



**United Nations Development Programme
Afghanistan**

National Area Based Development Programme Phase II (NABDP-II)

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Annual Project Report

Project ID:	11020 (NEX), 11012 (DEX) 11025 (Infrastructure rehabilitation)Phase I was launched in April 2002 and concluded on 31 December 2005;
Duration:	Phase II commenced in early February 2006 and runs until 2008
Component (MYFF):	1.3 Local poverty initiatives
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Unfunded:	USD 112 m
Implementing Partners:	MRRD, UNDP
Responsible Parties:	MRRD, UNDP, UNOPS

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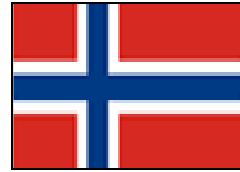
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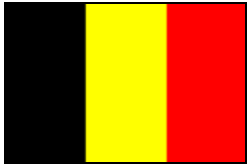
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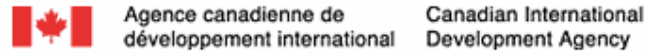
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UNDP

Acronyms

AIRD	Afghanistan Institute for Rural Development
ANDS	Afghanistan National Development Strategy
CDD	Community Development Department
CLDD	Community Led Development Department
CLDP	Community Led Development Process
CF	Combined Forces
CIDA	Canadian International Development Agency
CP-DBMS	Central Project Database Management System
DDA	District Development Assembly
DDP	District Development Plan
DEX	Direct Execution
DFID	UK Department for International Development
DIAG	Disbandment of Illegal Armed Groups
ER	Economic Regeneration
FP	Facilitating Partner
GRM	GRM consulting firm
ID	Institutional Development
IDP	Internally Displaced Person
IS	Implementation Support
JS-DRC	Joint Secretariat for Disarmament & Reintegration Commission
LPAC	Local Programme Appraisal Committee
M&E	Monitoring and Evaluation
MoAAH	Ministry of Agriculture and Animal Husbandry
MoEc	Ministry of Economy
Mol	Ministry of Interior
MoRR	Ministry of Refugees and Repatriation
MRRD	Ministry of Rural Rehabilitation and Development
MUD	Ministry of Urban Development
NABDP	National Area Based Development Programme
NEX	National Execution
NIM	National Implementation Modality
NSP	National Solidarity Programme
NSS	National Surveillance System
NZDF	New Zealand Defence Forces
PCM	Project Cycle Management
PD	Planning Department
PDC	Provincial Development Committee
PMA	Provincial Management Advisor
PRRD	Provincial Rural Rehabilitation and Development Directorate
PRT	Provincial Reconstruction Team
QCC	Quality Control Committee
RED	Rural Enterprise Development
RELD	Rural Energy and Livelihood Department
RITS	Rural Infrastructure Technical Service
RurWatSan	Rural Water Supply, Sanitation and Hygiene Promotion
RRERS	Regional Rural Economic Regeneration Strategies
SIDA	Senior Institutional Development Advisor
SSPSRL	Support to Strategic Planning for Sustainable Rural Livelihoods
ToT	Training of Trainers
UNAMA	United Nations Assistance Mission in Afghanistan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

Executive Summary

The *National Area Based Development Programme* (NABDP) aims to promote urgent recovery and longer term development in priority areas while building the government's capacity to lead and coordinate participatory approaches to development in the provinces of Balkh, Daikundi, Farah, Faryab, Ghazni, Hilmand, Kandahar, Kapisa, Khost, Kunduz, Takhar, Uruzgan, Zabul, Panjshir, Laghman, Paktiya, Parwan and Nangahar. Phase I (April 2002 till December 2005), focused on addressing immediate recovery considerations through the delivery of urgent community infrastructure projects. Based on the lessons learned from Phase I, it was acknowledged that an integrated, sustained, longer-term approach was required to effect tangible rural development. Lessons learned from the close of Phase I were utilized to initiate an extensive consultative process bringing together the Government of Afghanistan, donors and other key stakeholders. Following this process, a refocused programmatic framework for planning and implementation of projects was approved for the Phase II of the programme.

This Phase II framework consists of the following components:

- 1) Community Empowerment:** Participatory and consultative mechanisms are established at district and provincial levels, resulting in an integrated rural development planning process.
- 2) Economic Regeneration:** Capacity in the MRRD is built to formulate and regularly update comprehensive regional economic regeneration policies & strategies, identifying viable interventions for economic investment, poverty reduction and improving livelihoods.
- 3) Institutional Development:** Institutional capacity and technical capabilities of MRRD and strategic partners are strengthened to fulfil its mandate of promoting rural regeneration and livelihoods.
- 4) Implementation Support:** MRRD's implementation capacity is strengthened, private and public resources are mobilized, and implementation arrangements among partners/stakeholders are coordinated to deliver economic regeneration and rural development projects.

During the reporting period, through the above-listed components, programme implementation has aimed to empower communities through meaningful participation in local rural development planning and implementation processes to articulate and address their needs and priorities in relation to poverty reduction and livelihoods improvement. Additionally, the programme has worked to support the establishment of regional economic regeneration strategies and in particular, to identify viable economic investment options that can immediately be implemented in order to contribute to livelihoods for the poor by creating business opportunities and supporting local job creation. The programme consistently worked to strengthen the institutional and technical capability of MRRD in order to enable the ministry to fulfill its mandate of promoting rural regeneration and livelihoods and support the implementation and management of comprehensive rural development strategies for poverty reduction.

Under the broader framework of comprehensive rural development in line with the ANDS, partnerships have been established with organisations such as UNHCR and UNICEF to coordinate and mainstream rural development within alternative livelihoods initiatives and other priority programmes. NABDP has also built partnerships with programmes such as UNDP's Afghanistan's New Beginnings Programme (ANBP) in order to ensure the mainstreaming of local poverty initiatives within national processes like DIAG, and to strengthen the reintegration programme and provide support to vulnerable groups, like ex-combatants.

Main Achievements in 2006

Community Empowerment

Approximately 36% (in terms of territory) of Afghanistan has been provided with community-led institutions focusing on rural development at the district level, through the institution of District Development Assemblies (DDAs). This indicator represents progress which exceeds the initial expectations for this component, when considering the critical security restrictions which have hampered its implementation, as well as the initial dearth of qualified staff required to manage it. Furthermore, even at this early stage, the DDAs and District Development Plans (DDPs) have already been recognized by local and national stakeholders to be useful instruments in initiating a dialogue between the government and local communities on development issues and community needs. While it remains to be seen whether the early success of this mechanism will be bolstered by the presence of adequate security conditions to foster widespread and peaceful socioeconomic growth, its participatory and community-centred approach was formulated to complement and reinforce the peace-building efforts of the Afghan government and its partners.

DDAs have been established and DDPs formulated in 137 districts in 14 provinces to ensure community consultation and participation in the comprehensive rural development process. A major contributing factor to the programme's success in this component is the strong co-operation it has received from line-ministry departments and stakeholders at the district and provincial levels in 2006. As DDAs become an increasingly major player for mobilisation of local communities in local area-based development and decision-making processes, key players in the rural development sector, including line ministries, policy makers, and donors, have started to carefully assess the added value of this NABDP approach.

On the policy level, MRRD has also achieved success in further developing the "Guidelines for Community Empowerment", turning them into a national policy strategy for the Ministry. With these guidelines there is now a unified framework for data gathering, information dissemination, and inclusive planning at local community level for development across all MRRD programs, for approaching community participation and incorporating community planning into the sub-national planning processes.

Implementation Support

During the reporting period, NABDP continued the implementation of 92 sub-projects in 26 provinces in the areas of water supply and sanitation, education, irrigation, public facilities, public health and transport. Small infrastructure and quick impact projects – mostly government buildings and bridges – have been completed by UNOPS in 11 provinces in collaboration with the USAID and the New Zealand Provincial Reconstruction Teams.

In order to improve the monitoring of the quality of projects, a Projects Quality Control Committee was set up. Some 65 projects considered to be problematic (dating from the first phase of the project) were addressed by the IS unit and problems were resolved.

Another major result under this component was the establishment of seven technical support units by NABDP in seven regions of Afghanistan. These units have started rendering technical support to the project cycle of community projects by doing surveys, facilitating project identification and rendering other types of support to RRD departments in the provinces.

Within the Integrated Alternative Livelihoods Project–Kandahar (IALP-K) project, a Project Steering Committee and a provincial coordination committee coordinated the identification and allocation of community projects among five ministries in Kandahar. At the end of 2006, projects were identified and provincial directorates of the Ministry of Counter Narcotics, Ministry of Public Works, Ministry of Energy and Water, Ministry of Agriculture and MRRD were put into place. Lastly, the IS Unit contributed to the capacity building of the Ministry by assigning Afghan nationals to executive positions.

Institutional Development

Support to the Provincial Development Committees (PDCs) was provided through the conduct of orientation trainings for PDC members in 11 provinces. The training curriculum and materials for PDCs on specialized skills (planning, budgeting, M&E, etc.) are under preparation and will emerge from needs as identified through actual provincial planning exercises.

NABDP began discussions with the Afghanistan National Development Strategy (ANDS) representatives in 2006 to identify areas in which the NABDP/MRRD could support the ANDS process and create linkages between the ANDS, NABDP, and MRRD programmes through sub-national governance mechanisms was provided. Potential avenues for linkages between NABDP/MRRD and ANDS were identified, particularly in regards to incorporating activities which would raise awareness on the ANDS at sub-national levels.

