ANNEXES

INDEPENDENT COUNTRY PROGRAMME

EVALUATION – AFGHANISTAN

Contents

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* Annex 2 - The list of people consulted has been removed (2021).

Annex 1. Terms of Reference

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) will conduct an Independent Country Programme Evaluation (ICPE) in the Islamic Republic of Afghanistan in 2018/2019 as part of its annual work plan. The ICPEs, formerly known as the "Assessments of Development Results (ADRs)," are typically conducted in the penultimate year of the country programme cycle to inform the elaboration of the new country programme with evaluative evidence of UNDP's contribution to national development priorities. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document (CPD);
- Strengthen accountability of UNDP to national stakeholders; and
- Strengthen accountability of UNDP to the Executive Board.

ICPEs are carried out in accordance with the UNDP Evaluation Policy.[1] The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. IEO's responsibility is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

This is IEO's third country programme evaluation conducted for Afghanistan.[2] The evaluation will focus on UNDP's work during the ongoing programme cycle 2015-2019. It is conducted in close collaboration with UNDP Afghanistan, Regional Bureau for Asia and the Pacific (RBAP), and the Government of Afghanistan. Results of the evaluation are expected to provide a set of forward-looking recommendations as input to the new CPD process for the next country programme.

2. NATIONAL CONTEXT

Afghanistan is a land-locked, mountainous and semi-arid country, bordered by China, Iran, Pakistan, Tajikistan, Turkmenistan and Uzbekistan. It is made up of 34 provinces (*wilayat*). Its population was 34.7 million in 2016,[3] of which 73 percent reside in rural areas.[4] About 63.7 percent of the population are under age 25.[5] It is a multi-cultural and multi-lingual country with Pashto and Dari/Farsi as the major languages.

Protracted conflict for almost thirty-five years and continued insurgency in parts of the country have taken a serious toll on Afghanistan's development process. The last decade was also marked by considerable international aid efforts and an international military intervention. In 2004, the first democratic elections took place, with subsequent presidential elections in 2009 and 2014. Parliamentary and district council elections are scheduled for October 2018. With the withdrawal of international troops in 2014 and the creation of the National Unity Government, Afghanistan began a transformation decade towards self-reliance, aiming to transition towards a post-crisis recovery context with more developmental initiatives.

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[1] DP/2016/23, *UNDP Evaluation Policy*, 19 July 2016.
[2] The first two ADRs covered the programme periods 2002-2008 (UNDP, 2009) and 2009-2013 (UNDP, 2014).
[3] 29.7 million as per national statistics, of which 1.5 million are nomads
[4] World Bank data
[5] UNFPA, http://afghanistan.unfpa.org/en/node/15227. According to World Bank data, 44 percent are under 14

More recently, this has been reflected on the Afghanistan National Peace and Development Framework (2017-2021) presented in October 2016 at the Brussels Conference on Afghanistan.[6]

The 2004 constitution created a centralized presidential government with a bicameral system. However, Afghanistan's institutions remain fragile and challenged by security concerns, ineffective governance, patronage-based politics, corruption, a weak justice system and political exclusion.[7] The ongoing conflict has led to significant landmine/ERW contamination, increasing civilian casualties[8] and to large population movements, with 1.8 million internally displaced people and 354,000 returnees,[9] bringing mounting pressure on the overstretched public services. State building, security and development efforts are challenged by armed non-state actors who have territorial control in many parts of the country. The 2017 UNAMA strategic review noted that "Afghanistan is not in a post-conflict situation, where sufficient stability exists to focus on institution-building and development-oriented activities, but a country undergoing a conflict that shows few signs of abating."[10]

Afghanistan has witnessed positive trends in life expectancy (from 55 in 2000 to 63 in 2015), primary school enrolment and infant mortality and maternal rates.[11] Progress has been uneven, however, and the country's Human Development Index remains one of the lowest in the world, ranking it at 169th out of 188 countries.[12] In 2014, 39 percent of Afghans lived below the national poverty line. About 33 percent are food insecure and 41 percent of Afghan children under the age of five are stunted.[13] Participation of women in the national workforce and the parliament remains low, and they continue to suffer widespread discrimination and human rights abuses. With fertility rates at 4.8 in 2016, increasing unemployment and high rates of illiteracy, the country's economic growth could turn to be insufficient to cover the needs of the population, particularly its large 'youth bulge.'

Afghanistan is a low-income country.[14] The economy is mostly driven by foreign military and development aid and illicit agricultural production.[15] Following foreign military disengagement, the economy deteriorated although the economic growth rate moderately increased during 2015-2017. The development of the agricultural sector and the extractive industries is a major challenge for the country but has potential to drive economic growth. Afghanistan's agricultural sector represented 22 percent of GDP and 62 percent of total employment in 2016. However, economic volatility is high and the World Bank's 2018 Doing Business index positioned Afghanistan at 183 out of 190 countries.

Widespread natural disasters are recurrent, particularly floods, drought, earthquakes, avalanches and landslides, and their impact can be very severe as 80 per cent of the population depends on natural

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[6] At the Berlin conference in March 2004, the Afghan Government presented a post-conflict transition plan. Renewed strategies towards self-reliance were presented in several subsequent international conferences, leading to growing pledges of military, financial and development assistance.

[7] UNDP Conflict Development Analysis, 2013.

[8] A total of 10,453 civilian casualties were reported in 2017, including 3,438 deaths. UNAMA, 2017 Annual Report on the Protection of Civilians in Armed Conflict in Afghanistan, Feb 2018.

[9] UNHCR data, 2018. http://popstats.unhcr.org/en/overview#_ga=2.115113550.899334860.1515684169-1671454803.1513002967

[10] A/72/312, https://reliefweb.int/sites/reliefweb.int/files/resources/N1723365.pdf

[11] World Bank data.

[12] UNDP Human Development Report 2016. Afghanistan is in the low human development category with the HDI value for 2015 being 0.479.

[13] WFP, http://www1.wfp.org/countries/afghanistan

[14] World Bank, country classifications by income 2017-2018

[15] UNDAF 2015-2019

resources for their livelihoods. Forest coverage has been decimated and only 12% of the land is now suitable for farming. Disputes over land are very common. Although some efforts have been made, the environment remains a neglected sector by the government.

3. UNDP PROGRAMME IN AFGHANISTAN, 2015-2019

UNDP's operation in Afghanistan began in 1966. Its programme of work for the current cycle has been defined in the Country Programme Document (CPD) for Afghanistan 2015-2019.[16] The preparation of the CPD was guided by the United Nations Development Assistance Framework (UNDAF) for the same period, developed by the United Nations Country Team (UNCT) in Afghanistan in coordination with the Afghan Ministry of Foreign Affairs. The UNCT comprises 28 UN agencies, of which 24 are represented in-country.[17]

With the 'Transformation Decade' in Afghanistan on the horizon, following presidential elections and the withdrawal of international troops in 2014, UNDP seeks during the current programme period to "achieve transformational change in an environment of great complexity and insecurity."[18] In line with the Afghanistan National Development Strategy (ANDS) and the mandate of the integrated United Nations Assistance Mission to Afghanistan (UNAMA), UNDP is programmatically expected to address four UNDAF priority areas through its outputs (or areas of contribution) as shown in Table 1: i) Accountable Governance; ii) Justice and Rule of Law; iii) Equitable and Inclusive Development; and iv) Social Equity.[19] Four cross-cutting guiding principles apply to all areas of the programme, i.e. i) area-based approaches for better targeting of beneficiaries; ii) scalability of results and use of multidisciplinary approaches; iii) partnership building; and iv) use of national systems and 'Serving as One.' UNDP is also expected to exercise conflict sensitivity and focus on capacity development (vis-à-vis capacity substitution) in each of the country programme outcomes during the period.

Table 1. UNDAF/UNDP Outcomes and UNDP's Areas of Specific Contribution (CPD 2015-2019)		
UNDAF/UNDP Outcomes	UNDP Strategic Plan 2014-2017	UNDP Outputs (Areas of Contribution)
Accountable Governance (UNDAF pillar 5/ UNDP Outcome 7): Improved legitimate, transparent and inclusive governance at all levels that enables progressive realization of human rights Indicative resources: i) Regular $390M	Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.	1. Political processes are more inclusive and representative institutions are enabled to hold government more accountable at all levels 2. Capacity of state and non-state institutions strengthened to advance peacebuilding 3. Capacities of national and local institutions strengthened through improved assessment, planning, and budgeting to respond to development priorities, especially of the most vulnerable and women.

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[16] DP/DCP/AFG/3, *Country Programme Document for Afghanistan, 2015-2019,* 11 July 2014, submitted to the Second Regular Session of 2014 Executive Board, 2-5 September 2014.

[17] UNCT Afghanistan, *United Nations Development Assistance Framework for Afghanistan, 2015-2019*.

