



MINISTRY OF RURAL REHABILITATION AND DEVELOPMENT (MRRD)  
**NATIONAL AREA-BASED DEVELOPMENT PROGRAMME (NABDP)**  
UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

**Report for the Month of Assad 1386**

**Table of Contents**

Introduction .....	2
1. Community Empowerment.....	2
Challenges: .....	2
Implementation Progress: .....	3
Plan: .....	3
2. Economic Regeneration.....	3
Challenges: .....	3
Implementation Progress: .....	3
Plan: .....	4
3. Institutional Development.....	5
Challenges: .....	5
Implementation Progress: .....	5
At the Headquarters Level .....	5
At the Province Level .....	6
4. Implementation Support.....	7
Challenges: .....	7
Implementation Progress: .....	7
Plan .....	8
5. DIAG .....	9
Challenges: .....	9
Implementation Progress: .....	9
Plan: .....	9
6. CNTF.....	10
Challenges: .....	10
Implementation Progress: .....	10
Plan: .....	10
7. WatSan- (Belgium).....	11
Challenges: .....	11
Implementation Progress: .....	11
Plan: .....	12
8. WatSan (USAID).....	12
Challenges: .....	12
Implementation Progress: .....	13
Plan: .....	14
Outlook.....	14

## **Introduction**

The National Area-Based Development Programme in month of Assad used the same format for monthly reporting as in the month of Saratan and gathered all the information through presentations by every component at a special debriefing meeting. NABDP experienced that the compiling of information through such meetings is useful and it makes it easier for all heads of components to prepare inputs of their work for monthly reporting.

The information presented in this report is structured along the seven components of NABDP: community empowerment, economic regeneration, implementation support, institutional development, DIAG, CNTF and the two WatSan.

### **Highlights:**

The sub-national consultation and provincial development planning (SNC-PDP) workshops have been completed in seven provinces and new teams, for six more projects to conduct such workshops, have been recruited.

The economic regeneration unit contracted organizations for sub-sector analysis and business plan development for various regions and these proposals have been signed by the Minister. Also this unit monitored the work of the provincial profile compilation team and provincial profiles of 16 provinces have been completed so far.

The institutional development unit in this month had a tremendous performance both on the central and provincial level working with the MRRD's departments. For example this unit assisted all MRRD departments to complete the strategic implementation plan for 1386-88 on the central level and an institutional development framework was drafted and served as a guide for the conduct assessment at the provincial directorate level.

The DIAG unit faced security concerns like during previous month. Also lack of political commitment to DIAG at different levels caused challenges to make DIAG's performance.

## **1. Community Empowerment**

### **Challenges:**

- Security is a challenge in most provinces (e.g the Advisor of the "Afghan Stabilization Programme was kidnapped in Paktya)
- Due to flight cancellations to Nimruz, the SNC-PDP workshop in Nimruz could not take place; UNAMA promised to provide transportation but up to now nothing happened
- Due to security reasons, the SNC-PDP workshop in Uruzgan was postponed
- The PDP for Kabul province has been postponed to 26/08/07, until after the Afghan-Pak Peace Jirga would take place
- In Khost the women's participation was 53%, in Paktia 42%, but in Paktika it was less than 1% due to the security threats

- Request for proposal has been send to potential FPs for Badakhshan, Bamyán, Daykundi and Ghor to establish DDAs and formulate DDPs

### **Implementation Progress:**

The sub-national consultation and provincial development planning (SNC-PDP) workshops in Balkh, Wardak, Kandahar, Paktika, Paktya, Khost and Panjsher were completed and all the field data and information has been computerized, More than 1,000 people participated in these workshops.

The SNC-PDP teams for Samangan, Sar-i Pul, Logar, Faryab, Uruzgan and Jawzjan were deployed and the SNC-PDP workshops started in these provinces.