To assess the status of the procurement operations of MRRD and NABDP, several discussions were held with the Director for the MRRD Procurement Department, the members of the bid evaluation committee and the NABDP Procurement staff. It was found that the MRRD procurement procedures for works, goods and services contracts are not fully consistent with the provisions made in the Afghan Law of Procurement and international guidelines. There is no systematic process for proper documentation on procurement and no definite procurement plans have been prepared and followed. Procurement guidelines have been developed that aim at improving the whole procurement process and enforcing rules and regulations. The unit is further working on the Introduction of a procurement plan for the next year (1386).

Economic Regeneration

This component saw some initial progress in 2006, of a preparatory nature. The conduct of the Regional Rural Economic Regeneration Study (RRERS) was contracted to the consulting company GRM International. An inception report was produced assessing prospects for economic development in different provinces, and the next step will be to design a business plan for development in niche sectors.

Support to the Disbandment of Illegal Armed Groups (DIAG)

The NABDP has been supporting MRRD and the Disarmament & Reintegration Commission in developing the framework for implementing development projects in the communities where illegal armed groups have been disbanded.

1. Context

Initially NABDP was designed to support the rebuilding of essential functions of the state and civil society institutions in the area of rural development, rehabilitating basic rural infrastructure, stimulating economic and income generating activities and improving access to social services under the National Development Framework. Initially designed to focus on the ten most devastated and vulnerable areas, it was later extended to cover the entire country.

Drawing on the lessons learnt from implementation over the three-year first phase, the second phase has geared up its assistance to the Government to adopt a more strategic stance towards its mandate in terms of policy formulation, service delivery and resource management. The new programme document was approved and then signed between the Ministry of Rural Rehabilitation and Development (MRRD) and the United Nations Development Programme (UNDP) on 22 February 2006. The second phase of NABDP (NABDP II) aims to contribute to the sustainable reduction of poverty and improvement of livelihoods in rural Afghanistan by empowering communities, through community institutions, to articulate and address their needs and priorities, and by helping to enable the Government of Afghanistan to support community-based rural rehabilitation and development in an integrated, people-focused, inclusive and participatory manner.

The second phase contributes, in particular, to the sustainable reduction of poverty and improvement of livelihoods in rural Afghanistan by systematically promoting good governance at the sub-national level. Particular attention is directed towards the inclusion and benefit of farmers dependent on poppy cultivation, disarmed militias, returning refugees, IDPs, and especially vulnerable groups in rural areas (nomads, IDPs, returnees etc.). Additionally, partnerships are being established with relevant Ministries and other national and international partners to ensure the mainstreaming of the priority programmes into the broader framework of integrated rural development under the ANDS. (For example, in the process of formulating the DDP representatives from line ministries on the sub-national level are involved in order to turn the DDP from simply being a "wish list" into a development plan that is feasible.) The programme works toward this main goal through provision of financial support, technical assistance, and implementation support to MRRD to meet its strategic mission, which is in consonance with the following Afghan government and UN/UNDP programming tools:

Interim Afghanistan National Development Strategy (i-)ANDS

Pillar III (Economic and Social Development): The NABDP contributes to economic and social development through various paths, particularly through initiatives which fall under Sector Six of this ANDS pillar: Agriculture and Rural Development. In the social sphere it improves peoples lives by building schools, clinics, bridges, roads, wells etc. Once people are better educated, have some level of "social security", they will better be able to take their lives into their own hands. Through its economic regeneration component NABDP tries to assess prospects for economic development in rural areas and develops a strategy to create new sources for legal income and increase access to markets. Although NABDP implements activities which contribute to more than one of the Strategic Benchmarks, the one which is particularly relevant falls under Program 3, Community Development:

Five-year Strategic Benchmark: "By End 1389 (end-2010), rural development will be enhanced comprehensively for the benefit of 19 million people in over 38,000 villages; this will be achieved through the election of at least a further 14,000 voluntary community development councils in all remaining villages, promoting local governance, and community empowerment and rural enterprises."

It should also be noted that NABDP also contributes to the first and second pillars (Security and Governance/Rule of Law) of the ANDS by directly working with recently disarmed groups and creating alternatives to the illicit cultivation of poppy and other sources of income. Also, NABDP

focuses on empowering communities to allow them to become involved in local development processes. It works on improving the capacity of state authorities on the national as well as sub-national levels in order to eventually improve governance on the sub-national level and foster an enabling environment for rule of law. This pillar also subsumes NABDP's effort to especially make women become involved in decision-making processes by involving them in DDAs.

United Nations Development Assistance Framework (UNDAF)

The NABDP contributes to UNDAF outcome 2: "By 2008, opportunities, skills, land, and infrastructure that allow for active participation in a strengthened formal economy and private sector are improved, particularly for poor and vulnerable groups" by empowering communities and groups to act on their own needs and initiatives; creating labour opportunities and a source of income for Afghans; establishing structures for good governance; offering concrete economic investments; providing skills and knowledge training at the central and community level; raising awareness among Afghan communities of a range of economic opportunities; and rehabilitating social and economic infrastructure.

UNDP 2006-2008 Country Programme Action Plan (CPAP)

The NABDP makes also a contribution to CPAP Outcome VI, "Strengthened domestic economic opportunities through area-based/community-led initiatives, private sector partnership, trans-boundary interaction and access to relevant trade platforms", and its associated Output: "Vulnerable groups (ex-combatants, returnees, disabled, women), empowered through improved access to social and economic opportunities (local poverty initiatives, private sector development, alternative livelihoods" by providing opportunities specifically to vulnerable groups as disarmed combatants, returnees and women through sub-national consultation mechanisms.

NABDP also supports this CPAP output through its implementation approach, which is, increasingly and where appropriate, to refrain from implementing projects with the help of contractors and instead to involve as many local people as possible in the actual implementation process on the ground. Therefore, instead of contracting project implementation to private firms, for most labour-based and technically simple projects, DDAs are contracted to undertake the projects and then monitor the project results. Through this approach, the number of labour days supplied, skills taught, and sources of legal income opportunities available on the ground are increased significantly.

2. Performance Review

2.1 PROGRESS REVIEW

Overall Progress towards the ANDS Benchmarks

In 2006, NABDP made a significant contribution to overcome the legacy of conflict and lay a foundation for sustainable economic development in rural Afghanistan, by establishing 137 District Development Assemblies (DDAs) and supporting the development of their District Development Plans (DDPs). NABDP is now working on the development of a strategy to link these newly established district institutions with the Provincial Development Councils (PDCs) in order to create a feedback loop between the centre and community-led governance structures at the grass-roots level.

The programme also continued to provide institutional support to MRRD in implementing and reporting against the Afghanistan Compact and I-ANDS Rural Development benchmarks (see Annex 3). To this end, NABDP established a quarterly reporting mechanism for MRRD programmes to feed into the ANDS Consultative Group reporting structure. NABDP also played an active role in supporting MRRD to increase internal understanding and institutional ownership of the ANDS process, through the recruitment of an ANDS team as well as the delivery of ANDS awareness workshops for all MRRD staff in Kabul and the provinces.

To date 92 sub-projects have been implemented in support of the ANDS five-year strategic benchmark for community development. These infrastructure projects include the construction of schools and clinics to improve access to education and health care, the construction of bridges to increase access between rural and urban markets, and the construction of wells, dams and canals for drinking water supply and crop irrigation purposes.

Finally, as the ANDS defines the primary role for the Afghan government as the creation of an enabling environment for employment and income generation, and recognizes rural enterprise development as an essential component of rural development, the Economic Regeneration unit of NABDP has also actively supported the National Rural Enterprise Development Programme (NREDP) of MRRD. The NREDP process started with the organisation of the MRRD *National Workshop on Rural Enterprise Development: Policy Framework and Enabling Environment* in September 2005. Since then, the Economic Regeneration Unit of NABDP and the NREDP unit of MRRD have been working closely to advance the agenda of the NREDP Policy Framework as well as the Operational Components of the NREDP programme. The major initiatives on which NABDP and NREDP have been collaborating in niche sectors in selected provinces of the country include: mass mobilization for enterprise development (MMED), the establishment of a SME Venture Capital Facility, and the creation of Small Business Development Plans.

Overall Progress towards the UNDAF Outcome

In relation to the above-listed UNDAF Outcome 2, NABDP provided extensive training to develop the capacity of the MRRD in Kabul and the provinces, implemented 92 sub-projects, and established 137 DDAs to strengthen local participation in the economic regeneration and development process. This has made a significant contribution towards the intended UNDAF outcome by enabling Afghan people, including members of vulnerable groups, to become aware of tools and resources at hand which can be used to support survival and develop communities. People have been empowered not only to make a living, but also to participate in local decision-making processes and contribute to the development process.

Overall Progress towards the CPAP Outcome and Output(s)

The targeted CPAP output's emphasis on vulnerable groups is supported by the fact that a total of 637 women are participating in the district development processes.

The output is more generally being supported at the community level by NABDP organising numerous workshops and training courses to raise awareness on subjects like sub-national governance and procurement procedures (based on the Afghan procurement law) which can facilitate community participation in the development process and empower Afghans to improve their livelihoods through their own efforts.

Projects are increasingly being identified, approved and implemented by the communities themselves. Prior to this, "local leaders" used to propose projects to MRRD, but the rate of such informal proposals have reduced significantly, indicating that DDAs are increasingly recognised as a local governance structure leading the development process on the district level.

Capacity Development

NABDP used a number of strategies to build the capacity of MRRD by first assessing the status quo and then taking action, developing a strategy to make the Ministry's procedures more effective, e.g. like with the procurement procedures. Orientation workshops were conducted to present in a more transparent way what the current situation was and how existing issues could be tackled in the future. The approach was mostly guided by a 'learning-by-doing' principle, whereby actors were invited to participate in the process of setting up agreed procedures.