[18] UNDP CPD 2015-2019.

[19] The UNDAF has a total of five priority areas, including Basic Social Services, which has not been covered in the UNDP CPD.

Justice and Rule of Law (UNDAF pillar 4/ UNDP Outcome 8): Trust in and access to fair, effective, and accountable rule of law services is increased in accordance with applicable international human rights standards and the Government's legal obligations Indicative resources: i) Regular $500M for 3 years ($1.5B) for the Law and Order Trust Fund for Afghanistan (LOTFA) payroll; and ii) Other $350M over 5 years	Countries have strengthened institutions to progressively deliver universal access to basic services.	4. National institutions enabled for strengthened justice and police governance 5. Capacity of justice and rule of law institutions strengthened for improved access to justice and police services delivery
Equitable and Inclusive Development (UNDAF pillar 1/ UNDP Outcome 9): Economic growth is accelerated to reduce vulnerabilities and poverty, strengthen the resilience of the licit economy and reduce the illicit economy in its multiple dimensions Indicative resources: i) Regular $360M	Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (Outcome 1); Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.	6. Improved economic livelihoods, especially for vulnerable populations and women 7. Vulnerable and marginalized populations, especially women, have increased and equitable access to natural resources and affordable energy, including through improved environmental governance 8. Increased community resilience to climate change and disasters, thereby reducing vulnerability and sustaining economic gains
Social Equity (UNDAF pillar 3/ UNDP Outcome 10): Social equity of women, youth and minorities and vulnerable populations is increased through improved and consistent application by Government of principles of inclusion in implementing existing and creating new policies and legislation Indicative resources: i) Regular $48M	Faster progress is achieved in reducing gender inequality and promoting women's empowerment.	9. Government enabled to implement national and international commitments impacting women 10. Enhanced government and civil society capacity to monitor and report on national and international commitments affecting women 11. Formal and informal systems and mechanisms operational for effective enforcement of laws and policies to eliminate gender-based discrimination and violence against women

Following the formulation and launch of the UNDAF and UNDP's country programme, Afghanistan's security continued to deteriorate, further bringing political and economic instabilities. To meet the growing expectations by the Government of Afghanistan for the UN entities to 'deliver as one' at the country level, the UNCT undertook in late 2017 a comprehensive review of its work under the existing UNDAF 2015-2019.[20] This has led to the development of a new UN programme framework for the period

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[20] UN Afghanistan, the Mid-Term Review (MTR) of UNDAF 2015-2019, Nov 2017. The MTR covered the work period 2016-2017.

2018-2021, "One UN for Afghanistan 2018-2021," with six new priority areas: i) normative (e.g. human rights, policy and data); ii) education; iii) food security, nutrition, livelihoods; iv) health; v) return and reintegration; and vi) rule of law and governance.[21]

To align its programme cycle to the new Government priority, Afghanistan National Peace and Development Framework 2017-2021, as well as to the revised extended UNDAF ("One UN") 2018-2021, UNDP Afghanistan is planning to extend its current country programme in 2019 by two years to 2021.[22]

4. SCOPE OF THE EVALUATION

The ICPE Afghanistan will examine UNDP's ongoing programme, 2015-2019, as formally approved by the Executive Board. Guided by the Results and Resources Framework defined in the CPD 2015-2019, the evaluation will assess UNDP's performance in contributing to the four programme outcomes through its specific areas of support, in the areas of:
- Accountable governance;
- Justice and rule of law;
- Equitable and inclusive development; and
- Social equity.

The scope of the evaluation, at the same time, will reflect the multiple constraints UNDP has faced during its programme implementation, including the country's increasing insecurity and political and economic volatility. It will also reflect various changes taken place since the launch of the current country programme. For example, with a highly likely extension of the CPD by two years at the Executive Board in 2019, the evaluation is expected to take place roughly at the 'midpoint' of the extended country programme, i.e. 2015-2021, at the time of this writing. The UNDP country office has also gone through a significant change management process since the end of 2014, entailing changes in the office structure, staffing (e.g. a 65 percent reduction in the number of international staff between 2014 and 2015), programme portfolios (reflecting the new One UN framework that seeks a 'clear value proposition' from both individual UN agencies and the UNCT as a whole), and programme operations (e.g. shift from a decentralized, project-driven model with large project teams to a leaner, centralized model with tighter oversight mechanisms).[23]

As with other ICPEs, the evaluation will attempt to assess the *level of progress and achievements made thus far by UNDP against its initial programmatic objectives*. Given the significant programmatic and operational changes UNDP has undergone at the start of the current programme, however, the evaluation will place greater focus on assessing the relevance of *UNDP's strategies for achieving programme effectiveness during the time of transition* both within the country office and the country. This will include identification of potential gaps, as well as implications to the rest of the programme cycle and to the next country programme cycle. Areas of particular attention in this strategic analysis will include programming strategies (including use of a theory of change for broader development goals), plans for sustainability and resilience, application of a conflict sensitivity approach, the level of gender equality and women's empowerment integrated in programming, the role of partnerships with development partners (e.g. UN

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[21] UN Afghanistan, One UN for Afghanistan: 1 January 2018 – 31 December 2021 (15 January 2018)
[22] DP/2018/22 Extensions of country programmes, 2 July 2018, expected to be submitted to the Second Regular Session of the 2018 Executive Board. The submission has now been postponed to the 2019 January Board session.
[23] UNDP Afghanistan, Country Profile: Afghanistan, updated in November 2017.

agencies, including the contribution of UNV and UNCDF; international financial institutions; and donors), and civil society engagement.

The ICPE will assess UNDP's interventions in the country that are active or completed between 2015 and 2018. The interventions under review are funded by all sources, including those from UNDP's regular resources, donors, and the Government. The efforts supported by UNDP's regional and global programmes will also be included.

5. METHODOLOGY

The evaluation will be conducted in accordance with the norms and the standards for evaluations established by the United Nations Evaluation Group (UNEG), which include ethical standards for ensuring overall credibility and responsible use of resources.[24]

The ICPEs typically address three standard evaluation questions and methodological approaches.[25] The evaluation for Afghanistan will address the following two key questions, reflecting changes in the country's programme context (Section 3) and the modified scope of the evaluation. A specific design matrix will be developed to address the two questions:
1. To what extent has UNDP been able to achieve its initial and adjusted programme objectives in contribution to each outcome?
2. To what extent has UNDP's strategy for achieving programme effectiveness in the context of changing environment been applied and successful?

The first question will address UNDP's effectiveness in achieving its 'specific areas of contributions' (or "outputs" as defined in the CPD designed to contribute to each outcome), as well as any programme objectives adjusted over time. The analysis is conducted at the outcome level, but the full results are not expected at the level for Afghanistan, given the portfolio changes and the fact that the evaluation takes place at the midpoint (only a few years into) of the extended programme cycle. Thus, the focus will be on capturing the progress made thus far in the areas UNDP is expected to uniquely add values based on its comparative strengths, and identifying lessons moving forward.[26] The evaluation is expected to use:
- A theory of change (ToC) to understand the underlying programme intent and logic, by outcome, including the assumptions being made for desired changes and expected causal linkages.
- A gender analysis to assess the extent to which UNDP support was designed to and contributed to gender equality and women's empowerment by using the tools such as the Gender Marker and the Gender Results Effectiveness Scale (GRES), respectively.[27]

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[24] United Nations Evaluation Group (UNEG), Norms and Standards for Evaluation, 2016 revision.

[25] The standard ICPE evaluation questions are: i) "What did the UNDP country programme intend to achieve during the period under review?"; ii) "To what extent has the programme achieved (or is likely to achieve) its intended objectives?"; and ii) "What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?"

[26] This may include an analysis on the existing M&E mechanism, given limited access to project sites by UNDP staff.

[27] *The Gender Marker* is a corporate gender rating assigned to all UNDP projects during design phase. The rating is awarded as follows: "3" = Outputs that have gender equality as the main objective; "2" = Outputs that have gender equality as a significant objective; "1" = Outputs that will contribute in some way to gender equality, but not significantly; and "0" = Outputs that are not expected to contribute noticeably to gender equality. The Gender Marker is also used to track planned project expenditures related to gender efforts. *The Gender Results Effectiveness Scale (GRES)* is used to classify gender results into five groups: i) result had a negative outcome that aggravated or reinforced existing gender inequalities and norms ("gender negative"); ii) result had no attention to gender, failed to acknowledge the different needs of men, women, girls and boys, or marginalized populations ("gender blind"); iii) result focused on the number of equity (50/50) of women, men or marginalized populations that were targeted ("gender targeted"); iv) results addressed

- The recommendations drawn from the last country programme evaluation (ADR 2014) and the status of implementing actions under the management response.
- An extensive desk review of documents, including evaluation reports, available internally and externally to facilitate the results validation process, given the anticipated challenges in collecting primary data in the country due to insecurity, which will be complemented by any other means of data collection available (Section 6).[28]

The second question focuses on the relevance of various strategic choices made by UNDP during the cycle through a number of reviews - including the Afghanistan Strategic Programme Review (2016) and the Alignment Mission (2015), which examined UNDP's sector-specific strategies and instruments and its organizational structure, and the mid-term review of the UNDAF (Nov 2017) and the mid-term review of the UNDP Country Programme (Dec 2017) - to strengthen its programme effectiveness. The question will examine how UNDP has exploited its added value to the programming during the transitional period. It will assess how well the programmatic and operational adjustments made through those reviews and change management processes have worked, including the extent of the expected milestones being on track, potential gaps, and implications for strategically positioning UNDP in the next programme cycle.