- To assist the preparation of the SNC-PDP reports four translators were recruited and three PRDAs and two CLDD staffs were mobilized
- The establishment of DDAs and formulation of DDPs in DIAG targeted districts in Wardak has been completed
- The activities regarding PDP and SNC are completed in Sar-i Pul and Samangan provinces.
- The PDP and SNC process in Laghman, Kunar, Logar and Nuristan are continuing to be finished today.
- Teams have been sent to Zabul, Herat, Badghis, Farah and Ghor to develop the PDP and SNC process
- Now two teams are working on the write-up of the PDPs, one team has completed 12 provinces regarding governmental issues, roles, participation of people goals, objectives, visions and current situation, these have all been written in the local languages and the second team is working on the provincial profiles which are in English and this group has finished 17 profiles.
- Meeting with BRAC & IRC and discussing about the content of training of DDAs & DDPs.
- Requested proposal for Ghor, Bamyán, Badakhshan and Daykundi from FPs
- Kapisa: the CLDD came along to the field; this was an exercise to build their capacity as the work goes along.
- The work of the FPs in terms of DDAs is not that good and has to be supervised more in the future
- The plan is to complete the PDPs/SNC for another nine provinces
- To produce one sample PDP to MRRD & ANDS

### **Plan:**

- A new team for the SNC-PDP workshop in Nangarhar, Laghman, Kunar and Nuristan is planned to be deployed soon
- SNC-PDP teams for Samangan, Sari-Pul, Logar, Faryab, Uruzgan and Jawzjan will complete their field work

## **2. Economic Regeneration**

### **Challenges:**

No risks or issues were reported.

### **Implementation Progress:**

The contract for the central region's study on 'Sub-sector Analysis and Business Plan Development' has been signed by the Minister and the contract has been given to DACAAR on 22 July 07.

As per the plan Afghanaid and DACAAR have started studies on Sub-Sector Analysis and Business Plan Development for northern, central and western region from 1 August 07. An inception meeting with the Afghanaid and DACAAR teams was organized 2 August 07. The Programme Manager, national and international advisors of NABDP participated in the meeting.

- Participated in World Bank mission's working group on Afghan Rural Enterprise Development Programme (AREDP) from 22 – 30 July, 2007. Based on the Working Group input a concept note for the World Bank has been prepared.
- Joined Field Mission 1 August 07 to Parwan province under the leadership of Deputy Minister Programmes (MRRD). Senior officers from the Ministry of Agriculture (MAIL) and MRRD took part in the mission. Economic regeneration visited three agricultural cooperatives, namely; (i) Agricultural Cooperative Qarbaghi, (ii) Agricultural Cooperative Chaikal; (iii) Agricultural Co-operative Matak, and the CDCs in these villages of Baghram district in Parwan.
- The position of programme assistant (Economic Regeneration Unit) was announced. Five candidates will be called for interview.

The unit was not able to get competent organizations to carry out studies for Southern and Eastern Region. The deputy minister advised to initiate a re-tendering process for the study of these regions. A request for an expression of interest for conducting the 'Sub-Sector Analysis and Business Plan Development' studies for Nangarhar and Kandahar provinces was published in two national newspapers, Kabul Times and Afghanistan Times on 30 July 07. EOI was also published on MRRD and UNDP websites. Interested companies are BRAC from Bangladesh, Afghanistan, Infrastructure Professionals Enterprise (P) Ltd from India and Coffey International Development Limited from the UK. The evaluation of the EOIs was done by a committee, approved by the deputy Minister of Programmes. The Committee considered the firms' general experience in related fields, especially in feasibility studies for similar projects. Another criterion for short-listing was to look at the firms having experience in post conflict countries and experience in similar regions. An essential requirement was to have appropriate skilled staff available. The evaluation report has been approved by the Deputy Minister. The requests for proposal were sent to all short-listed companies on 16 August 07.

- Monitored the work of Provincial Profiles compilation team. Provincial profiles are part of Provincial Development Planning/ Sub-National Consultation, Provincial profiles of 16 provinces have been completed so far i.e. Baghlan, Takhar, Balkh, Jawzjan, Kandahar, Panjsher, Wardak, Kunduz, Logar Laghman, Samangan, Nimroz, Helmand, Bamyan, Sar-i Pul, Faryab, Nangarhar

**Plan:**

- Evaluation of expression of interest (EOI) for Mass Mobilization into entrepreneurship (MME) (facilitating partner vs. oversight consultants); and developing terms of reference (TOR) for the same.

- Evaluation of the Inception reports from the facilitating partners.
- Monitoring and support to Afghanaid and DACAAR for the study on Sub-sector Analysis and Business Plan Development for the northern, central and western region during the inception phase.
- Monitoring the work of Provincial Profiles compilation team, which is to be completed by the end of August.
- Monthly Workshop: Sub-sector analysis study progress report

### **3. Institutional Development**

#### **Challenges:**

- Directors of Departments are not fully available for the workshops.
- Inability of some Departments to see Operational Planning as a priority despite clear request from the minister.
- Inadequate facilities in NABDP to conduct training programmes.
- Financial constraints, like limitation of budget during workshops or training activities, US \$10 per person including food and accommodation.