Human Resources. The NABDP Human Resource Advisor has been supporting the MRRD human resource department in establishing an effective HR management system for both MRRD and NABDP. This task has been completed successfully. A system for managing CVs and performing timely follow-up and documentation of recruitment and hiring processes is now in place. The HR policies and procedures for hardship and daily allowances for national staff have been developed and implemented. The payroll process has been streamlined. A draft employee policy manual for national contracted staff was submitted for approval. A system with standard procedures to control the recruitment of locally contracted (national) staff, including a table of authorized national staff positions, has been developed. Detailed specifications for a combined MRRD/ NABDP HR database have been written, and data collection/entry into the new system has already commenced.

Procurement. An appropriate system and procedures has been established and the management of procurement in MRRD has been strengthened. Several documents on procurement quality plans and bidding processes have been prepared in line with both the Afghan Law of Procurement and UNDP guidelines. These documents have been discussed with the relevant departments and staff and submitted to the MRRD senior management for their approval. Several meetings were held with the MRRD Procurement Director and staff, and a couple of workshops have been organized for training of the evaluation committee members in MRRD on systematic evaluation based on the Afghan Law of Procurement. The NABDP Procurement Advisor has provided technical assistance to the MRRD Procurement Department to conduct the procurement for ongoing NABDP projects in a more transparent and effective way.

The Institutional Development team members undertook the first steps to assess the current ID situation within MRRD. The key actors both in MRRD and NABDP were interviewed and their comments were documented. The ID Unit focused its support on several departments (Community Led Development Department (CLDD), Rural Energy and Livelihood Department (RELD), Rural Infrastructure Technical Service (RITS) and the Afghanistan Institute for Rural Development (AIRD) to initiate the institutional development process in the MRRD. The ID Unit together with the CE Unit organized and conducted a joint workshop for CLDD and NABDP employees to build their capacity to implement the MRRD Community Empowerment Process and to integrate the interim ANDS Sub-national Consultation Process into district and provincial development planning.

Through the introduction of the Project Cycle Management process in MRRD, problems and weaknesses in MRRD's project management were identified. A first draft of an "ideal" project cycle management has been prepared. It was proposed to establish a Project Quality Control Committee with participation of the key departments and units in order to find sound solutions for

problematic projects and develop more effective project management mechanisms. Bottlenecks were identified and addressed.

Upon request, the ID unit provided further support to AIRD. The Governance and Management Structures of the AIRD were drafted and submitted to MRRD leadership for consideration. The AIRD business plan drafting process is under progress.

Provincial Development Councils. A 'Training for Trainers'-workshop was conducted to train 25 master trainers to deliver PDC orientation training. The training materials for PDC orientation (Phase I) and preliminary materials for advance topics (Phase II) were prepared by a joint team of 15 trainers. Two teams of trainers from MRRD (six trainers) and the Ministry of Economy (MoEc, 19 trainers) conducted PDC Orientation workshops (Phase I) in 12 provinces: in Kandahar, Balkh, Nangarhar, Kunduz, Paktia, Herat, Kabul, Khost, Zabul, Ghazni, Daykundi and Bamyan.

An envisaged process for the development of Provincial Development Plans has been outlined. The pilot Provincial Planning workshop for one ANDS sector, to check proposed processes, took place in Kandahar province in which representatives from the MoF participated. The outputs of the first sectoral working groups are being analysed. Best practices and lessons learnt will shortly be utilized in the next phase of the pilot in Kandahar.

Impact on Direct and Indirect Beneficiaries

The impact on beneficiaries after less than one year of operation of the current phase of the project is still difficult to assess. Some indications of impact have already been observed at this early stage, which include, at the macro level, a definite increase in interest on the part of government (e.g. Ministries) and donors in NABDP's work. On the provincial level, relationships and networks have been built between communities and state authorities. NABDP is contributing significantly to raising people's awareness to what extent they can and should get engaged in social and economic processes on the ground, which is supported by the fact that a significant number of Afghans who are active in their local communities (3975 men and 637 women) have been involved in the development process (through the establishment of DDAs, development of DDPs and implementation of sub-projects). This is in line with NABDP's principle of mobilizing people in order to eventually continue building a civil society in healthy dialogue with the government, at different levels of power.

2.2 IMPLEMENTATION STRATEGY REVIEW

Participatory/ Consultative Processes

During the reporting period, the programme progressively incorporated a number of mechanisms into its four components that aimed at increasing participation and consultation of stakeholders. The aim is to ensure ownership by MRRD and local agencies in different sectors and to create sustainability and at local community and district levels to ensure improved sub-national governance processes. At the local level, the MRRD Community Empowerment Strategy provides the foundation for a comprehensive and community-based consultation that links people's needs into a higher-level development planning framework. The District Development Planning process provides a mechanism for framing the priorities of the district into a comprehensive district framework in a coordinated and comprehensive manner, through active participation by the communities. It establishes a prioritised process of project articulation based on gathered information, communicating their needs beyond district limits. The establishment of DDAs has been necessary to provide a backbone to community mobilization at the district level. DDAs consist of (deputy) chairpersons of Community Development Committees (CDCs) who have been elected by communities through secret ballot. The communities were mobilized to formulate DDPs following the formulation of the ANDS framework. With the recent approval of the CDC by-laws, DDAs are now also looking forward to developing their own by-laws and to being recognized as legitimate units of Government at the district level.

At the provincial level, the NABDP programme initiated a capacity development plan for strengthening PDCs. PDCs are executive provincial councils which unite governmental and non-governmental development actors in each province. A needs assessment conducted in the beginning of the year found that development actors in general lacked understanding of the important mandate of the PDCs. In response to this finding, orientation courses were conducted to enhance awareness among national and international actors. Over the course of the year, it seems that training has led to the increased visibility of the PDCs, which are more and more being perceived as a crucial platform for co-ordination and development at the provincial level by the relevant actors. This in turn has led to additional consultations being conducted between representatives of the NABDP with provincial actors such as UNAMA, the PRTs of various countries, donors, MoF, and MoEc in order to coordinate joint activities and to lobby for further support to PDCs. A significant achievement is the piloting of a planning protocol for Kandahar's PDC at the end of 2006 in cooperation with the provincial governor, UNAMA, MoF and MoEc.

With regard to the institutional strengthening of MRRD, the programme supported the completion of initial capacity assessments of the MRRD departments to define their mission, strategies and outputs and ensure that they were in line with the overall strategic plan of MRRD (from October 2006). Based on the assessment, the process of establishing organisational development (OD) was initiated. The following MRRD departments were assessed: Planning and Procurement Department, Afghanistan Institute for Rural Development, Community Led Development, and the Rural Infrastructure Technical Service.

The core business of the MRRD in 2006 remained the delivery of reconstruction services for community infrastructure. While NABDP was working on establishing participatory forums and assemblies such as DDAs and simultaneously supporting the PDCs in the project identification process, the Ministry continued to identify and execute some sub-projects upon receipt of requests of political leaders, especially at the beginning of the year. Increasingly, however the process of project identification with support from NABDP has become less *ad hoc* and more streamlined with priority projects being identified by DDAs, or in the case of Faryab province, guided by the selection process through Parliament. Therefore, while in the beginning of the year, the common practice was for political leaders to propose sub-projects which were then executed by the Ministry, there has now, by the close of 2006, been a clear shift to the majority of the projects being chosen as a result of participatory processes which is inclusive of community input.

Quality of Partnerships

NABDP worked within in the MRRD, under the direct leadership of the Minister, and in close and fruitful cooperation with most MRRD departments. Programmatic partnerships were developed on particular components with other MRRD programmes, including the National Solidarity Programme, the National Rural Access Programme (NRAP) and the Rural Water and Sanitation Programme.

Externally, in 2006, a wide range of partnerships and relationships were developed and maintained with institutions and agencies such as the ANDS Secretariat, MoF, Mol, MoEc, ISAF, PRTs, and various donor agencies, including Belgium, Norway, USA, Canada, the Netherlands, Sweden and Japan. Within the UN, engagement was sought with UNAMA and the UNDP-led programmes of ASGP. Knowledge support was sought from the University of Kabul, GRM and individual national and international consultants. The sheer volume of the relations and partnerships created was such that their maintenance was challenging.

Partnership with NSP.

After several months of experience working with the DDA/ DDP approach, NABDP decided to launch partnerships with NSP Facilitating Partners (FP) to facilitate the comprehensive development planning process. NSP FPs are known for their expertise and acceptance in the communities where they operate, and thus partnerships with the NSP FPs are intended to add value to the process of establishing DDAs and further development planning. A test-run on the methodology was conducted in a district in Kunduz province with a selected number of FPs working in the priority provinces of the Northern Region. The test-run exercise provided five FPs

with hands-on experience of the DDA establishment and DDP formulation methodology enabling them to prepare quality proposals for future partnership. Due to the successful outcome of this test period, an FP selection process has been launched. Ten NSP FPs have submitted their proposals to NABDP and are currently being reviewed by a panel composed of NABDP and MRRD personnel. The FPs are intended to implement activities related to Comprehensive Development Planning.

Partnership with ANDS.

MRRD and NABDP have provided extensive support to the ANDS Sub-National Team in identifying and implementing appropriate sub-national consultation mechanisms to facilitate the achievement of the ANDS benchmarks. In this regard, MRRD and NABDP have had several discussions with ANDS for the utilisation of MRRD programmes and activities related to community development and governance as a platform for awareness-raising of the ANDS at sub-national levels. This partnership agreement resulted in a joint ANDS/ MRRD workshop on “ANDS Sub-National Consultation Mechanisms”, which was held on 21 September 2006 and in which representatives from various Government offices and multilateral stakeholders participated. The outcome of the workshop resulted in ANDS re-formulating their strategy to better utilise the PDCs, DDAs and CDCs to conduct full participatory consultation processes and activities and to establish a two-way communication stream between Kabul and the provinces. The partnership with ANDS has been very fruitful and will hopefully lead to more constructive co-operation.