The evaluation will examine factors that may have influenced UNDP's performance, both positively or negatively, in alignment with the engagement principles and parameters of its Strategic Plan as well as from programme management perspectives.[29] This will include, among others, the degree of gender mainstreaming and civil society engagements as factors for UNDP's programme effectiveness.

The evaluation will pay attention to various country-specific issues that may have impacted the degree of UNDP's programme implementation and results, including:
- Afghanistan's unique political decision-making processes through the National Unity Government led by the President and the Chief Executive.
- Its history of high aid dependency and challenges in donor coordination.[30]

A participatory approach will be taken to ensure that relevant stakeholders are fully informed of the evaluation process, participate in the activities as intended, and exercise the ownership of the process and the final evaluation results. Based on the stakeholder mapping (Section 6), key stakeholder groups will be identified, who may or may not work directly with UNDP.

6. DATA COLLECTION

Assessment of data collection constraints and existing data. An evaluability assessment was carried out to understand potential data collection constraints and opportunities. Some of the issues identified for Afghanistan include the following:

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differential needs of men or women and address equitable distribution of benefits, resources, status, and rights, but did not address root causes of inequalities in their lives ("gender responsive"); and v) result contributes to changes in norms, cultural values, power structure and the roots of gender inequalities and discrimination ("gender transformative"). UNDP, IEO "ICPE How-To Note on Gender" (March 2016).

[28] E.g. the Mid-Term Evaluation (MTE) of the Law and Order Trust Fund for Afghanistan Support to Payroll Management Project (LOTFA SPM project), completed and available in March 2018.

[29] E.g. The Strategic Plan 2014-2017 engagement principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

[30] OXFAM and Swedish Committee for Afghanistan (SCA), Aid Effectiveness in Afghanistan, 15 March 2018

- **Security constrains and stakeholder availability**: Given the country's ongoing armed conflict setting, significant limitations in the evaluation team's ability to travel within the country are expected. The initial consultations with the country office and RBAP have suggested logistical challenges in conducting field-based data collection activities, including limited or no access to many of the project sites by international staff, and requiring advance preparations for internal travels (e.g. security advance clearance and military escorts). The May 2017 bombing of nearby embassies have forced many staff evacuations. The Rest and Recuperation (R&R), which allows staff to be away from the office for one week every 6 weeks, is also in effect, requiring a careful, advance planning for scheduling stakeholder interviews and meetings.
- **Availability of past evaluation reports**: The Evaluation Resource Center (ERC) information indicates that a total of 13 evaluations are available since 2015, including the CPD Midterm Evaluation, UNDAF Evaluation (Joint UNCT, 2017), Final Evaluation of LOTFA, and 11 project evaluations. The outcome evaluations are yet to be completed although those for 4 outcomes are planned for 2017-2018 according to the costed evaluation.[31]
- **Programme and project information**: With the country office's support, all available programme- and project-related documents will be collected in an internal document portal (SharePoint) prior to the evaluation. At the preliminary phase, there is a fair amount of required project documents, strategic papers, and monitoring reports. The CPD provides a measurement framework, including indicators, baselines, and targets for the outcomes. A summary of the status of progress using the outcome indicators will be prepared by using the country office's annual self-assessment of its prorammes (Results-Oriented Annual Reports, or "ROARs"), which are available for 2015, 2016, and 2017, and the Corporate Planning System associated with them.
- **National statistical capacity:** Afghanistan's internal statistical capacity has made improvements in the last decade, and yet remains below the average among countries in South Asia, according to the World Bank's Statistical Capacity Indicator.[32]

Data collection methods. The general data collection plan will be guided by the ToC (Section 5), as well as a stakeholder mapping to be conducted at the beginning of the evaluation.[33] A design matrix will elaborate data collection plans for each of the evaluation questions. Data and information required for the evaluation will be collected primarily through the following:
- Desk reviews: The evaluation team will review various reference material, including country programme and strategy documents, corporately-available results data, project documents, annual work plans, ROARs, past evaluation reports (internal and external), audit reports, UNDP/UNCT publications, government reports. Given the significance of the desk review exercise for this evaluation, the quality of each documentation will be critical for the team's ability to extract meaningful information.
- Stakeholder interviews: Face-to-face and/or telephone/Skype interviews will be conducted with relevant stakeholders, including government officials, national implementation partners, development partners (UN agencies, IFIs, and donors), UNDP country office and RBAP (and its Regional Hub), and beneficiary groups.[34] Interviews also include UNDP's relevant headquarter

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[31] UNDP Afghanistan Fully-Costed Evaluation Plan, updated 23/07/2017.
[32] http://datatopics.worldbank.org/statisticalcapacity/SCIdashboard.aspx
[33] A mapping of stakeholder groups relevant to the ICPE. They may include key players in the national context (including those who may not have direct relationships with the UNDP programme) and the existing partners in the design and implementation of the programme areas. The exercise will identify the relationship between different stakeholders and their interests.
[34] Given the limited physical mobility anticipated in the country, the evaluation team's ability to reach required groups (e.g. beneficiary groups) is likely to be limited. The use of national consultants for field work (locally-based in provinces

offices (e.g. Bureau for Policy and Programme Support, and Crisis Response Unit), relevant UN departments (e.g. Department of Peacekeeping Operations), and others appropriate, including the UNAMA. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance.

- Site visits: Visits to field project sites are expected to be minimal and will be planned, as possible, in close consultation with the country office.
- Additional data collection activities may be planned, as appropriate, including the use of an experts meeting and administration of an advance questionnaire.

A list of projects for in-depth reviews will be developed based on a purposive sampling. The criteria for selection includes programme coverage (a balanced selection of issues covered under each outcome), project maturity, budget, and geographical spreads. Attention will be paid to include both flagship projects of significant scope, outreach, and visibility, as well as those that experienced challenges.

Gender-related data will be collected by using corporately-available sources (e.g. the Gender Marker) and programme/ project-based sources (e.g. through desk reviews of documents and interviews). Gender disaggregated data will be collected, where available.

Validation. Data and information collected from different sources and through various means will be triangulated before the evaluation reaches conclusions and recommendations.

7. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The IEO lead evaluator leads the evaluation and coordinates the work of the evaluation team. The IEO will meet all costs related to the conduct of the ICPE.

UNDP Country office in Afghanistan: The country office supports the evaluation team to liaise with key partners and stakeholders, and provides all necessary documentation and information related to UNDP's programmes, projects and activities. It provides support in kind during the evaluation (e.g. scheduling of interviews and meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits). The country office reviews a draft evaluation report and provides factual verifications in a timely manner. The country office staff do not participate in the stakeholder interviews to ensure anonymity of the interviewees. Once a final draft report has been prepared, the country office prepares a management response to the evaluation recommendations, in consultation with the RBAP. The management response will be included in the final ICPE report. The country office facilitates the organization of a final stakeholder debriefing, through a videoconference, ensuring participation of national stakeholder representatives, including government officials. It facilitates the process of document reviews by national stakeholders (e.g. TOR and the draft evaluation report) and ensure the dissemination and use of the final ICPE report at the country level.

UNDP Regional Bureau for Asia and the Pacific: The UNDP Regional Bureau will support the evaluation through information sharing and participation in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible for monitoring the status and progress of the country office's implementation of the evaluation recommendations, as defined in its management response.

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to be selected for the evaluation) will be explored.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. It is expected to ensure gender balance in the team, which will comprise the following members:

- Lead Evaluator (LE)*:* IEO staff member with an overall responsibility of developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debriefing with the country office and national stakeholders.
- Associate Lead Evaluator (ALE): IEO staff with the general responsibility to support the LE, including in the preparation of terms of reference and evaluation design, data collection and analysis, synthesis of the team members' individual reports, and the overall implementation of the evaluation.
- Consultants: External consultants (national/ international team specialists) will be recruited to support data collection and analysis of programme outcomes and strategies, which include relevant cross-cutting issues (e.g. gender). Under the guidance of LE/ALE, they will conduct a preliminary desk review research, develop a data collection plan, prepare outcome analysis papers, and contribute to the preparation of final conclusions and recommendations of the report.
- Research Assistant: A research assistant at the IEO will provide background research and documentation support.

