of providing assistance in the implementation of peace-building projects through national recovery and reconstruction. The type of activities that may be supported will include:

- Community-based and integrated area rehabilitation and development, for the benefit of local residents, returnees and displaced persons;
- Restoring capacities for good governance;
- Strengthening capacities for decentralized and participatory local government;
- Reintegrating ex-combatants into peaceful economic activity;
- Supporting multi-ethnic, and in particular women's, organizations, so as to build trust within communities and to serve as channels for the equitable use of resources;
- Supporting local organizations to replicate peace-building initiatives at community level;
- Supporting longer-term development activities that demonstrably contribute to peace-building;
- Any other activities which enhance peace and nation-building.

2. Contributions will be charged, in accordance with decisions and directives of UNDP's Executive Board, for reimbursement of 2 percent for the administration of the funds and for any other support services required.

3. Any interest income derived from contributions to the Fund shall be credited to the Fund in accordance with the applicable UNDP regulations, rules and directives.

III. Administration of the Fund

1. The UNDP Resident Representative shall be responsible for the approval and management of activities supported by the Fund, in accordance with the applicable UNDP regulations and rules.
2. Project management and project expenditures shall be governed by the regulations, rules and directives of UNDP and the implementing agent of the Fund.

IV. Implementation and Budgeting of Funds

1. The implementation of any specific project activities pursuant to the Terms of Reference and the relevant project document shall be dependent on actual receipt by UNDP of the contributions.
2. The aggregate of the amounts budgeted for the activities carried out with the Fund's resources together with any estimated payments in respect of support services shall not exceed the total resources available to it.
3. If unforeseen increases in commitments or expenditures are expected or realized (whether due to inflationary factors, fluctuations in exchange rates or unforeseen contingencies) UNDP shall submit to the Donors on a timely basis a supplementary estimate showing the further financing that will be necessary. In case the Donors shall not be able to obtain the additional funds required, the assistance to be provided under the Fund may be reduced, suspended or terminated by UNDP.

V. Ownership of Equipment, Supplies and Other Property

1. The ownership of equipment, supplies and other property financed from the Fund shall vest in UNDP. Matters relating to the transfer of ownership shall be determined in accordance with applicable policies and procedures of UNDP.

VI. Audit

1. The Fund shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

VII. Reporting

1. The Administrator shall report to the UNDP Executive Board on the activities of the Fund.

2. The Administrator shall also provide the UNDP Executive Board with an annual report prepared in accordance with UNDP accounting and reporting procedures, which report shall provide information on income and expenditures incurred during the previous year.
3. The UNDP shall provide, at regular intervals and at least twice a year, contributing Donors with a report on the implementation of activities funded from their contribution.
4. The UNDP shall notify the Donor when all activities relating to the purposes for which the Trust Fund was established have been completed.

VIII. Other Matters

1. Notwithstanding the completion of the activities financed from the Fund, any unutilized balances shall continue to be held in the Fund account until all commitments and liabilities incurred in their implementation have been satisfied and the activities have been brought to an orderly conclusion.
2. If the unutilized contribution/payments prove insufficient to meet such commitments and liabilities, UNDP shall notify and consult the Donors on the manner in which such commitments and liabilities may be satisfied.
3. Upon completion of all activities identified pursuant to these Terms of Reference and after satisfaction of all commitments and liabilities arising therefrom, the Fund shall be liquidated and any balance then remaining shall be disposed of by UNDP in consultation with the Donors.

Date

James Gustave Speth
Administrator
UNDP

UN System Partnership: Support for Technical Services (STS)

SUMMARY

In consultation with the concerned UN Agencies, the following Services for Technical Support (STS) have already been programmed with respect to individual components of the programme:

Project	Agency				
	ILO	FAO	WHO	UNESCO	UNCHS
Strengthening Community Self-Help Capacities in Rural Afghanistan	3w/m		4w/m	3w/m	3w/m
Food Security through Sustainable Crop Production		18w/m			
Rebuilding of Communities in Urban Afghanistan			2w/m	3w/m	26w/m
Comprehensive Disabled Afghans Programme: Integration of the Disabled and Marginalized	4w/m		5w/m	4w/m	
Livestock Development for Food Security		14w/m			

Detailed work plans and time schedules for these technical services will be prepared in consultation between the Programme Managers and UNDP.

It is expected that, in the course of programme implementation, additional requirements for STS-type inputs will emerge, and that these will also extend to other UN Agencies.

UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/003/A/09/11

Project title: Strengthening Community
 Self-Help Capacities in
 Rural Afghanistan

Source of fund: 09

Executing agent: ILO

Revision code: A

<u>UNDP and Cost-sharing inputs</u>	
UNDP (STS)	\$ 28,500
Other	
TOTAL	\$ 28,500

Description of technical support services by ILO	
ILO agrees to provide the following technical monitoring and backstopping services to project AFG/96/003 "Strengthening Community Self-Help Capacities in Rural Afghanistan "	<u>Intended Workmonths</u>
<ul style="list-style-type: none"> • Provision of technical guidance as requested by UNDP in the area of vocational training and employment creation; analysis of technical reports and PPER; and preparation of backstopping reports. 	2.0
<ul style="list-style-type: none"> • Participation in the two evaluation missions. 	1.0
<p>Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/003, line 16.</p>	

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/003/A/09/11

Project Title: Strengthening Community Self-Help Capacities in Rural Afghanistan

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	2.0	19,000	1.0	9,500	0.5	4,750	0.5	4,750
64	Evaluation	1.0	9,500			0.5	4,750	0.5	4,750
66	Mission Costs								
67	National Professionals								
68	Subcontracts								
99	Total STS contribution	3.0	28,500	1.0	9,500	1.0	9,500	1.0	9,500
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	3.0	28,500	1.0	9,500	1.0	9,500	1.0	9,500

**UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan**

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/003/A/09/13

Project title: Strengthening Community Self-Help Capacities in Rural Afghanistan

Source of fund: 09

Executing agent: UNESCO

Revision code: A

UNDP and Cost-sharing inputs	
UNDP (STS)	\$ 28,500
Other	
TOTAL	\$ 28,500

Description of technical support services by UNESCO	
UNESCO agrees to provide the following technical monitoring and backstopping services to project AFG/96/003 "Strengthening Community Self-Help Capacities in Rural Afghanistan "	<u>Intended Workmonths</u>
<ul style="list-style-type: none"> • Provision of technical guidance as requested by UNDP in the area of primary education and public education; analysis of technical reports and PPER; and preparation of backstopping reports. 	2.0
<ul style="list-style-type: none"> • Participation in the two evaluation missions. 	1.0
<p>Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/003, line 16.</p>	

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/003/A/09/13

Project Title: Strengthening Community Self-Help Capacities in Rural Afghanistan

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	2.0	19,000	1.0	9,500	1.0	9,500		
64	Evaluation	1.0	9,500			0.5	4,750	0.5	4,750
66	Mission Costs								
67	National Professionals								
68	Subcontracts								
99	Total STS contribution	3.0	28,500	1.0	9,500	1.5	14,250	0.5	4,750
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	3.0	28,500	1.0	9,500	1.5	14,250	0.5	4,750

**UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan**

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/003/A/09/14

Project title: Strengthening Community
Self-Help Capacities in
Rural Afghanistan

Source of fund: 09

Executing agent: WHO

Revision code: A

<u>UNDP and Cost-sharing inputs</u>	
UNDP (STS)	\$ 38,000
Other	
TOTAL	\$ 38,000

Description of technical support services by WHO	
WHO agrees to provide the following technical monitoring and backstopping services to project AFG/96/003 "Strengthening Community Self-Help Capacities in Rural Afghanistan "	<u>Intended Workmonths</u>
<ul style="list-style-type: none"> • Provision of technical guidance as requested by UNDP in the area of primary health care; analysis of technical reports and PPER; and preparation of backstopping reports. 	3.0
<ul style="list-style-type: none"> • Participate in the two evaluation missions. 	1.0
<p>Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/003, line 16.</p>	

On behalf of: Signature Date Name/Title

Executing Agency _____

UNDP _____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/003/A/09/14

Project Title: Strengthening Community Self-Help Capacities in Rural Afghanistan

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	3.0	28,500	1.0	9,500	2.0	19,000		
64	Evaluation	1.0	9,500			0.5	4,750	0.5	4,750
66	Mission Costs								
67	National Professionals								
68	Subcontracts								
99	Total STS contribution	4.0	38,000	1.0	9,500	2.5	23,750	0.5	4,750
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	4.0	38,000	1.0	9,500	2.5	23,750	0.5	4,750

**UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan**

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/003/A/09/56

Project title: Strengthening Community Self-Help Capacities in Rural Afghanistan

Source of fund: 09

Executing agent: UNCHS

Revision code: A

<u>UNDP and Cost-sharing inputs</u>	
UNDP (STS)	\$ 28,500
Other	
TOTAL	\$ 28,500

Description of technical support services by UNCHS	
<p>UNCHS agrees to provide the following technical monitoring and backstopping services to project AFG/96/003 "Strengthening Community Self-Help Capacities in Rural Afghanistan "</p> <ul style="list-style-type: none"> • Provision of technical guidance on regional planning methodologies • Participation in the two evaluation missions. <p>Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/003, line 16.</p>	<p><u>Intended Workmonths</u></p> <p>2.0</p> <p>1.0</p>

On behalf of: Signature Date Name/Title

Executing Agency _____

UNDP _____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/003/A/09/56

Project Title: Strengthening Community Self-Help Capacities in Rural Afghanistan

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	2.0	19,000	2.0	19,000				
64	Evaluation	1.0	9,500			0.5	4,750	0.5	4,750
66	Mission Costs								
67	National Professionals								
68	Subcontracts								
99	Total STS contribution	3.0	28,500	2.0	19,000	0.5	4,750	0.5	4,750
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	3.0	28,500	2.0	19,000	0.5	4,750	0.5	4,750

**UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan**

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/004/A/09/12
Project title: Food Security through Sustainable Crop Production
Source of fund: 09
Executing agent: FAO
Revision code: A

<u>UNDP and Cost-sharing inputs</u>	
UNDP (STS)	\$ 171,000
Other	
TOTAL	\$ 171,000

Description of technical support services by FAO	
FAO agrees to provide the following technical monitoring and backstopping services to project AFG/96/004 "Food Security through Sustainable Crop Production"	<u>Intended Workmonths</u>
<ul style="list-style-type: none"> Ongoing backstopping, including provision of technical guidance as requested by UNDP in sectoral aspects of sustainable agriculture; analysis of technical reports and PPER; and preparation of backstopping reports by headquarters. Participation in the two evaluation missions. 	16.0 2.0
<p>Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/004, line 16.</p>	

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/004/A/09/12

Project Title: Food Security through Sustainable Crop Production

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	16.0	152,000	5.0	47,500	8.0	76,000	3.0	28,500
64	Evaluation	2.0	19,000			1.0	9,500	1.0	9,500
66	Mission costs								
67	National Professionals								
68	Subcontracts								
99	Total STS contribution	18.0	171,000	5.0	47,500	9.0	85,500	4.0	38,000
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	18.0	171,000	5.0	47,500	9.0	85,500	4.0	38,000

**UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan**

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/005/A/09/13

Project title: Rebuilding Communities in Urban Afghanistan

Source of fund: 09

Executing agent: UNESCO

Revision code: A

<u>UNDP and Cost-sharing inputs</u>	
UNDP (STS)	\$ 28,500
Other	
TOTAL	\$ 28,500

Description of technical support services by UNESCO	
UNESCO agrees to provide the following technical monitoring and backstopping services to project AFG/96/005 "Rebuilding Communities in Urban Afghanistan":	<u>Intended Workmonths</u>
<ul style="list-style-type: none"> Provision of technical guidance as requested by UNDP in the area of primary education and public education; analysis of technical reports and PPER; and preparation of backstopping reports. 	3.0
<p>Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/005, line 16.</p>	

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/005/A/09/13

Project Title: Rebuilding Communities in Urban Afghanistan

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	3.0	28,500	1.5	14,250	1.5	14,250		
64	Evaluation								
66	Mission costs								
67	National Professionals								
68	Subcontracts								
99	Total STS contribution	3.0	28,500	1.5	14,250	1.5	14,250		
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	3.0	28,500	1.5	14,250	1.5	14,250		

**UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan**

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/005/A/09/14

Project title: Rebuilding Communities in
Urban Afghanistan

Source of fund: 09

Executing agent: WHO

Revision code: A

UNDP and Cost-sharing inputs	
UNDP (STS)	\$ 19,000
Other	
TOTAL	\$ 19,000

Description of technical support services by WHO	
WHO agrees to provide the following technical monitoring and backstopping services to project AFG/96/005 "Rebuilding Communities in Urban Afghanistan":	Intended Workmonths
<ul style="list-style-type: none"> Provision of technical guidance as requested by UNDP in the areas of primary health care and urban sanitation; analysis of technical reports and PPER; and preparation of backstopping reports. 	2.0
<p>Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/005, line 16.</p>	