Additionally, NABDP participated in an inception workshop on UNDP’s new Afghanistan Sub-National Governance Programme (ASGP) to strengthen collaboration between the two programmes, in particular, to support a synergetic and coordinated approach for sub-national governance initiatives between the programmes.

NABDP and MRRD Partnership.

The Community Empowerment unit cooperated with the provincial RRD departments in a constructive way, and started to work closely with the Community Led Development Process (CLDP). This has been an important step linking the bottom-up and top-down state-building processes. The partnership with RRD departments has been very fruitful in terms of turning DDPs into feasible development plans. Experts from the line departments gave advice during the sub-project selection process.

The Institutional Development unit began to turn into a service rendering component of NABDP, providing quality advice and training to various MRRD departments. The ID team’s approach is to introduce interventions based on assessment findings. This demand-based approach was always welcomed both by MRRD leadership and the individual MRRD departments. This unit initiated contacts with the Planning and Capacity Building department and AIRD and also provided support to the Personnel and Procurement Departments. Through this constructive cooperation the quality of outputs from these departments should be increased significantly.

The Implementation Support (IS) unit developed internally strong working relationships with the Planning, RITS and Procurement departments. Initial discussions were also held with the Monitoring and Evaluation Department. The IS Unit was integrally engaged with project implementation and good relations were maintained with other programmes supported by MRRD, including the UNDP-administered DIAG and Counter Narcotics Trust Fund (CNTF) programmes, as well as the Integrated Alternative Livelihoods Programme. Furthermore, this unit also provided support to the Ministry in terms maintaining and building up new donor relations with CIDA, JICA, USAID and other donors. NABDP is supporting the Ministry in preparing and building up capacity to write CNTF proposals independently for the future.

The NABDP has become integrated within and acknowledged as a core partner of the MRRD, and fully participates in the policy and strategy development of the Ministry. A partnership strategy has been created by the Ministry according to the MRRD’s strategic plan.

National Ownership

NABDP is a National Implementation Modality (NIM) programme, with MRRD as the main Implementing Entity. In this context, the Ministry is clearly expected to lead and provide overall guidance and direction to the effective implementation of the programme. UNDP as a key stakeholder plays an advisory and programme quality assurance role. With support from the NABDP, programme advisors are placed within the Ministry departments and provide technical advice and guidance to senior MRRD officials. As a result, NABDP is well situated to provide substantial guidance and support to MRRD in its overall strategic planning, and to support the translation of the MRRD strategic plan into priority activities which provide realistic and effective solutions to the articulated needs of rural Afghans. At all levels (institutional, policy/strategic, and implementation), NABDP support is to contribute to actualization of tangible impact at the local level.

Institutional Development

Through the strategic planning workshop held by MRRD, in which all NABDP national and international advisors participated, it became evident that the restructuring of MRRD will affect all departments and staff. The ID team members therefore undertook first steps to assess the current ID situation within the MRRD. The first assessment report with diagnostic analyses was drafted and is now being used as a basis for further more detailed assessments and possible interventions. During the reporting period, the ID unit focused on several departments to initiate the institutional development process in the Ministry, including the Planning Department, the CLDD, the Rural Energy & Livelihood Department (RELD) and the AIRD.

It was also decided that a comprehensive PDC sub-national database will be developed with the support of NABDP.

An Expert Committee for the Regional Rural Economic Regeneration Strategies (RRERS) Project, comprising of members from NABDP, MRRD, AIRD, and external members, was set-up under the Chairmanship of the MRRD Deputy Minister of Programmes.

Implementation Support

Projects have been and continue to be identified through mechanisms developed in cooperation between the programme, communities and MRRD as part of the district planning process. All results achieved by the programme in 2006 have contributed to meeting the strategic plan of MRRD, and should thus be considered achievements "owned by" MRRD. The implementation support supplied by NABDP is intended to promote the concept of project management as a complete cycle and not as a linear process which simply leads to the production of desired outputs without attention to approach, efficiency, effectiveness, evaluation, impact or accountability. In this context, NABDP IS promotes full involvement at every stage of the project cycle by the DDAs, with project identification and planning now increasingly done by DDAs themselves, with the assistance of the RITS department. Monitoring and evaluation, including the financial monitoring is currently a collective effort between NABDP, the assigned departments and in part, also DDAs (particularly in insecure areas).

Sustainability

The strength of the NABDP is that, as a nationally implemented programme, it is embedded into the MRRD as one of its main flagship programmes, which ensures heavy investment on the part of the MRRD into the ownership and leadership of the programme. Additionally, with one of the core outcomes of the programme being capacity building and the institutional development of the Ministry, the importance of the sustainability of this programme is continuously highlighted. Accordingly, the approaches being taken during programme implementation are chosen to assure that an exit strategy can be realistically pursued and implemented for full handover of project management, results, and lessons learned to the Ministry.

Specifically the Ministry has set itself the task to increasingly integrate all externally supported programmes, including NABDP, into its own structures in the coming years. In pursuit of this goal, it is envisaged that the levels of international technical assistance will incrementally decrease, and that the posts will be replaced by competent national professionals. Already, within the first year of execution, well trained promising and experienced professionals have been progressively given more responsibility and the programme's structure has already been adapted accordingly. It should be reiterated that partnerships and external relationships are most often led by the MRRD leadership, who acknowledge that NABDP-initiated partnerships are de facto MRRD partnerships and are to be managed as such. The structures and systems developed by NABDP will be a base for the Ministry to build upon.

2.3 MANAGEMENT EFFECTIVENESS REVIEW

The NABDP Second Steering Committee Meeting was held on 19 September 06, chaired by the MRRD Deputy Minister of Programmes. In this meeting, the activities and achievements during the second and third quarter were reported to the committee members. Serious concerns on equity in availability of funding for all provinces were raised and there was an intensive discussion on this issue. The programme cannot achieve its stated goals without as comprehensive a coverage as security and funding will permit. The Committee agreed to continue to look into this matter.

The new programme manager has managed to create a collective leadership and a very open working atmosphere. Numerous meetings are held on various levels and in differing constellations (working groups) giving the opportunity to better coordinate and streamline activities and to increasingly learn from each other and each others' "lessons learned". The communication unit had to be fully re-staffed and the unit is now working on improving reporting and general "marketing" of the programme with national and international stakeholders, an effort is necessarily being closely co-ordinated with UNDP.

Quality of Monitoring

As has been stated in Section 2.2, all phases of the Project Cycle Management are led by the relevant assigned departments of the MRRD. In this first year of the second phase, results have been achieved in increasing the capabilities of the Ministry in the areas of project identification and planning. Careful regard is being paid to Monitoring and Evaluation (M&E): A Management Information System (MIS) was developed, and technical support units were put in place. These gains constitute the preconditions for a fully functional M&E system which will be further built up in 2007.

Internally, NABDP is in the process of building up a full-scale monitoring and evaluation system. At this stage M&E is mostly managed in a piecemeal fashion, by each of the different units. The communication department will take over a coordinating role in the future.

Timely Delivery of Outputs

The NABDP has been mostly successful in adhering to the timelines set by the programme's work plan in 2006. If in some exceptional cases deadlines were not met, the reason was mainly understaffing.

However, the programme did experience a certain amount of delay due to certain general conditions including the following:

Staff Recruitment

In order to fill vacancies for international positions, the application of the full UNDP recruiting process, particularly given the difficulty of locating suitable candidates who are willing to come to Afghanistan, can take between five and six months. Therefore it continues to be difficult to find appropriately qualified people to fill vacant positions in a timely manner.

The previous Programme Manager's departure in October was a significant set-back; however, the identification of his successor in a timely manner has ensured a smooth transition of the NABDP leadership, with the new Programme Manager assuming his role in the same month (October 2006). The Heads of all the four Units were also in place by then. Under the leadership of each Unit Head, the restructuring of the units continues. The Senior Economic Development Advisor came on board at the end July 2006. The International Senior Institutional Development Advisor (SIDA) and the ID Advisor were recruited in August 2006. In December 2006 the Monitoring and Reporting Officer was recruited.

Security Situation

In 2006 there was an increase in insurgencies and terrorist attacks which resulted in reduced security throughout the country. This is particularly true in the four southern provinces where the situation deteriorated to such an extent that direct clashes were frequent between national and international forces and insurgents which caused thousands of residents to flee the affected areas. Partly in reaction to such dramatic contingencies, the Government of Afghanistan organized several coordination forums. The most notable of these is the Policy Action Group, chaired by the President, in which MRRD participates.

Due to the ensuing insecurity, MRRD has had to scale down its presence, especially in insurgency affected rural areas. During the reporting period, several MRRD employees were kidnapped, wounded or killed in the course of their duty. Still, MRRD has remained, if not the sole, one of the few non-military presences in the insecure areas who continue to engage in reconstruction and development work. To a large extent, this has only been possible with the support of DDAs and by using innovative approaches for implementation whereby communities were at times entrusted with direct responsibility. In Uruzgan where due to insecurity, access by outsiders was not possible, NABDP developed a system of partial support to a needy population through the provision of construction material directly channelled to the communities, with the work carried out by the communities through in-kind contributions of local labour and transportation support for the construction material. This experience, albeit one that does not lend itself to direct technical support or direct monitoring might still be copied in other regions, since the population developed a substitute system for direct monitoring by providing videos. Current expectations for the situation in 2007 are not too optimistic, and it is widely expected that insurgent groups will step up their activities even more and perhaps will extend their reach to other parts of the country.