The role and responsibilities of the evaluation team members are summarized in Table 2.

Table 2: Data collection responsibilities by outcome	
Outcome	**Report and Data collection**
Accountable Governance (O#7), Social Equity/ Gender (O#10)	Team Specialist
Justice and Rule of Law (O#8)	Team Specialist
Equitable and Inclusive Development, Resilience, DRR (O#9)	Team Specialist
Strategic Policy Guidance and Positioning	LE + Evaluation Team

8. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process. There are five key phases to the evaluation process, as summarized below.

Phase 1: Preparatory work. Following the initial consultation with the country office and the Regional Bureau and preliminary reviews of the country programme-related documents, the IEO prepares the terms of reference (TOR), which will be shared with the country office and Regional Bureau for comments. An evaluation design matrix will be developed detailing evaluation questions, criteria and data collection and analysis strategy. The IEO will recruit required external consultants with relevant skills and expertise. The IEO, with the support of the country office, collect all relevant reference documents and material for the evaluation.

Phase 2: Desk analysis. A full desk review of reference material is conducted by all team members. To facilitate the preliminary data collection, an advance questionnaire may be administered to the stakeholders as well as an initial set of interviews with some of the stakeholder groups, including the country office/ headquarter staff (via face-to-face, telephone, or Skype). The evaluation plan in the design matrix will be adjusted, as needed, at this stage. The evaluation team members familiarize themselves with the outcome analysis framework, study (or develop unless available) a relevant theory of change for the designated outcome area(s), review self-reported outcome results on (ROAR compilation from 2015 to present), and identify any data gaps that need to be filled during the in-country data collection mission.

Phase 3: Data collection. The evaluation team travels to Afghanistan to engage in a three-week in-country data collection. The timing of the mission will be closely discussed and coordinated with the country office, considering, e.g. national events and environment (including the planned Parliamentarian elections, which has been postponed from July to October 2018). The data and required information are collected in accordance with the TOR and design matrix, following the general approaches outlined in Section 6 (data collection) and Section 7 (team members' role and responsibilities). At the end of the mission, the evaluation team holds a mission debriefing session at the country office, presenting preliminary findings. By the end of the mission, additional data gaps and areas requiring further analysis should be identified for follow-ups.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE undertakes a synthesis process to prepare the ICPE report. The first draft ("zero draft") is subject to peer reviews by IEO and the Evaluation Advisory Panel (EAP). It will then be circulated to the country office and the UNDP Regional Bureau for Asia and the Pacific for factual corrections. The second draft, which reflects any factual corrections, is shared with national stakeholders for further comments. Any additional corrections/ revisions are made and the UNDP Afghanistan country office prepares a management response, under the oversight of the Regional Bureau. The report is then shared at a final debriefing where results of the evaluation are presented to key national stakeholders. Ways forward are discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. The final evaluation is completed and published, after considering the discussions at the stakeholder event.

Phase 5: Publication and dissemination. The ICPE report and the evaluation brief are widely distributed in hard and electronic versions. The evaluation report is made available to UNDP Executive Board at the time of its approval of the new Country Programme Document. It is distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Afghanistan country office and the Government of Afghanistan disseminate the report to stakeholders in the country. The report and the management response are published on the UNDP website as well as in the Evaluation Resource Centre. The Regional Bureau for Asia and the Pacific is responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.

9. TIMEFRAME

The tentative timeframe and responsibilities for the evaluation process are summarized, as follows:

Table 3: ICPE Process Timeframe		
Activity	**Responsible party**	**Tentative timeframe**
Phase 1: Preparatory work		
Initial engagement with CO and RBAP; Preliminary collection of reference material; Evaluability assessment	LE/ALE	Spring 2018
Development of TOR	LE/ALE	Sept 2018
Selection of evaluation team members	LE/ALE	Sept-Oct
Preparation of a design matrix and other instruments	LE/ALE	Sept-Oct
Phase 2: Desk analysis		
Preliminary analysis of available data, including HQ-based meetings and interviews	Evaluation Team	Nov-Dec
Phase 3: Data collection		

In-country data collection and validation (approx. 3 weeks)	Evaluation Team	Jan – Feb 2019
Follow-up activities (additional data collection)		Feb – Mar
Preparation of individual reports		Feb – Mar
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE/ALE/Evaluation Team	Apr
Zero draft ICPE for clearance by IEO	LE/ALE	May
First draft ICPE for CO/RB review	CO/RB	June
Second draft shared with GOV and national stakeholders	CO/GOV	July
Draft management response	CO/RB	July
Final debriefing meeting (VCR) with national stakeholders	CO/LE/ALE	Aug
Phase 5: Production and Follow-up		
Editing and formatting	IEO	Sept
Final report and Evaluation Brief	IEO	Sept – Oct
Dissemination of the final report	IEO/CO	Oct – Nov
*Submission of the new CPD for EB approval	CO/RBAP	*Sept 2021

Annex 3. Documents Consulted

In addition to the documents named below, the evaluation reviewed all available programme/project documents, annual work plans, decentralized evaluations, briefs, and other material related to the programmes/projects under review.

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Annex 4. Country at a Glance

Human Development Index Trends

South Asia
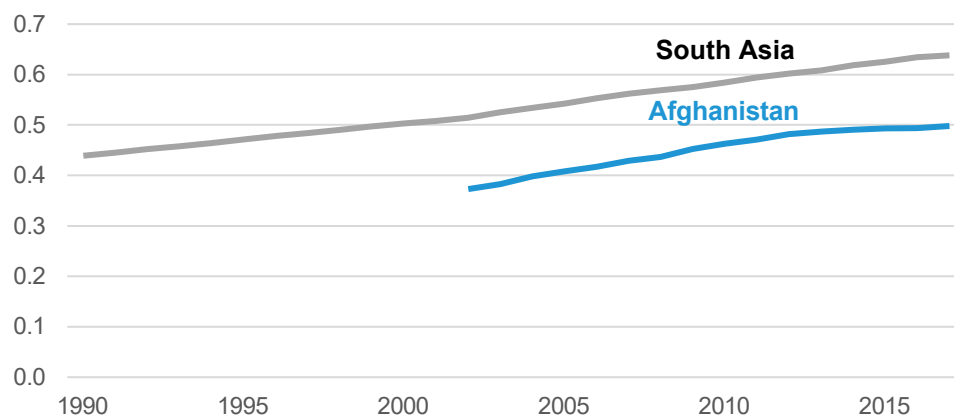
Afghanistan

Source: UNDP Human Development Report Office, April 2019.

Poverty rates
% of the population

33.7%

38.3%

54.5%

2007

2011

2016

Poverty Rates
% of the population

54.5%

58.2%

41.6%

Afghanistan

Rural
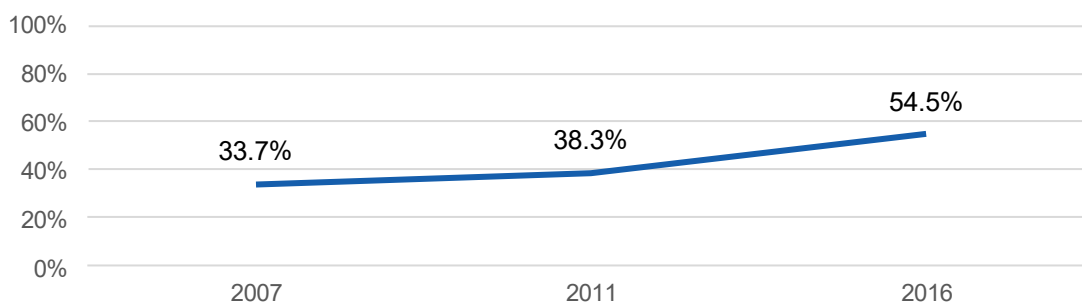
Urban
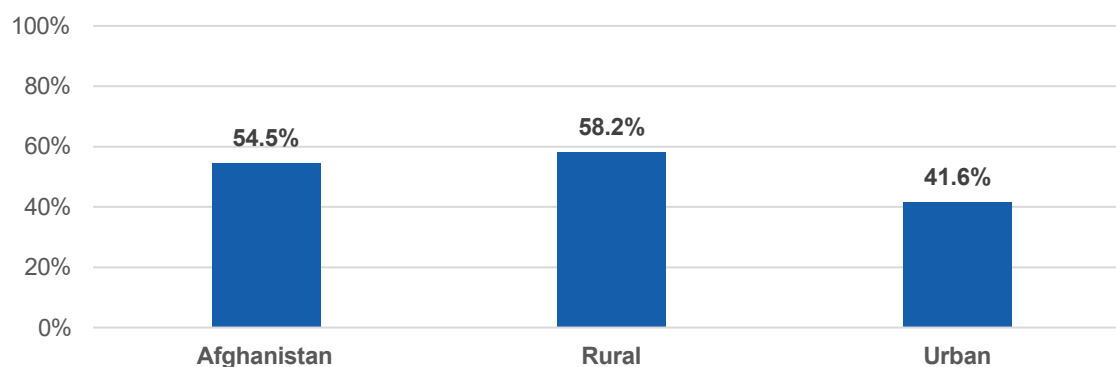
Source: Afghanistan Living Conditions Survey 2016-2017. Poverty rate reflects those below the national poverty line.