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/005/A/09/14

Project Title: Rebuilding Communities in Urban Afghanistan

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	2.0	19,000	1.0	9,500	1.0	9,500		
64	Evaluation								
66	Mission costs								
67	National Professionals								
68	Subcontracts								
99	Total STS contribution	2.0	19,000	1.0	9,500	1.0	9,500		
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	2.0	19,000	1.0	9,500	1.0	9,500		

**UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan**

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/005/A/09/56
Project title: Rebuilding Communities in Urban Afghanistan
Source of fund: 09
Executing agent: UNCHS
Revision code: A

<u>UNDP and Cost-sharing inputs</u>	
UNDP (STS)	\$ 172,000
Other	
TOTAL	\$ 172,000

Description of technical support services by UNCHS	
<p>UNCHS agrees to provide the following technical monitoring and backstopping services to project AFG/96/005 "Rebuilding Communities in Urban Afghanistan":</p> <ul style="list-style-type: none"> • Provision of technical guidance as requested by UNDP; analysis of technical reports and PPER; and preparation of backstopping reports and participation in evaluation missions. • Provision of technical expertise in project management; community financing; and urban rehabilitation technical areas. • Mobilization of national expert in support of the above <p>Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/005, line 16.</p>	<p><u>Intended Workmonths</u></p> <p>8.0</p> <p>8.0</p> <p>10.0</p>

On behalf of: Signature Date Name/Title

Executing Agency _____

UNDP _____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/005/A/09/56

Project Title: Rebuilding Communities in Urban Afghanistan

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	10.0	95,000	4.0	38,000	4.0	38,000	2.0	19,000
64	Evaluation	6.0	57,000	1.0	9,500	2.0	19,000	3.0	28,500
66	Mission costs								
67	National Professionals	10.0	20,000	4.0	8,000	3.0	6,000	3.0	6,000
68	Subcontracts								
99	Total STS contribution	26.0	172,000	9.0	55,500	9.0	63,000	8.0	53,500
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	26.0	172,000	9.0	55,500	9.0	63,000	8.0	53,500

**UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan**

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/006/A/09/11

Project title: Comprehensive Disabled Afghans Programme: Integration of the Disabled and Marginalized

Source of fund: 09

Executing agent: ILO

Revision code: A

UNDP and Cost-sharing inputs	
UNDP (STS)	\$ 38,000
Other	
TOTAL	\$ 38,000

Description of technical support services by ILO	
ILO agrees to provide the following technical monitoring and backstopping services to project AFG/96/006 "Comprehensive Disabled Afghans Programme: Integration of the Disabled and Marginalized":	<u>Intended Workmonths</u>
<ul style="list-style-type: none"> • Provision of technical guidance as requested by UNDP in particular in the area of vocational training and employment creation; analysis of technical reports and PPER; and preparation of backstopping reports. 	1.5
<ul style="list-style-type: none"> • Participation in the four six-monthly Advisory Group Meetings and the two evaluation missions. 	2.5
<p>Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/006, line 16.</p>	

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/006/A/09/11

Project Title: Comprehensive Disabled Afghans Programme: Integration of the Disabled & Marginalized

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	1.5	14,250	0.5	4,750	0.5	4,750	0.5	4,750
64	Evaluation	2.5	23,750			1.5	14,250	1.0	9,500
66	Mission costs								
67	National Professionals								
68	Subcontracts								
99	Total STS contribution	4.0	38,000	0.5	4,750	2.0	19,000	1.5	14,250
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	4.0	38,000	0.5	4,750	2.0	19,000	1.5	14,250

**UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan**

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/006/A/09/13

Project title: Comprehensive Disabled Afghans Programme: Integration of the Disabled and Marginalized

Source of fund: 09

Executing agent: UNESCO

Revision code: A

<u>UNDP and Cost-sharing inputs</u>	
UNDP (STS)	\$ 38,000
Other	
TOTAL	\$ 38,000

Description of technical support services by UNESCO

UNESCO agrees to provide the following technical monitoring and backstopping services to project AFG/96/006 "Comprehensive Disabled Afghans Programme: Integration of the Disabled and Marginalized":

- | | <u>Intended Workmonths</u> |
|---|----------------------------|
| • Provision of technical guidance as requested by UNDP in particular in the area of education access for the disabled; analysis of technical reports and PPER; and preparation of backstopping reports. | 1.5 |
| • Participation in the four six-monthly Advisory Group Meetings and the two evaluation missions. | 2.5 |

Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/006, line 16.