Office Space

To alleviate severe shortages of office space, the programme rented an office building in Shar-e Naw, in the centre of Kabul. The Economic Regeneration Unit and the RRERS/ GRM teams as well as the Community Empowerment field teams used the Shar-e Naw Office. However, after the whole MRRD complex was shifted to Darulaman in October 2006, better space facilities are now in place and the Shar-e Naw office is being closed down.

Resource Allocation

For the year 2006, a total amount of \$18,012,199 was actually recorded as expenditure, out of which \$ 7,174,513 covered other project costs (e.g. operational costs, 39.83%) and \$10,837,685 covered project activity costs (60.17%).

Other Project Costs vs. Project Activity Costs

Account Description	Expenditures	%
International staff & short term consultants	2,526,574	
National Staff	1,943,103	
Equipment and Furniture	1,352,666	
Communication	139,683	
Supplies	105,583	
Rental and Maintenance	268,123	

Training Cost	44,362	
Miscellaneous	136,745	
GMS	657,675	
Sub Total of other project costs	7,174,513	
Sub Contractual Service Companies and DDA + PDC	10,837,685	
Sub Total of Development activities	10,837,685	
Grand Total	18,012,199	

Proportion of other project costs Vs development activity costs for the year 2006

Total other project costs	7,174,513	39.83%
Development Activity cost	10,837,685	60.17%
	18,012,199	

Cost-effective Use of Inputs

With regard to cost effectiveness use of inputs, NABDP management team endeavours to reduce costs as much as possible without undermining the quality of the desired and committed outputs. Savings are primarily expected to stem from streamlined systems and procedures with for instance the establishment of an improved MRRD Project Cycle Management and the implementation of Comprehensive Rural Development, which empowers communities to articulate their priorities and take part in development activities. It is expected that people's views will lead to the identification of projects that are designed and formulated in broad consultation with all relevant stakeholders and thus will be more responsive to people's needs, will be utilized and maintained by people. Support to the MRRD Procurement Department will ensure that systems and procedures assure full transparency and accountability while optimizing the selection of responsive, qualified, experienced private contractors, which will deliver projects for the best possible costs. Establishing an effective Management Information System that can track projects as they are sequentially processed by MRRD through relevant departments will equip the MRRD with a relevant tool for efficient management.

In the area of institutional development, savings are expected to come from the gradual transfer of skills from international consultants to experienced, qualified Afghan nationals, thus progressively reducing the number of international consultant days. The concurrent ongoing support provided to the MRRD Human Resource Department, streamlining recruitment processes and management of MRRD contracted staffs shall further ensure the optimal management of MRRD contracted staff.

3. **Project Results Summary**

Implementation Support

During the first phase NABDP had in total supported 428 projects. Because of weaknesses in the Project Cycle Management was found that 85 projects from Phase I, were still problematic and ongoing. For this reason a project quality control committee was established that addressed the difficulties. In 2006 the difficulties in 65 of the 85 projects were successfully solved.

The total number of 92 sub-projects undertaken by NABDP II. These can be subdivided in the following sectors:

Education	33 school buildings were under construction
Irrigation	13 project under construction
Roads and Bridges	10 projects under construction
Government Buildings	21 projects under construction
Water & Sanitation Supply	6 projects under construction
Others	9 projects

Community Empowerment

The NABDP II builds on the experiences of the National Solidarity Program (NSP) and coordinates with UNAMA for establishing local governance structures. It thus complements other initiatives for good governance as part of the Afghanistan Sub-National Governance Programme. In the first year of implementation of NABDP II, 137 DDAs were established by NABDP and the programme also supported the establishment of twelve PDCs. These community forums in particular are to be extended throughout the country through contracting implementing partners. The necessary training of trainers was held with the assistance of external advisors, and core staff.

Economic Regeneration

The *Regional Rural Economic Regeneration Study* (RRERS) aims to distinguish itself from others by providing practical strategies and recommendations that can be readily implemented in terms of infrastructure, services, and production systems, linkages for local and international markets. An integrated chain approach is being followed, whereby the production, support services, processing and trading are studied in an integrated manner and recommendations will be geared towards uplifting the whole chain. An open tender for the RRERS study was launched and GRM International was finally selected and signed the contract for "Regional Rural Economic Regeneration Assessment & Strategies with MRRD on 12 July 2006. The Senior Economic Development Advisor (SEDA) of NABDP was on board only in the last week of July. The GRM national team arrived in August, and the RRERS project was officially launched on 14 August, 2006. A comprehensive agenda of items describing the activities to be carried by RRERS project during the inception phase, was prepared, and discussed with RRERS/ GRM team, and was handed over for follow-up.

An Inception Workshop for the study was organized on 30 August 2006. A Steering Committee was set-up, to regularly monitor progress every two weeks, and discuss various technical and logistic issues. An Expert Committee, comprising members from NABDP/MRRD/AIRD and external members, was set-up under the chairmanship of the Deputy Minister of Programmes for MRRD. An Inception Report Workshop was organized on 11 October 2006, and a first draft of the Inception Report was completed by the end of October. This report was evaluated and detailed technical comments and recommendations for revision were submitted to GRM in mid-November. The revised report was submitted by the end of December. The report was submitted to all relevant units of MRRD for comments and for utilization in various projects. The revised report was evaluated and analysed with regards to different provinces and sectors. Rural Business Support Centres (RBSC) will be set up by the Ministry of Agriculture with ADB support. RRERS/MRRD is exploring synergetic linkages with other Ministries and programmes in rural areas.

Institutional Development

To establish appropriate systems and procedures and to strengthen procurement management in MRRD, several documents on procurement quality plans and bidding process were prepared in line with both Afghan Law of Procurement and UNDP guidelines. These documents have been discussed with the relevant departments and staff and submitted to the MRRD senior management for their approval. Several meetings were held with the MRRD Procurement Director and staff, and a couple of workshops were organized for training of the evaluation committee members in MRRD on systematic evaluation based on the Afghan Law of procurement.

The ID team members undertook the first steps to assess the current ID situation within MRRD. The key actors both in MRRD and NABDP were interviewed and their comments documented. The first assessment report with diagnostic analyses was drafted, which is now used as a basis for further and more detailed assessments and possible interventions.

Afghan Institute for Rural Development (AIRD)

The office was equipped. Two international consultants were recruited to manage and coordinate the establishment of the AIRD. Short term international advisors were recruited to review and finalize the AIRD concept paper and develop a training curriculum. Short term national consultant was recruited to review the MRRD training activities. A workshop entitled, "Scaling up Participatory Approach in rural Afghanistan" was organized through AIRD and for MRRD/AIRD staff. A draft framework for bi-annual rural development reporting was produced and presented to the MRRD leadership for consideration and approval.

Management Information System (MIS)

In terms of the management of information, NABDP has continued to support MRRD in developing appropriate systems and mechanisms to manage the massive amount of data generated by its national and regional programmes. The development of a web-based version of the system is planned for 2007.

Institutional Development

Twenty five master trainers were trained from MoEc and MRRD, who conducted orientation workshops for PDCs in 12 provinces.

Associated Programmes

Integrated Alternative Livelihoods Programme-Kandahar (IALP-K).

MRRD and NABDP conducted a series of consultations with the DDAs and line departments to draft a proposal for the IALP-K Steering Committee, which included recommendations about their role in the process, funding streams, an emphasis on sectors and project identification. This proposal was presented to the Steering Committee in October. In the meantime, it was decided to bring together DDA representatives from high poppy cultivation districts and interested parties to examine the underlying causes and issues of poppy cultivation and design development packages that will address ways to promote alternative livelihoods and reduce illicit sources of income in the region. The Project Coordination Committee in Kandahar approved projects proposed by the DDAs in the four targeted districts and these were duly procured.

Disbandment of Illegal Armed Groups (DIAG) Programme

In cooperation with the UNDP Afghanistan's New Beginnings Programme, DIAG piloted work in Takhar and Kapisa provinces. This programme was not able to fully take off as efforts to convince commanders to disarm were not successful, and the envisioned investments in local development only took place in two districts. The DIAG development funds are tied to the DIAG clearance of districts by ANBP which has not been successful yet.

Water and Sanitation

Through NABDP and with support from UNHCR, the MRRD Water & Sanitation (WatSan) Department planned the construction of 375 portable water supply points and 350 demonstration latrines.

A total of 16 provinces were chosen to be covered under this project, which are: Kabul, Logar, Paktya, Khost, Baghlan, Faryab, Kunduz, Nangarhar, Laghman, Kunar, Kandahar, Hilmand, Zabul, Ghor, Badghis and Farah. A total of 56,250 rural communities are expected to benefit from this project. By the end of 2006, construction work for 267 water points and 201 latrines had started. Out of those, 204 water points have been completed.

Under the USAID-supported "Rural Water Supply and Sanitation Programme," construction of water points and latrines continued in the following 13 of the planned 18 provinces (Paktya, Nimroz, Hilmand, Kandahar, Uruzgan, Zabul, Maidan-Wardak, Kabul, Logar, Kapisa, Daykundi, Nuristan and Kunar) during the reporting period. By the end of 2006 the projects were completed in Ghazni, Paktika, Laghman, Nangahar and Khost and 217 water points were constructed and 915 latrines were completed. Construction work for 15 water points and 83 latrines has been under progress. A total of 8,532 families (59,724 individuals) received hygiene education. The hygiene education for 115 families (805 individuals) is under progress.