GDP per capita
PPP (constant 2011 international dollar)
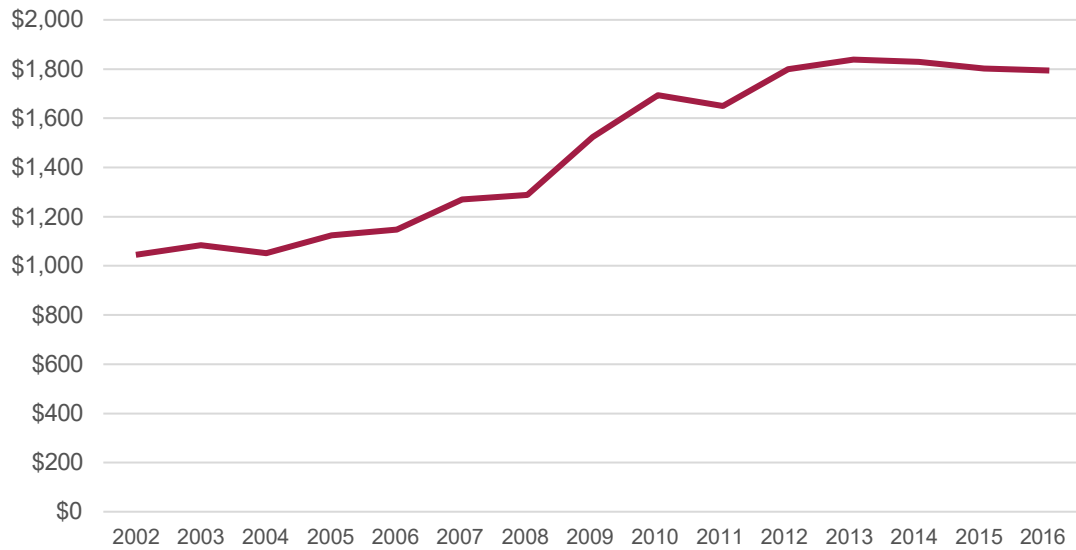
Source: World Bank, World Development Indicators, accessed April 2019.

Foreign Direct Investment
net inflows, Millions (current US$)

Source: World Bank, World Development Indicators, accessed April 2019.

Net ODA received

constant 2015 USD in millions
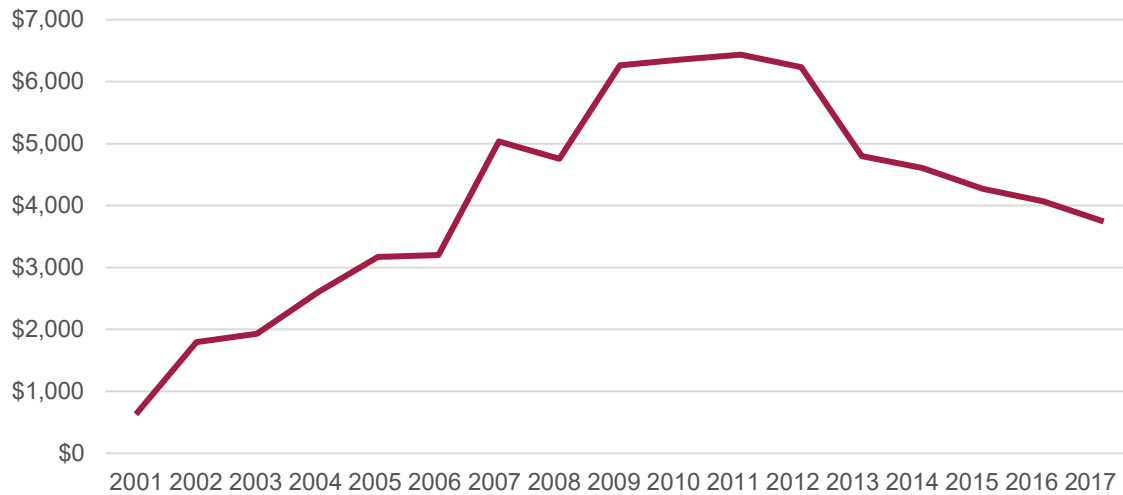
Source: OECD International Development Statistics Database, accessed April 2019.

Official Development Assistance Disbursements (2001-2017)

Millions USD

USA	$30,124
Germany	$4,986
Japan	$4,896
EU Institutions	$4,437
UK	$4,336
World Bank Group	$2,752
Canada	$2,155
UAE	$1,489
Norway	$1,416
Netherlands	$1,407
Sweden	$1,276
Australia	$1,196
UN	$1,050
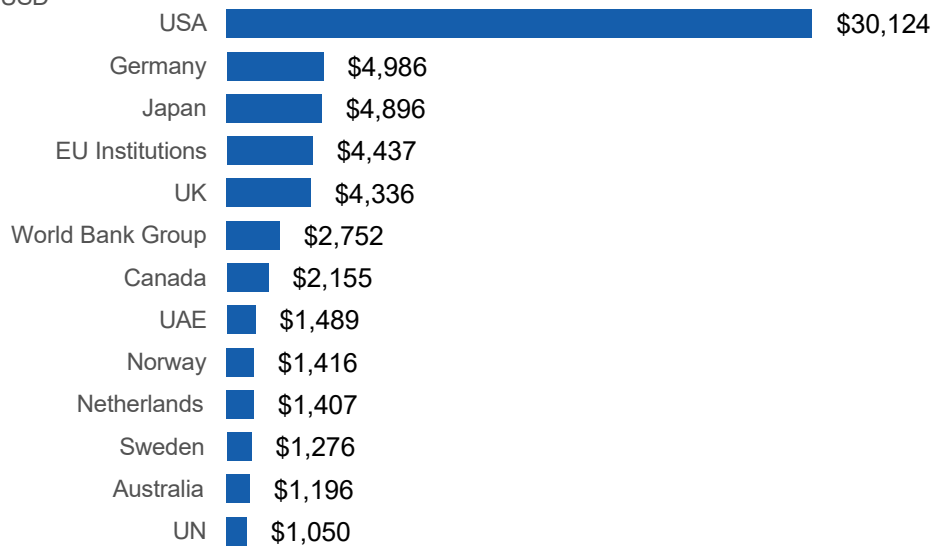
Source: OECD International Development Statistics Database, accessed April 2019.

Annex 5. Country Office at a Glance

Evolution of Programme Budget and Expenditure

Millions

Legend: Budget | Expenditure | Execution Rate

Year	Budget	Expenditure	Execution Rate
2015	$724	$579	80%
2016	$552	$490	89%
2017	$564	$513	91%
2018	$549	$474	86%
2019	$369	$123	
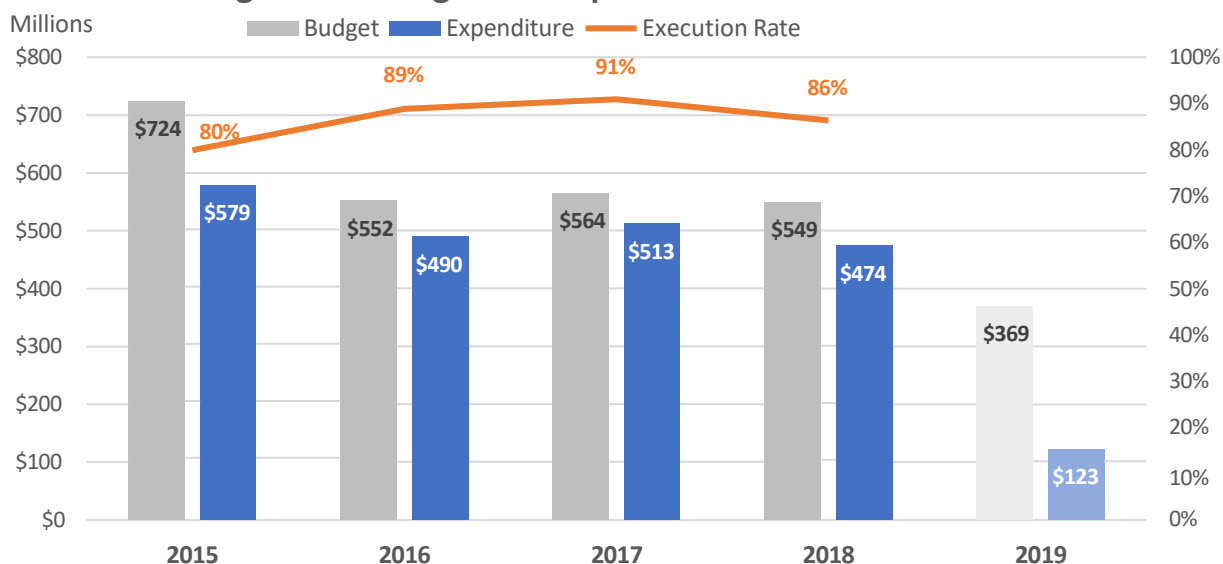
Source: PowerBI/Atlas, May 2019.