#### **Implementation Progress:**

##### **At the Headquarters Level**

- Our work focused on helping MRRD Departments complete their respective strategic Implementation Plan for 1386-88.
- Although, we had planned to start activities related to assessing the capacities of PRRDs, the ministry wanted the unit to work first with MRRD Departments at the national level and only then to move on to the provinces.
- A note on the role of PRRDs at the provincial level and MRRD departments at the central level was prepared and submitted to the minister, this was prepared to clarify the role of the PRRD in relation to the ministry on the national level.
- Our current work with the Ministry relates to the final step in strategic planning, namely helping departments to develop their respective Operational Plans for 1386.
- Also, in the process, we wish to enable Departments do their operational plans on their own subsequently. As part of this venture, some resource persons in the HR & OD&T departments are accompanying the ID team as future trainers.
- Two Operational Planning Workshops for HR & ODT and RLED & CLD departments have been held.
- The Workshops included inputs on cross-cutting issues in operational planning and on Integration of Finance/ Budget into the Plans.
- Team members also supported the CE/ NABDP team on a consultative workshop related to ANDS in Faryab province. This focused on coordination, attracting women attending the workshop and promoting the women to work as

facilitators in the following days of the workshop (detecting priority need according to the ANDS plan in 1387 or 2007).

### **At the Province Level**

Before the ministry decided to shift the ID Team priorities from the Province to the Headquarters, the following achievements were made:

*Institutional Development Framework:* An Institutional Development Framework was drafted and served as a guide for the conduct of assessment at the Provincial Directorate level. The framework included detailed process of conducting the capacity assessment using the “systems model approach”, designing organizations, formulating organizational goals and planning.

*Institutional Diagnosis:* Based on the Institutional Development Framework, a logical series of institutional diagnosis was also formulated and written to serve as a guide for the teams in the actual conduct of capacity assessments. This step is the most critical step in institutional development. It is the basis for determining the appropriate interventions to enable the institution to respond to the changes in the environment. The process analyzes the management and social sub-systems within the institution. The process is conducted through a series of four group workshops: system mapping and analysis; contextualizing and resource-accessing; accessing partners, clients, and formulating or reviewing the vision, mission and goals of the institution.

*Parwan Mission.* The institutional framework and diagnosis processes were first tested in the Province of Parwan last July 10-14. A team composed of personnel from the Human Resources Department and Organization Development & Training Department were assisted by the Institutional Development Team in conducting the assessment. The Institutional Development Team provided a 3-day training to the personnel of HR and OD&T on the processes of conducting assessments before the mission.

*Inventory of Current Capacities:* A survey design to assess the current capacities of all permanent personnel of the Ministry has been formulated and is now being reviewed by OD&T Department and HR Department. Once finalized, the survey will be conducted first among the permanent personnel at the 34 Provincial Directorates. The expected output of the survey includes an inventory of current capacities, list of capacity gaps and list of training needs. The same survey (with some changes in the parameters) is also being planned to be conducted at the headquarters.

*Other Papers:* Aside from the technical papers already mentioned above, other papers were prepared and written to build the capacity of the Ministry in institutionalizing their planning process. The technical papers were as follows:

- Limpo, T. (July 2007). *The Logical Framework Analysis Approach*
- Limpo, T. (July 2007). *Classification of Strategic Intent Objectives*
- Kasybekov, E. & Prasad, E. (July 2007). *Definitions: Roles and Functions of MRRD*
- Limpo, T. (July 2007). *Operational Planning Process*
- Prasad, E. (August 2007). *Stakeholder Analysis and Operational Planning*

#### **4. Implementation Support**

##### **Challenges:**

- The monitoring system is gradually improving however more information also brings more challenges to our attention
- Procurement to make professional contracts for National & International staffs.
- The challenge is to make DDAs more responsible for project cycle management, following the law and regulations of Afghanistan
- Problem with procurement, several projects had been submitted to them and they are moving very slowly while the winter is coming.
- Due to security problems DACAAR has suspended its activities in Laghman province
- NGO problem: they did not complete the implementation process for some provinces.