Contributions from both UNHCR and USAID have been utilized for capacity development for the Ministries, private sector, and communities to ensure a smooth implementation of WatSan projects and sustainability of constructed facilities. With UNHCR support, MRRD hosted two days workshop for the purpose of reviewing the MRRD's implementation performance of the UNHCR funded WATSAN programme in the past two years. The training sessions for Water & Sanitation engineers, conducted by DACAAR, have been on-going. Under USAID programme, 251 persons received trainings on various subjects related to water and sanitation engineering and project implementation during 2006.

Reintegration of IDPs and Refugees

With the support of UNHCR through NABDP, the Reintegration Unit has continued to play a coordination role in mainstreaming the reintegration issues of internally displaced persons (IDPs) and refugee returnees into MRRD national development programming as well as in strengthening collaboration with other ministries to implement returnee-related activities. In order to build a strong coordination among all the stakeholders and to share information, the Reintegration Unit arranged a joint working group session and invited people from different agencies, such as UNDP, NABDP, UNHCR, and the MRRD WatSan Department.

The Reintegration Unit is serving as the secretariat for the Reintegration Task Force Working Group on support for landless returnees, which is comprised of the Ministry of Refugees and Repatriation (MoRR), MRRD, Ministry of Urban Development (MUD), UNDP and UNHCR. The Reintegration Unit with the representatives from the Joint Working Group and technical staff visited the pilot provinces to assess the situation and identify needs for promotion of land distribution initiatives for returnees.

The Reintegration Unit developed a format for the Progress Report on the Land Allocation Scheme activities in coordination with MoRR, UNDP, UNHCR and donor agencies. The Unit collected all the technical needs assessment survey report from relevant departments and compiles necessary information in close coordination with relevant departments. The final technical report on land allocation has been prepared.

4. *Implementation Issues*

Despite the prevailing security problems in the South and West, the NABDP teams for DDA/ DDP exercises received support and protection by the Government and the communities. Seeing the courage and determination of communities to participate in week-long workshops amidst strong warnings from suspected Taliban militias against community members associated with or participating in governmental and international assistance is encouraging.

Government officials and communities actively participated in provincial and district coordination for the DDA/DDP process. Over 2,700 participants attended the provincial and district orientation and awareness meetings. Of these, less than 10% of them were women. The participation of women is indeed a challenge to development workers and the Government due to the prevailing cultural restrictions on women's involvement in social and economic processes.

In insecure areas, e.g. in Kandahar province DDAs have functioned as guarantors of security and it is solely due to this development that the surveying of projects could continue.

Although the second phase of NABDP has received relatively generous contributions from the donors for the year 2006, many of these contributions are earmarked for certain provinces. This creates high imbalance between the provinces which succeed in attracting donor support and the ones which do not. There is an urgent need to secure funding for project implementation in the provinces where DDAs have been established (mainly in the North) without any further support for implementing identified projects. It is extremely important to make use of the established structures (DDAs) in order not to lose the momentum of district development planning and following up on that by actually implementing infrastructure projects. This issue was intensively discussed in the Steering Committee Meeting held in September 2006. NABDP will continue to advocate support for the provinces which have not received any external assistance yet and explore new funding sources. A lot of resources are being allocated to the South at this point, rewarding insecure areas and partly forgetting about Northern and Central regions where DDAs and DDPs are in place and funding is needed.

5. Lessons Learnt and Next Steps

5.1. LESSONS LEARNT

During the reporting period, the programme faced several challenges which have been carefully assessed and analysed in order to determine necessary measures for the coming months.

During the third quarter, the scope and coverage of the programme activities was expanded very rapidly. As soon as the programme launched its pilot exercises to test methodologies and processes, it received a large number of demands for expanding activities both from the Government side and from donors. Although this can be seen as an indication of appreciation of the NABDP activities, it is quite a challenge for the programme to develop systematic mechanisms, to implement the activities, while carrying out the actual activities to meet such expectations. A staff member described this situation as "building a boat while sailing." Although the NABDP advisors and officers have been making every effort to meet such challenges, documentation and reporting of the on-going activities tend to be neglected.

NABDP is now recognized as a powerful vehicle for the implementation of development planning exercises with communities and the delivery of tangible results in support of a national development plan such as the ANDS. Subsequently, the scope of the programme activities has been expanded to the sub-national level and across sectors. Collaboration with relevant actors is very important, but because so many organizations have been already involved in the sub-national planning process with different approaches, establishing a coordination mechanism for sub-national planning will be difficult, although while extremely necessary,. Working closely with the Government and UN agencies, NABDP will make sure that the programme activities will be designed and carried out based on participatory consultation.

Community participation at district level has undoubtedly been enhanced through the consultative process that has been initiated by the NABDP. Nevertheless, the way forward in terms of devolving power and means to reach lower levels is still very much unclear.

During the first year of the second phase, the programme has geared up for full-scale implementation, making tangible achievements in all four components. 137 DDAs were established with strong support from the communities and local authorities. The initial phase of the regional economic development studies was launched and a draft inception report was produced in October. The Institutional Development Unit has been set up and NABDP advisors have been providing technical assistance to MRRD's key departments. Also, PDC Orientation Workshops were conducted in twelve provinces. The implementation of rural development projects continues with more attention and efforts for quality control of project implementation. As the Programme is gaining a momentum, establishment of effective and efficient institutional structures and mechanisms is of more need.

5.2. RECOMMENDATIONS

The unavailability of external financial assistance to particular provinces prevents the programme from expanding and reaching into all provinces. Having established DDAs and DDPs, but not having the funding to initiate follow-up projects might eventually result in an extensive waste of resources. We would like to urge donors to increase donating un-earmarked funding so that the programme can allocate resources on an ad hoc basis to wherever the resources are needed. This will hopefully also help to prevent a spill-over effect of insurgencies from one province to another. Activities are very much donor-driven and there have been more and more complaints from the North, from those regions that are lacking funding. Significantly supporting selected provinces and neglecting others will in the long run create new insecurities and lead to the further fragmentation of Afghanistan.

Gender Aspect

The participation of women in the decision making processes on the ground is still generally low. NABDP is working hard on developing methodologies in order to further reach out to women, e.g. through the use of female mobilisers. But in districts where instances (villages leaders, councils of elders etc.) decide that women are not allowed to take part in the local development process and in identifying priorities, these "traditions" to some extent also have to be respected in order to risk the overall failure of the community empowerment process.

Security

We are increasingly working on developing approaches that allow us to reach out to insecure areas. The approach used so far is that, if a DDA can be established and can then guarantee the security of engineers and other experts coming to survey proposed projects, then we will go ahead and aim at implementing a project which is then often times also implemented (given that it is not too large in scale and feasible) by the DDA itself instead of contracting it to a contractor that comes from outside.

Monitoring and Evaluation

The Monitoring & Evaluation of the programme has to be improved, by coordinating and streamlining ongoing activities in this area in the future. M&E have to be conducted on the ground, but the information will then have to be collected and analysed on the national level for possible feedback to the regions.

Partnerships and Coordination

Internally, there is a fairly good level of information sharing. Do to the large work load that everybody is facing, it is sometimes difficult to inform everybody about newest developments at any given point of time. Information is mainly shared through frequent ad hoc meetings which is a both direct and effective way. As mentioned before, a collective leadership method and a strong basis for ownership of the programme and its results has been created. The personnel are very much engaged in the whole process. Within the Ministry partnerships and cooperation could possibly be improved with the other national programmes run under MRRD. An important step has been made with NSP, adapting their methodology and applying it on the next higher administrative level and involving the same facilitating partners in the project implementation process.

Decentralized Management and Implementation

Despite slow progress within the Ministry to improve the systems for Project Cycle Management centrally, it has gradually been recognized that decentralization of responsibilities and building capabilities within the provinces will increase the efficiency, effectiveness, and the acceptance and trust in the Government. The period between identification and actual start of projects and between DDA training and planning and actual project inception still remains too long. This is caused by internal weaknesses as the internal organization of the MRRD, and by the slow building of capacities. In addition to that authority is being delegated in a speed that is too slow considering the overall progress of the programme.

Recording of Lessons Learned

The experience in decentralization of NABDP is extensive, but is often too weakly recorded. The programme is looking forward to improve its learning and knowledge systems, and starting the improvement of recording its experiences and lessons learned.

6. Financial Status

Provisional Financial Status and Utilisation

Please note: The figures provided below are subject to later adjustment. In particular, expenditures incurred against Norwegian funding for rural development activities in Faryab, as well as Japanese funding for DIAG development, could not be recorded in 2006. These expenditures will be reflected as as 2007 adjustments instead.