Expenditure by Outcome, 2015-2018
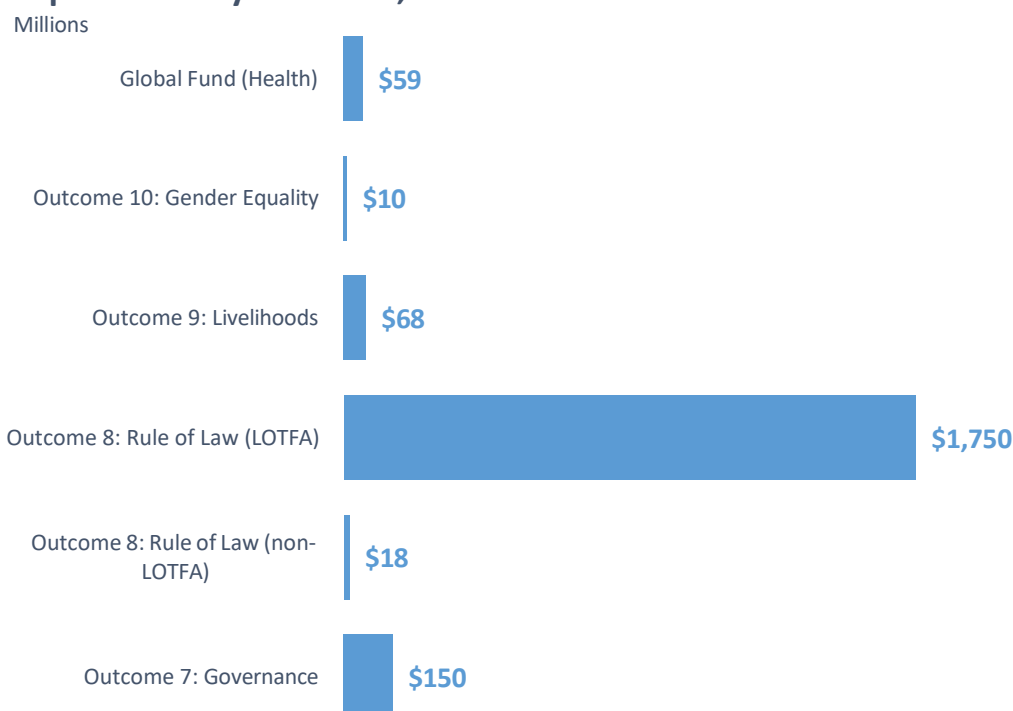
Millions

Outcome	Expenditure
Global Fund (Health)	$59
Outcome 10: Gender Equality	$10
Outcome 9: Livelihoods	$68
Outcome 8: Rule of Law (LOTFA)	$1,750
Outcome 8: Rule of Law (non-LOTFA)	$18
Outcome 7: Governance	$150

Source: PowerBI/Atlas, May 2019. Project assignment by outcome updated by country office.

Execution Rate by Outcome, 2015-2018

Outcome	Execution Rate
Global Fund (Health)	73%
Outcome 10: Gender Equality	79%
Outcome 9: Livelihoods	69%
Outcome 8: Rule of Law (LOTFA)	90%
Outcome 8: Rule of Law (non-LOTFA)	85%
Outcome 7: Governance	67%

Source: PowerBI/Atlas, May 2019. Project assignment by outcome updated by country office.

EXECUTION RATE BY OUTCOME AREA

	2015	2016	2017	2018
Outcome 7: Governance	79%	54%	68%	62%
Outcome 8: Rule of Law (non-LOTFA)	88%	87%	72%	90%
Outcome 8: Rule of Law (LOTFA)	81%	93%	94%	95%
Outcome 9: Livelihoods	73%	73%	71%	60%
Outcome 10: Gender Equality	77%	72%	94%	83%
Global Fund (Health)	58%	71%	84%	72%
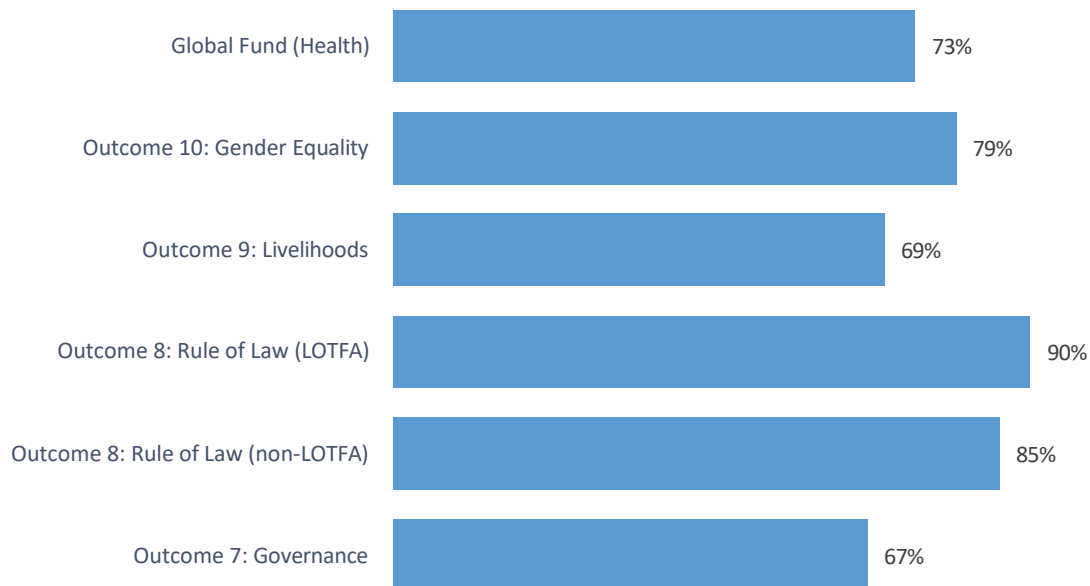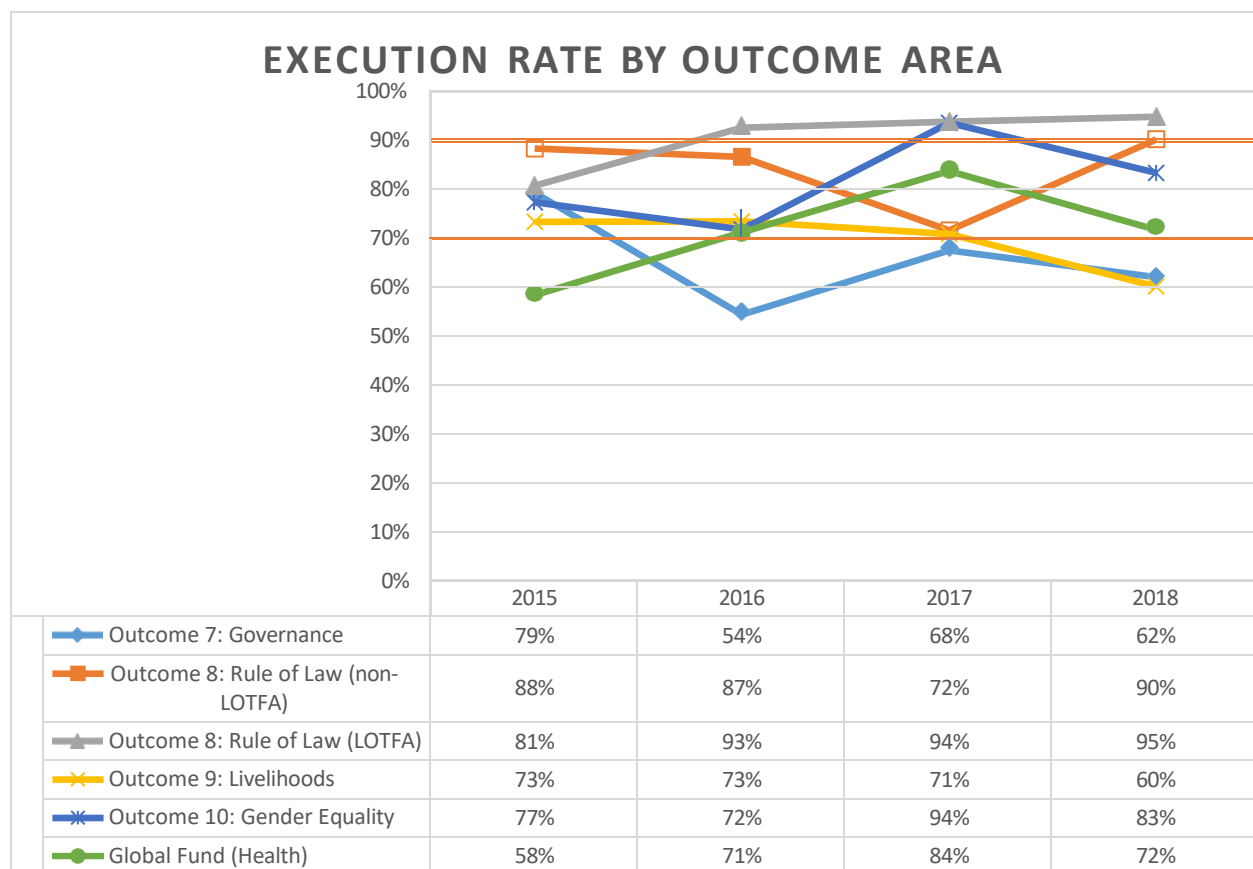
Source: PowerBI/Atlas, May 2019. Project assignment by outcome updated by country office.