##### **Implementation Progress:**

- The minister visited Kandahar and signed 73 projects
- The current implementation of projects in Faryab province is going well but the payment is still outstanding
- Regarding CIDA we are working on a proposal
- The technical assistance budget with MRRD linked with IALP-Kandahar of 1m USD is now being processed for the IALP steering committee.
- Some potentially fraudulent issues in Ghor, Bamyan and Nangarhar have come to our attention and we have started to examine these
- The requested report for Norway on Faryab was provided
- The minister signed off contracts in Uruzgan, along the old and the new funding
- DFID promised 5 m pounds for Helmand, a proposal has been submitted

##### **North and North-East:**

- In Balkh province NABDP has four ongoing projects, six projects that are under process and nine projects that have been signed. These projects are as the following:
  - Construction of Chimtal Bridge has been started and is ongoing
  - The Kanda projects are ongoing. Another three Kanda projects are accepted and the documents will come soon
  - The Sholgara Bridge is going to be announced in Kabul.
  - The construction of Toziaq School is started.
- In Fayab province the construction of seven schools, 20 wells and three clinics are ongoing.
- In Badakhshan the construction of one school is ongoing and 19% of the work is completed.

- The Shighnan road which is about 180km and the project is implemented by the community. NABDP has a contribution of about 91,000 US \$.
- In Baghlan the construction of Bajghah school is ongoing and the protection wall in Shabuddin village is under process.
- The suspension bridge in Karte Itefaq Baghlan province is completed and handed over.
- In Takhar, the construction of secondary school is completed but the construction of the bridge has not been started yet.
- Jawzjan: Three well projects are completed successfully and are ready to be handed over.

**North-East:**

- The Balabagh bridge project has been sent to procurement department through planning department for bidding
- The design of Kashkot protection wall has been completed
- The DIAG project and protection wall of Sawki district has been completed
- The survey of Zawa road in Khogiani district is ongoing
- DDAs have been established in all 22 districts of Nangarhar
- The DDA project lists for all 22 districts of Nangarhar have been completed
- The SNC started in Nangarhar province
- A mission from Kabul visited Nangarhar and completed the selection of districts and did the budget allocation

**South:**

**Kandahar**

- 62 projects contracted in the last two weeks, 82 projects are ongoing, 195 projects are completed and 168 projects are not started

**Helmand**

- Eight projects started and one project is completed

**Uruzgan**

- Seven projects are contracted
- One project is started
- Total number of projects are completed

**Zabul**

- Two projects are contracted

**Nimroz**

- No project has been contracted yet.

**Plan**

- Continuing follow up within the provinces
- Proposals for: CIDA, DFID
- Processing of proposals and PCM of projects

## 5. DIAG

### Challenges:

Security concerns all over the country obstruct DIAG activities. Unsatisfactory results of weapon collection and disbandment of IAGs are anticipated in the regions where police and military forces do not have capacity to protect local people, which lead to their self-defence. Effectiveness of the law that prohibits people to possess weapons without registration, which provides legal basis for DIAG operation, is questionable. Lack of political commitment to DIAG at any social levels is a fundamental factor to make DIAG unproductive so far. All those external and uncontrollable factors directly or indirectly hamper DIAG operation.

23 newly targeted DIAG-districts were recently introduced by the Disarmament and Reintegration Commission (D&RC). NABDP DIAG Coordination Unit (DCU) is expected to complete DDA and DDP processes including identification of suitable development projects for those districts as soon as possible. DCU with the help of Community Empowerment Unit is trying to expand the capacity and increase the number of community empowerment teams for the purpose so that the request will be met. A lack of capacity in RITS and Procurement departments of MRRD continues to delay the implementation of DIAG development projects.

### Implementation Progress:

Currently DCU is implementing or preparing DIAG development projects as follows:

- Seven projects are at the procurement stage and 11 projects are being designed, IPs (firms or DDAs) for five projects were already selected.
- A veterinary clinic project for Kohistan 2 of Kapisa will be implemented by the DDA. A technical expert from the province was assigned for technical planning and supervision of the project. The MoU between MRRD and DDA is under preparation.
- 21 DDAs have so far been established with DIAG funding.

### Plan:

Establishment of DDAs and formulation of DDPs and as well as the identification of DIAG development projects in the following DIAG target districts remain incomplete.

1. Noor-gram district, Nuristan province
2. Khuram-e-sarbagh district, Samangan province

Two teams will be deploy to the two districts and go through the processes which will take a week.