Table 1: Contribution Overview [Year 2002 – Year 2008]

Donor	Contributions		Contribution Balance
	Committed	Received	
Belgium	17,904,509	11,285,220	6,619,289
CIDA	25,071,235	22,574,609	2,496,626
Italy	5,767,087	5,767,087	-
Japan	42,284,864	42,284,864	-
Norway	2,880,099	1,880,099	1,000,000
UK	1,562,500	1,562,500	-
UNHCR	4,574,496	4,574,496	-
USA	18,165,309	18,165,309	-
UNDP	3,189,381	3,189,381	-
Netherlands	2,100,000	-	2,100,000
Total	123,499,480	111,283,565	12,215,915

Table 2: Funding Status (as of the end of the year 2006)

Donor	Received	Expenditures			Project Balance	Earmarked	Available Funding (as of 1 Jan 2007)	Remarks
		Period Prior to the Reporting Year 2006	Reporting Year 2006 Only	Total				
Belgium	11,285,220	853,499	2,931,270	3,784,768	7,500,452		5,863,728	
CIDA	22,574,609	7,580,226	4,385,730	11,965,956	10,608,654	Earmarked	8,726,809	
Italy	5,767,087	5,460,827	107,673	5,568,500	198,587		198,587	
Japan	42,284,864	1,205,738	2,820,569	4,026,307	38,258,557		38,212,273	Including DIAG
Norway	1,880,099	-	-	-	1,880,099	Earmarked	1,880,099	
UK	1,562,500	1,548,032	50	1,548,082	14,418		14,418	
UNHCR	4,574,496	2,396,241	1,214,893	3,611,134	963,362		963,362	
USA	18,165,309	4,963,844	6,333,284	11,297,128	6,868,181	Earmarked	6,868,181	Excl. PRT, final report in process
UNDP	3,189,381	2,729,516	218,731	2,948,247	241,134		241,134	
Total	111,283,565	26,737,923	18,012,199	44,750,122	66,533,443	0	62,968,590	

Financial Utilisation

Table 3: Annual Expenditure by Activity [1 January – 31 December]

Activity	Budget (Year)	Expenditures	Balance	Delivery Rate
Economic Regeneration	2,040,900	208,081	1,832,819	10%
Capacity Building	3,073,232	4,897,262	(1,824,031)	159%
Immediate Recovery Projects	7,832,226	3,451,822	4,380,404	44%
Programme Management	1,679,712	3,219,400	(1,539,689)	192%
Community Development	1,270,223	572,959	697,264	45%
IALP Kandahar	4,385,965	-	4,385,965	0%
DIAG	15,000,000	-	15,000,000	0%
Programme Management DEX	1,833,988	739,381	1,094,607	40%
UNHCR WatSan	1,081,610	1,184,038	(102,428)	109%
UNHCR Reintegration	33,170	35,531	(2,362)	107%
IDP Project (UNDP TTF)	221,679	90,391	131,287	41%
USAID WatSan	5,535,142	3,613,333	1,921,809	65%
	43,987,846	18,012,199	25,975,647	41%

Table 3: Annual Expenditure by Activity [1 January – 31 December]

Donors	Activity	Budget (Year)	Expenditures	Balance	Delivery Rate	Notes
UNHCR	UNHCR Water Supply	1,050,107	1,184,038	- 133,931		
	UNHCR Reintegration	32,204	35,531	- 3,328		
	GMS*	32,469	-	32,469		1
Sub Total (UNHCR)		1,114,780	1,219,570	- 104,789	109%	
Belgium	Economic Regeneration	15,000	-	15,000		
	Capacity Building	560,672	579,926	- 19,254		
	Immediate Recovery Project	3,491,824	1,766,953	1,724,871		
	Programme Management	110,000	243,801	- 133,801		
	Community Development	252,343	251,489	854		
	Programme Management DEX	497,365.74	63,923	433,443		
	GMS*	147,816	-	147,816		1
Sub Total (Belgium)		5,075,021	2,906,092	2,168,930	57%	
Japan	Economic Regeneration	1,827,000	207,952	1,619,048		
	Capacity Building	960,070	1,204,739	- 244,669		
	Immediate Recovery Project	281,730	120,684	161,046		
	Programme Management	200,000	1,312,245	- 1,112,245		
	Programme Management DEX	36,000	-	36,000		
	GMS*	943,912	-	943,912		1
Sub Total (Japan)		4,248,712	2,845,620	1,403,092	67%	
USA	Economic Regeneration	102,000	-	102,000		
	Capacity Building	714,638	1,049,710	- 335,072		
	Immediate Recovery Project	81,347	36,589	44,758		
	Programme Management	539,952	920,121	- 380,169		
	Community Development	762,200	321,452	440,748		
	USAID Water Supply	5,370,943	3,613,333	1,757,610		
	Programme Management DEX	627,880	387,546	240,334		
	GMS*	305,600	-	305,600		1
Sub Total (USA)		8,504,560	6,328,752	2,175,809	74%	
CIDA	Capacity Building	703,284	2,062,917	- 1,359,633		
	Immediate Recovery Project	3,209,913	1,527,596	1,682,317		
	Programme Management	550,842	612,973	- 62,131		
	Community Development	4,177,110	-	4,177,110		
	Programme Management DEX	451,497	182,227	269,270		
	GMS*	454,131	-	454,131		1
Sub Total (CIDA)		9,546,777	4,385,714	5,161,064	46%	
UK	Programme Management	48	48	-		
	Programme Management DEX	13,987	-	13,987		
	GMS*	435	2	433		1
Sub Total (UK)		14,469	49	14,420	0%	

Donors	Activity	Budget (Year)	Expenditures	Balance	Delivery Rate	Remarks
UNDP	Programme Management	125,000	128,340	- 3,340		
	UNDP TTF (IDP Project)	221,679	90,392	131,287		
	GMS*			-		1
Sub Total (UNDP)		346,679	218,731	127,947	63%	
Japan-DIAG	DIAG Activity	14,285,713	-	14,285,713		
	GMS*	714,287	0	714,287		1
Sub Total (Japan DIAG)		15,000,000	-	15,000,000	0%	
Italy	Programme Management DEX	129,804	105,779	24,025		
	Programme Management NEX	212	1,893	- 1,681		
	Activity 3			-		
	GMS*	6832	-	6,832		1
Sub Total (Italy)		136,848	107,672	29,176	79%	
Total		43,987,846	18,012,198	25,975,648	41%	2

NOTE: (1) Only part of the GMS* amount has been included in the actual expenditure under each activity as it has not yet been fully charged.

(2) This is a provisional annual report for 2006 and the figures are subject to future adjustment

Annexes

List of Annexes

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Annex 1: Progress vis-à-vis ANDS benchmarks

#	Target	Indicator	Pre-1385 Base line value (current status)	NABDP achieved 2006
1	By end-2010: Rural development will be enhanced comprehensively for the benefit of 19 million people in over 38,000 villages; this will be achieved through the election of at least a further 14,000 voluntary community development councils in all remaining	# District Development Assemblies established.	0	137
		# District Development plans are formulated and incorporated into provincial development plans annually.	0	137
		% of rural population access to safe drinking water	13.40%	
			27.00%	
			33.09%	
		# of safe water points functioning	103361	
		% of rural population who has access to basic sanitation facilities	0%	
			0%	
			4%	
			# of rural population received hygiene education	5,950,000
2	By end-2010: Access to safe drinking water will be extended to 90% of villages and sanitation to 50%	# of improved sanitation faculties	582	
			19,078	
		Km of village roads constructed/rehabilitated	0	
			7,963	
		A rural road maintenance system is established and mainstreamed into annual rural investment plans	0	
	5,396			
	# Villages connected by road to the district centres or major service			

		centres.		
		% of villages with improved small scale irrigation system	9.4%	
			0.0%	
3	By end-2010: Road connectivity will reach 40% of all villages, increasing access to markets, employment and social services	# of households benefits from these small scale irrigation	450,648	
		# of jerib irrigated through small scale irrigated structures.	0	
		# of rural households receiving services from formal financial institutions	176,069	N/a
			0	N/a
		2. Obtaining 98 % loan repayment rate.	98%	N/a
	% of rural population receiving income through participation in short-term employment generation activities (non-agrarian)	50%		
4	By end-2010: 47% of villages will benefit from small-scale irrigation		0%	
			0%	
			13%	
		# of labour days generated	43,969,980	
5	By end-2010: 800,000 households (22% of all Afghanistan's households) will benefit from improved access to financial services	Establishment of Rural Enterprise Development Program (REDP)	0	2007
		Formulation of the draft Rural Enterprise Development Policy, consultation with key stakeholders and approval	0	2007
	2. To retain 98% loan repayment rate.	Development of the draft Rural Enterprise regulatory framework, consultation with the key stakeholders and approval	0	2007
6	By end-2010: Livelihoods of at least 15% of the rural population will be supported through the provision of 91 million labour days.	# of provinces with institutional support centers functioning	0	2007

7	From I-ANDS: By the end of 2010, a policy and regulatory framework will be in place to support the establishments of small and medium rural enterprises (SMEs) and technical support will be provided through the established institutional support in 34 provinces.			

Annex 2: NABDP Achievements by Province

Province	No. of DDAs established	No. of PDCs established	No. of Projects	Donors
NORTH				
Balkh	14	Yes	3	Japan
Jawzjan			2	
Saripul			2	
Faryab	14	Yes	7	Norway
Samangan			2	
NORTH EAST				
Badakshan			1	
Takhar	17	Yes	3	DIAG
Kunduz	1	Yes	1	
Baghlan			6	
EAST				
Nuristan			0	
Nangarhar			6	Japan
Laghman			4	
Kunar			0	
SOUTH EAST				
Paktya		Yes	1	
Paktika			1	
Ghazni	19		3	
Khost	13		0	
CENTER				
Parwan			1	
Logar			0	
Wardak			3	
Bamyan			4	Japan
Kabul			19	
Panshir	7	Yes	2	
Daykundi	9	Yes	1	Belgium
Kapisa	2		2	
SOUTH				
Kandahar	17	Yes	22	USA, Canada, Japan
Zabul	11	Yes	1	
Uruzgan	4		14	Netherlands, Belgium
Hilmand	13	Yes	1	
Nimroz			4	Belgium
WEST				
Herat		Yes	2	
Ghor			8	
Farah	7	Yes	0	
Badghis			0	

This list does not include the DEX projects executed by RuWatSan and UNOPS.