Outcome 7: Governance (17 projects)

Legend: Budget (light gray), Expenditure (dark blue)

Year	Budget	Expenditure
2015	$69	$55
2016	$32	$18
2017	$26	$17
2018	$96	$60
2019	$54	$8

Source: PowerBI/Atlas, May 2019. Project count includes only projects with positive expenditure. Project assignment to outcome updated by country office
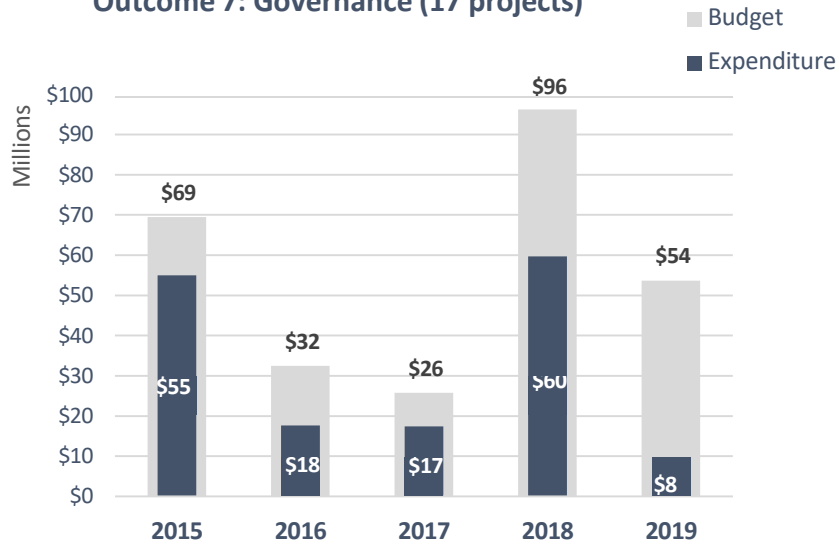
Outcome 8: Rule of Law (non-LOTFA) (7 projects)

Legend: Budget (light gray), Expenditure (dark blue)

Year	Budget	Expenditure
2015	$9	$8
2016	$4	$3
2017	$4	$3
2018	$5	$5
2019	$3	$1
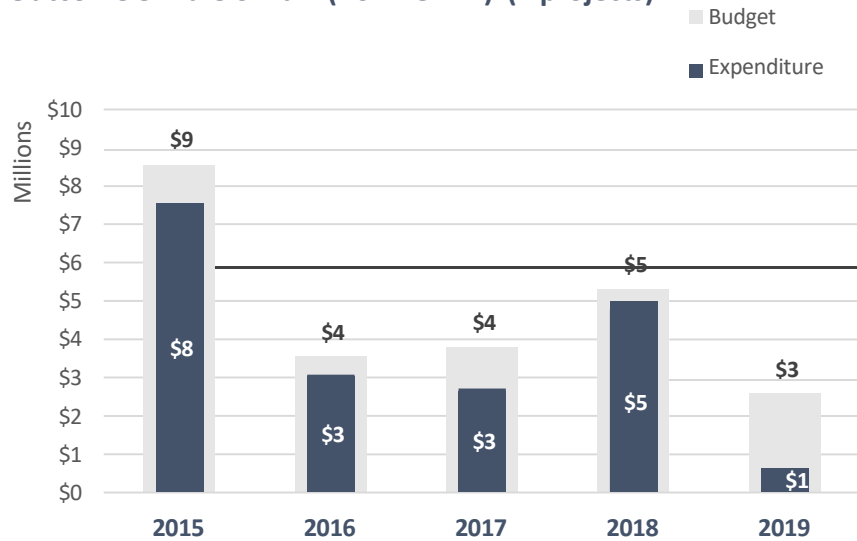
Outcome 8: Rule of Law (LOTFA) (6 projects)

Legend: Budget (light gray), Expenditure (dark blue)

Year	Budget	Expenditure
2015	$594	$479
2016	$476	$440
2017	$482	$452
2018	$399	$378
2019	$266	$109

34
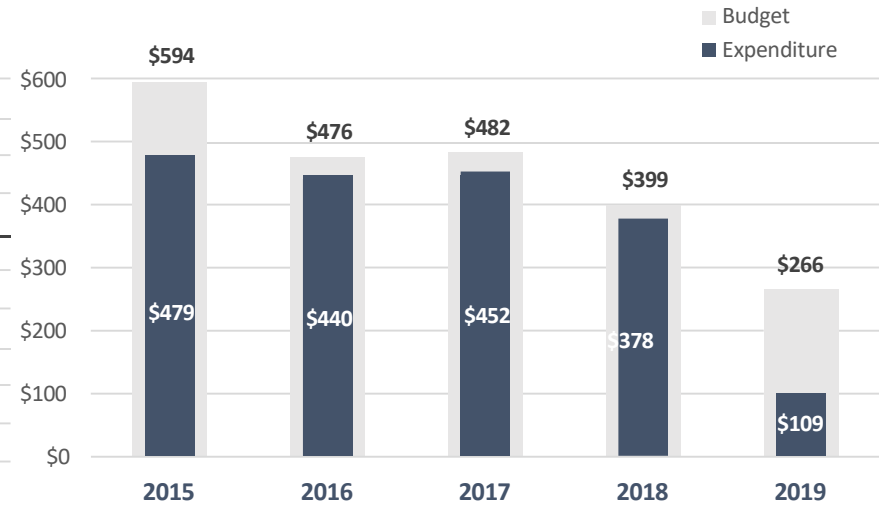
Global Fund - Health (7 projects)

Budget

	2015	2016	2017	2018	2019
Budget	$13	$20	$27	$20	$16
Expenditure	$7	$14	$23	$15	$2
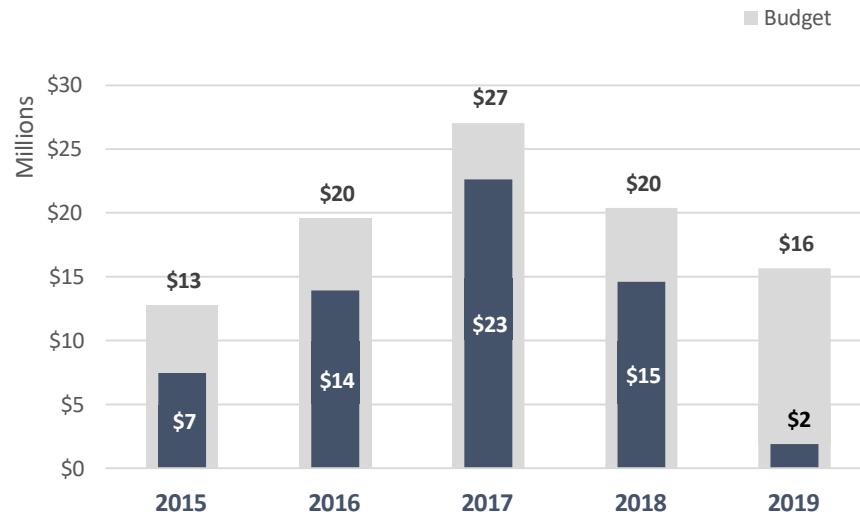
Outcome 10: Gender Equality (2 projects)