Furthermore, 23 DDAs were newly introduced for the next phase of the DIAG District Initiatives project. DCU will make the best efforts to target those districts for DDA establishment, DDP consolidation and project identification.

Inauguration ceremony for two veterinary clinic projects (Kohistan 2 of Kapisa and Shortepa of Balkh) will be held. The dates will be determined accordingly.

Five projects for Murdyan of Jawzjan, Dara-i Noor of Nangarhar, Noorgram of Nuristan, Khuram & Sarbagh of Samangan, and Jalrez of Wardak will be identified soon. The budget revision should be finalized after consultations with the donor.

## **6. CNTF**

### **Challenges:**

The big challenge is security, for example due to security reasons two road projects in Murghab district of Badghis and one intake construction projects in Balabolok district of Farah province have not been started as planned.

### **Implementation Progress:**

Out of 18 CNTF funded projects:

- Three projects (Badghis, Nangarhar and Faryab) are completed.
- Seven projects are ongoing (Badghis, Samangan, Takhar, Farah, Ghor, and Baghlan)
- The preparatory stage for one road project in the Qadis district of Badghis is ready to commence
- Two road projects in Murghab, Badghis are suspended due to security reason
- One Helmand project is under tendering in Kandahar
- Four projects are under technical evaluation
- One canal cleaning project is handed over to MRRD after completion.
- Two projects in Badghis and Nangarhar provinces are completed and are ready to be handed over
- Seven projects are ongoing.
- One road project in Qades, Badghis is in preparatory stage
- Two road projects are suspended due to security reasons
- One project is ready for contracting
- One intake project is under revision and re-estimation.
- Two revised irrigation and bridge projects, respectively in Balkh and Faryab are submitted for approval to the MRRD
- One irrigation projects in Faryab province is under cost estimation.

### **Plan:**

- Contracting contractors for providing bi-weekly updates on MRRD-CNTF projects to all stakeholders (MCN, CNTF, UNDP)
- Follow-up on the process of technical survey/ design of projects in Nangarhar, Khost, Paktya, Kandahar, Kunar, Badghis and Daykundi
- Follow up of submitted 14 MRRD-projects to CNTF for funding
- Follow up of 36 newly submitted projects to CNTF for comments
- Submission of new projects to CNTF for funding
- Follow up of CNTF project design and estimation process with RITS
- Follow up of CNTF project contracting and tendering procedures with procurement
- Follow up of 15 MRRD submitted project proposals with CNTF for funding
- Follow up of 35 newly submitted projects with CNTF for comments

- Provision of new summary sheets/ proposals to CNTF for funding

## 7. WatSan- (Belgium)

### Challenges:

In Daykundi province the Implementing Partner for hygiene education and sanitation component of the project had low or no progress of work. WatSan has informed procurement department. Implementing Partner is called for clarification, but they did not come, the contract with the ROA the FP of this project is cancelled.

As per advice of H.E The Deputy Minister for Programs, Mr. Mohammad Asif Rahimi, WatSan started implementation of the projects through CDCs (i.e. MRRD direct implementation). If we re-announce the project it will take a long time and we will lose useful working time thus a direct implementation may help us in completion of this project on time.

### Implementation Progress:

The following table provides an overview of ongoing project locations, project status and percentage of progress: Hard and Soft Component of the Project

SN	Location		Planned Activities			Up to date Completed Activities			Pro-gress %	
	Province	District	Well s	Pipe Schem e	Stan d Posts	Well s	Pipe Schem e	Stan d Posts		
1	Daykundi	Neli, Sharistan, Sang Takht Bandar	72	0	0	31	0	0	43.06	
2		Khidar and Geti	44	0	0	30	0	0	68.18	
4	Ghor	Lal wa Sarjanganal	50	0	0	25	0	0	50	
5		Chighchiran, Murghab and Qurullah	111	0	0	36	0	0	32.43	
6		Pasaband-dolaina, Chighchiran, Qara allahyar	90	0	0	40	0	0	44.44	
1	Daykundi	Neli, Sharistan, Sang Takht Bandar, Khidar and Geti	363		63,525	Contract Canceled with the Contractor				
SN 2	Ghor Province	Lal wa Sarjanganal, Chighchiran, Murghab,	375	Latrines	63,525	225	Latrines	7112	Hygiene Education	60

		Qurullah, Pasaband- dolaina, Chighchiran, Qara allahyar					
--	--	---	--	--	--	--	--

**Plan:**

- Contract soft part of the project in Daykundi province to CDCs and plan activities in the province.
- Monitor the Ghor and Daykundi province project activities progress and quality.
- Revise the Operational budget for the Belgium funded project as the project may require more time.