Annex 3: Donor Sections (special requirements/earmarking)

Belgium

A. Support to Nimroz, Ghor, Uruzgan, and Daykundi

Plledged	Received	Agreement Sign. Date	Agreement Exp. Date
Euro 13.5m (2005-2007)	US\$5,545,429 (for 2005) US\$5,739,796 (for 2006)	Nov. 2004 (EN)	2007

Area of Assistance/ Earmarked:

Overall support for activities in the areas of Economic Regeneration and Capacity Development

Sub-projects are being implemented in the provinces of Nimroz, Ghor, Uruzgan and Daykundi

Major Achievements in 2006 Regarding this Contribution:

Initial studies for the two regions have been conducted

The contribution is enabling NABDP to respond to the various capacity building needs in the Government (MRRD and other Ministries), as well as to support PDCs (see page 7)

A study Assessing Strategies for Regional Economic Regeneration was conducted (the inception phase has been completed, a follow-up will follow soon)

23 sub-projects have been designed and another 27 have been implemented

Canada

A. NABDP General

Plledged	Received	Agreement Sign. Date	Agreement Exp. Date
CAN\$6m	US\$4,958,678	Mar 03	31 July 04
CAN\$6m	US\$5,150,727	Mar 05	31 March 06
CAN\$6m	US\$2,631,579 (CAN\$3m)	Feb 06 (Amend/ext of 2005)	31 March 08

Area of Assistance/ Earmarked:

Overall (un-earmarked) support for the entire NABDP activities in 2005

Overall (un-earmarked) support for the entire NABDP activities in 2006

Major Achievements in 2006 Regarding this Contribution:

The un-earmarked funds to support overall activities of NABDP tremendously helped NABDP and MRRD to implement activities according to the four components, responding to needs of stakeholders in a flexible and prompt manner

54 projects were under construction

44 projects were under design and procurement

B. Quick-impact projects

Pledged	Received	Agreement Sign. Date	Agreement Exp. Date
CAN\$6.1m	US\$2,654,867 (CAN\$3m for Amend No.2)	Aug 06 (Amend No.2)	31 March 08
	US\$2,792,793 (CAN\$3.1 for Amend No.3)	Oct 06 (Amend No.3)	31 March 08

Area of Assistance/ Earmarked:

CAN\$2.7 for 6 quick projects and CAN\$3.4 for each 17 district (\$200k per district)

Major Achievements in 2006 Regarding this Contribution:

6 projects were identified and surveyed; their procurement was prepared

C. IALP-Kandahar

Pledged	Received	Agreement Sign. Date	Agreement Exp. Date
CAN\$ 5m	US\$4,385,965	March 05	31 March 07

Area of Assistance/ Earmarked:

AL-CRD in Kandahar

Major Achievements in 2006 Regarding this Contribution:

The project steering committee and provincial coordination committee were established
Projects proposed by DDAs were forwarded to the PCC

Japan

A. Regional Economic Development

Pledged	Received	Agreement Sign. Date	Agreement Exp. Date
US\$1,854,000	US\$1,854,000	April 03	April 04
US\$3,429,000	US\$3,429,000	July 05	Dec 07 (to be extended)

Area of Assistance/ Earmarked:

A study to assess prospects for economic development was conducted in four regions (North, East, South, Central)

Major Achievements in 2006 Regarding this Contribution:

The inception phase of the study has been completed and soon a follow up will be conducted

B. DIAG Counterpart Fund

Pledged	Received	Agreement Sign. Date	Agreement Exp. Date
US\$15,000,000	US\$ 15,000,000 (From Counterpart Fund)	Jan 06 (Approval)	March 07 (Expected)

Area of Assistance/ Earmarked:

Support for community consultation through DDAs and implement small infrastructure projects in DIAG priority areas.

Major Achievements in 2006 Regarding this Contribution:

3 DDAs in Takhar province and 1 DDA in Kapisa province were established

A project was identified and designed for Farkhar district in Takhar

C. DIAG Development in Kandahar, Nangahar, Balkh and Bamyan

Pledged	Received	Agreement Signed Date	Agreement Exp. Date
JPY3.2 billion	US\$21,830,414	Aug 06 (EN)	March 07

Area of Assistance/ Earmarked:

Support for comprehensive rural development in the four provinces (Kandahar, Nangahar, Balkh, Bamyan) through DDA establishment, PDC support and implementation of rural development projects.

Major Achievement in 2006 Regarding this Contribution:

Sub-projects were implemented that had been identified by DDAs in Balkh and in Kandahar.

Netherlands

A. Community Empowerment

Committed	Received	Agreement Sign. Date	Agreement Date	Exp. Date
US\$ 2.1m (2006-2008)	US\$1,470,000	7 December 2006	December 2007	

Area of Assistance/ Earmarked:

Support for community empowerment through DDAs, focus on Uruzgan.

In terms of Community Empowerment NABDP has established four interim District Development Assemblies (DDA) and four District Development Plans (DDP) have been formulated in Uruzgan. Only in Shahihi Hassas for security reasons the DDA/ DDP could not be established.

In the area of Implementation Support six infrastructure projects (NEX) have been contracted, three in the field of education and three in the field of transport (see the table attached)

District	Village	Project Title	Est. Cost	Procured	Contracted	Sector
Tirinkot	Sadmarwa	Salambaba High School Building	\$250,000.00	27/04/1385		Education
Chora	Center	High School Building for Agriculture	\$250,000.00	27/04/1385		Education
Khas Uruzgan	Matak Kahn	Feroz Middle School Construction	\$200,000.00	27/04/1385		Education
Dirawud		Bridge Construction over Helmand river	\$400,000.00		20/2/2007	Transport
Chora	Chora to Tirinkot	Asphalting of 35 km of Road	\$700,000.00		20/2/2007	Transport
Tirinkot	Sajawal	Bridge Construction on Drafshan River	\$300,000.00		20/2/2007	Transport

New Zealand

A. PRT Quick Impact projects in Bamyan

Pledged	Received	Agreement Sign. Date	Agreement Date	Exp.
US\$889,043	US\$566,343.04 (NOK 3.5m, 06)	July 04	31 March 07	

Area of Assistance/ Earmarked:

Support for rural infrastructure projects in Bamyan, in co-operation with NZ-PRT.

Major Achievements in 2006 Regarding this Contribution:

As of end-December 2006, 6 bridges have been completely constructed in Bamyan increasing access in rural areas. UNOPS is preparing a close-out statement to be submitted to UNDP.

Norway

A. Comprehensive Rural Development in Faryab

Pledged	Received	Agreement Sign. Date	Agreement Date	Exp.
US\$ 1.5m (2006-2008)	US\$566,343.04 (NOK 3.5m, 06)	26 July 2006	2008 (Multi year)	
NOK 8.5m (add. fund. 06)	US\$1,313,755	16 Oct 2006	Dec. 2006	

Area of Assistance/ Earmarked:

Support for comprehensive rural development in Faryab Province through the establishment of DDAs, PDC support and implementation of rural development projects

Major Achievements in 2006 Regarding this Contribution:

In 13 out of 14 districts DDAs have been established
12 sub-projects have been identified, surveyed and designed
A PDC has been established

UNHCR

A. Water and Sanitation/Reintegration

Pledged	Received	Agreement Sign. Date	Agreement Exp. Date
US\$ 1,063,475	US \$1,063,475	June 06 (effective from Jan 05)	31 Dec 06

Area of Assistance/ Earmarked:

Construction of water points and latrines

Conduction of hygiene training in the areas affected by high influx of returnees
Support provided to the MRRD Reintegration Unit

Major Achievements in 2006 Regarding this Contribution:

Construction of 267 water points and 201 latrines has been undertaken
The Reintegration Unit has continued to play a coordination role in mainstreaming the reintegration issues of returnees into MRRD national development programming and served as the secretariat for the Reintegration Task Force Working Group on support for land allocation initiatives for returnees

USAID

A. Water Supply

Pledged	Received	Agreement Sign. Date	Agreement Exp. Date
US\$ 10m	US\$ 10m	May 04	31 Jan 07

Area of Assistance/ Earmarked:

Construction of water points and latrines and conduction of hygiene training in 13 provinces

Major Achievements in 2006 Regarding this Contribution:

2165 water points and 11 piped schemes were constructed & 5 are still in progress
541,751 people received hygiene education in 18 provinces
8,651 latrines have been constructed
33 mechanics trained in 13 provinces
2165 caretaker trained in 18 provinces

B. USAID-PRT Quick-Impact Project

Committed	Received	Agreement Sign. Date	Agreement Exp. Date
US \$25.6m	US\$ 25.6m	September 03	December 2006

Area of Assistance/ Earmarked:

Rural infrastructure projects, implemented by UNOPS.

Major Achievements in 2006 Regarding this Contribution:

Summary of 30 USAID-funded PRT projects completed in 2006

4	Bamyan	3 Government Buildings, 1 Bridge
7	Jalalabad	3 Government Buildings, 1 water (digging the well), 1 Power (procure nickel based poles for distribution power), 1 road, 1 Education
3	Asadabad	2 Government Buildings, 1 Civil Soc.
1	Kandahar	1 Clinic
3	Lashkarghar	3 Government buildings
2	Tirin Kowt	1 Road, 1 Clinic
6	Qalat	2 Government Buildings, 1 clinic, 1 aviation, 2 Genders
2	Kabul	2 Schools
1	Gardez	1 Aviation
1	Faizabad	Enviromental

C. Support to Alternative Livelihoods

Pledged	Received	Agreement Sign. Date	Agreement Exp. Date
US\$ 8,165,309	US\$8,165,309	August 05	30 October 07

Area of Assistance/ Earmarked:

Establishment of DDAs and DDPs in districts of provinces with high poppy cultivation to identify alternative livelihood opportunities

Support for conflict-affected districts (Panjwai & Zarani) through provision of emergency assistance and implementation of rehabilitation projects

Major Achievements in 2006 Regarding this Contribution:

120 DDAs were established and DDPs formulated in high-poppy cultivation areas

Support to MRRD to procure and distribute the emergency assistance

Rehabilitation projects were designed or implemented in the affected areas

2,000 families profited from emergency aid

400 blankets and other food & non-food items were distributed