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/006/A/09/13

Project Title: Comprehensive Disabled Afghans Programme: Integration of the Disabled & Marginalized

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	1.5	14,250	0.5	4,750	0.5	4,750	0.5	4,750
64	Evaluation	2.5	23,750			1.5	14,250	1.0	9,500
66	Mission costs								
67	National Professionals								
68	Subcontracts								
99	Total STS contribution	4.0	38,000	0.5	4,750	2.0	19,000	1.5	14,250
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	4.0	38,000	0.5	4,750	2.0	19,000	1.5	14,250

**UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan**

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/006/A/09/14

Project title: Comprehensive Disabled Afghans Programme: Integration of the Disabled and Marginalized

Source of fund: 09

Executing agent: WHO

Revision code: A

<u>UNDP and Cost-sharing inputs</u>	
UNDP (STS)	\$ 47,500
Other	
TOTAL	\$ 47,500

Description of technical support services by WHO	
WHO agrees to provide the following technical monitoring and backstopping services to project AFG/96/006 "Comprehensive Disabled Afghans Programme: Integration of the Disabled and Marginalized":	<u>Intended Workmonths</u>
<ul style="list-style-type: none"> • Provision of technical guidance as requested by UNDP in particular in the area of physical rehabilitation of the disabled; analysis of technical reports and PPER; and preparation of backstopping reports. 	2.5
<ul style="list-style-type: none"> • Participation in the four six-monthly Advisory Group Meetings and the two evaluation missions. 	2.5
<p>Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/006, line 16.</p>	

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/006/A/09/14

Project Title: Comprehensive Disabled Afghans Programme: Integration of the Disabled & Marginalized

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	2.5	23,750	1.0	9,500	1.0	9,500	0.5	4,750
64	Evaluation	2.5	23,750			1.5	14,250	1.0	9,500
66	Mission costs								
67	National Professionals								
68	Subcontracts								
99	Total STS contribution	5.0	47,500	1.0	9,500	2.5	23,750	1.5	14,250
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	5.0	47,500	1.0	9,500	2.5	23,750	1.5	14,250

**UNITED NATIONS DEVELOPMENT PROGRAMME
Project of Afghanistan**

Support for Technical Services at the Project Level (STS)

Project number: AFG/96/007/A/09/12
Project title: Livestock Development for Food Security
Source of fund: 09
Executing agent: FAO
Revision code: A

<u>UNDP and Cost-sharing inputs</u>	
UNDP (STS)	\$ 133,000
Other	
TOTAL	\$ 133,000

Description of technical support services by FAO	
FAO agrees to provide the following technical monitoring and backstopping services to project AFG/96/007 "Livestock Development for Food Security"	<u>Intended Workmonths</u>
<ul style="list-style-type: none"> Ongoing backstopping, including provision of technical guidance as requested by UNDP in the area of sustainable livestock development; analysis of technical reports and PPER; and preparation of backstopping reports by headquarters. Participation in the two evaluation missions. 	<p>12.0</p> <p>2.0</p>
<p>Note: Funds required for carrying out missions in connection with these services (travel/DSA) have been included in the main project budget line of AFG/96/007, line 16.</p>	

On behalf of:	Signature	Date	Name/Title
Executing Agency	_____	_____	_____
UNDP	_____	_____	_____

Project budget covering Support for Technical Services (STS)

(in US Dollars)

Project Number: AFG/96/007/A/09/12

Project Title: Livestock Development for Food Security

Country: Afghanistan

Budget Type: STS (09)

Version/Status: A

Code	Description	Total		1997		1998		1999	
		w/m	US\$	w/m	US\$	w/m	US\$	w/m	US\$
61	Formulation								
62	Appraisal								
63	Technical Support	12.0	114,000	5.0	47,500	5.0	47,500	2.0	19,000
64	Evaluation	2.0	19,000			1.0	9,500	1.0	9,500
66	Mission costs								
67	National Professionals								
68	Subcontracts								
99	Total STS contribution	14.0	133,000	5.0	47,500	6.0	57,000	3.0	28,500
100	Cost-Sharing								
101	Govt. Cost-Sharing								
103	Third Party Cost-Sharing								
199	Total Cost-Sharing								
999	Net STS Contribution	14.0	133,000	5.0	47,500	6.0	57,000	3.0	28,500