**8. WatSan (USAID)**

**Challenges:**

In Maidan Shar district, Maidan Wardak province, Kohistan and Nijrab districts, Kapisa province, and Istalif district, Kabul province contracts were signed for the construction of 46 wells and one pipe scheme. The construction work should be finished in two months. There is a possible risk of delay due to short time for construction work. Companies will be requested for providing more effort on the construction work.

In Maidan Wardak previously selected water source for connection to pipe scheme was rejected by the local community. RRD’s officers and Implementing Partner conducted a survey of the area and sent a proposal for new springs. The MRRD team approved the proposal and connection of the water source to the pipe scheme will be finished within the coming month.

In Nilli district, Daykundi province, construction work of nine wells was finished. Requested clarification for some technical issues was provided to RRD director and installation of the pumps were done. Final handing over of the project will be done within the coming month. The contract with company responsible for implementation the hygiene education and sanitation component due to low progress of the work was terminated. The company which finished the project with the same components in Nuristan province was requested to finish the hygiene education and sanitation part of the project in Daykundi. The hygiene education section of WatSan will give full support through the implementation to avoid possible delays.

In Kabul province regarding the pipe scheme in Zerikotal district the company requested changing the design (reinforcement bars for construction of water reservoir) due to shortage of proposed materials on the local market. The revised design was approved by MRRD and was submitted to the company.

The operation and maintenance programme component, tender procedure is finished. First trainings will take place in the first week of the coming month.

In Nuristan province, district Paroon, the hygiene education and sanitation component of the project is finished to 90%. Due to poor security conditions the monitoring team from

MRRD was not allowed to visit the site. Monitoring was done by a team joined by the PRRD, district Governor and local community representatives. Due to the poor security condition, the project will only be finished in the second week of the coming month. Meetings with implementing partners and RRD representatives took place on a weekly basis.

### Implementation Progress:

The following table provides an overview of project locations, project status and percentage of progress in the construction of water points:

No	Project Location		Planned Activities of the Project				Well Status		Progress (%)
	Province	District	Wells	Pipe Scheme	Water Reservoir	Stand Post	Completed	Ongoing	
1	Maidan-Wardak	Maidan-Shar	24				8	4	40%
2	Kabul	Zere Kotal		1	1	36			60%
3	Kabul	Istalif		1	1	10			10%
4	Kabul	Khorasan		1	1	30			40%
5	Dai - Kundi	Nili	9				9		100%
6	Maidan-Wardak	Maidan-Shar		1		149			95%
7	Logar	Mohammad Agha	18				18		100%
8	Logar	Pul Alam	32				16	16	60%
9	Logar	Baraki Barak	37				15	16	50%
10	Kapisa	Kohistan (I)	18					4	5%
11	Kapisa	Kohistan (II)	24				12	4	60%
12	Kapisa	Nijrab	12					12	5%
13	Nuristan	Paron		1	1	11			100%
14	Nuristan	Paron		1	1	20			100%

In the mentioned provinces hygiene education and the sanitation component of the projects is ongoing.

Monitoring of the project activities was conducted in Logar, Kabul, Kapisa, Daykundi and Nuristan province. The transfer of the payment was done according to monitoring reports.

**Plan:**

- Finished the project in all provinces.
- Monitoring of projects.
- Finished the programme activities

**Outlook**

As the NABDP programme is growing rapidly and extensively, taking on new tasks, adding many new staff and having more and more staff working from offices other than the MRRD compound in Kabul, procedures must be clarified, consolidated and enforced, to ensure that the good level of quality is maintained.

Also, different components must regularly share information with each other, especially lessons learnt, to build on each others' experience and not to duplicate efforts. The communications unit will continue to work on improving information sharing and has been organizing bi-weekly and monthly debriefing and reporting meetings. All units are requested to send a representative to these meetings to present their respective progress.

The accelerated implementation process in Kandahar is continuing, as more and more projects are being identified. CIDA approached NABDP regarding a new proposal and also a new agreement is about to be reached with the Dutch for Uruzgan and Norway for Faryab. These will include un-earmarked funding which will allow MRRD/ NABDP to allocate the funds to the province where the funding is most needed.