Budget
Expenditure

	2015	2016	2017	2018	2019
Budget	$6	$3	$2	$2	$1
Expenditure	$5	$2	$2	$1	$0
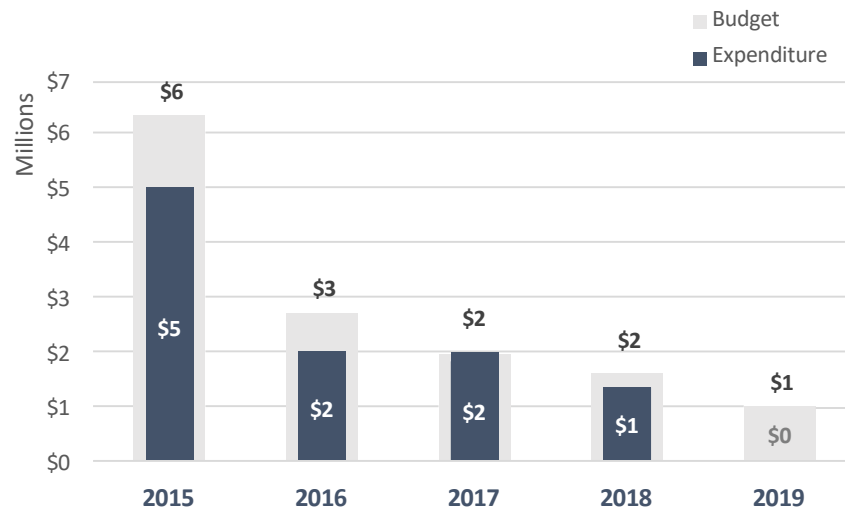
Outcome 9: Livelihoods (17 projects)

Budget
Expenditure

	2015	2016	2017	2018	2019
Budget	$32	$17	$22	$26	$28
Expenditure	$24	$13	$16	$16	$4

35

Expenditure by Gender Marker (2015-2018)

Millions

GEN0	$22.4
GEN1	$1,922.5
GEN2	$100.1
GEN3	$11.5

Expenditure by Gender Marker and Outcome, 2015-2018
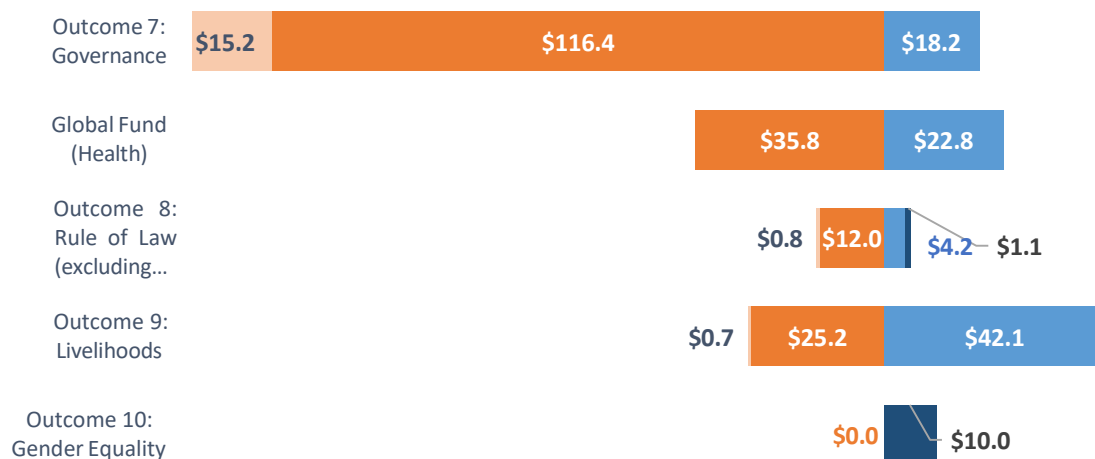
Millions   ■ GEN0

Outcome			
Outcome 7: Governance	$15.2	$116.4	$18.2
Global Fund (Health)		$35.8	$22.8
Outcome 8: Rule of Law (excluding...	$0.8	$12.0	$4.2 $1.1
Outcome 9: Livelihoods	$0.7	$25.2	$42.1
Outcome 10: Gender Equality	$0.0		$10.0

LOTFA Expenditure by Gender Marker, 2015-2018

Millions

GEN0	$5.7
GEN1	$1,730.8
GEN2	$12.8
GEN3	$0.4

Source: Atlas/PowerBI, May 2019. Project assignment by outcome updated by country office.

Expenditure by Gender Marker and Year

Millions
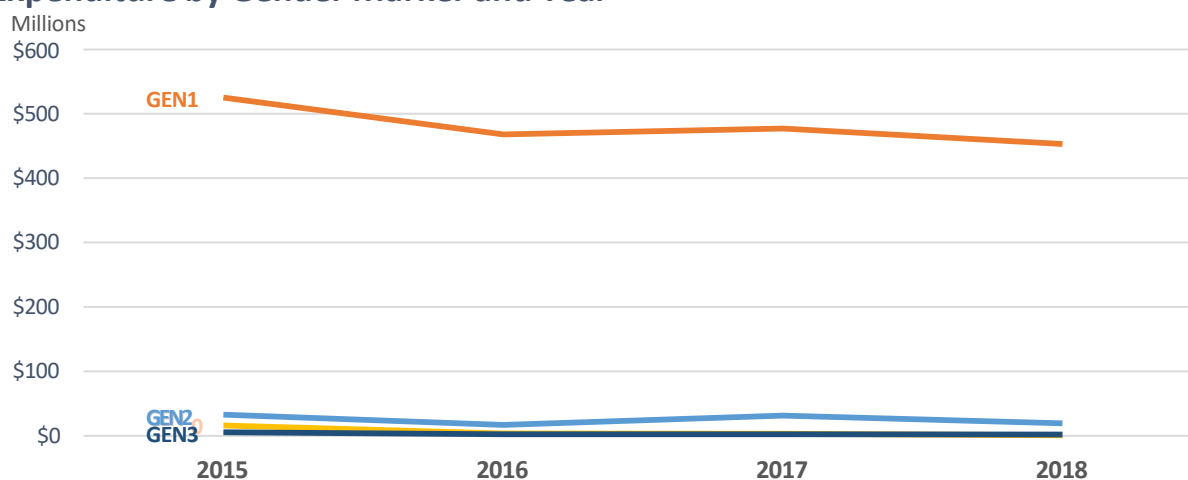
Expenditure by Gender Marker and Year
(Excluding LOTFA)

Millions
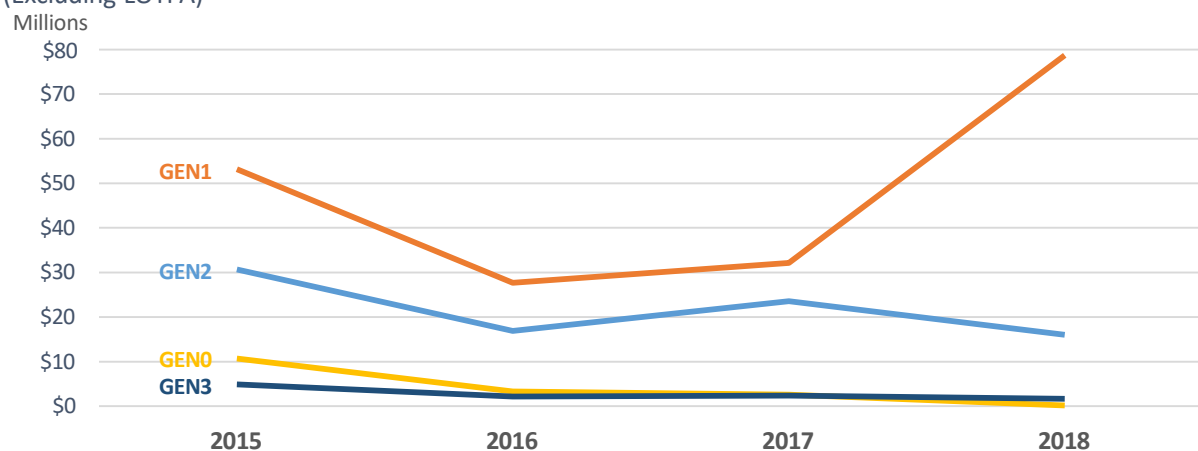
Number of Projects by Gender Marker & Outcome

GEN0   GEN1   GEN2   GEN3

Outcome	GEN0	GEN1	GEN2	GEN3
Outcome 7: Governance	8	12	3	
Health		4	3	
Outcome 8: Rule of Law (excluding LOTFA)	2	6	1	1
Outcome 8: Rule of Law (LOTFA)	2	6	4	1
Outcome 9: Livelihoods	5	11	4	
Outcome 10: Social Equity				2
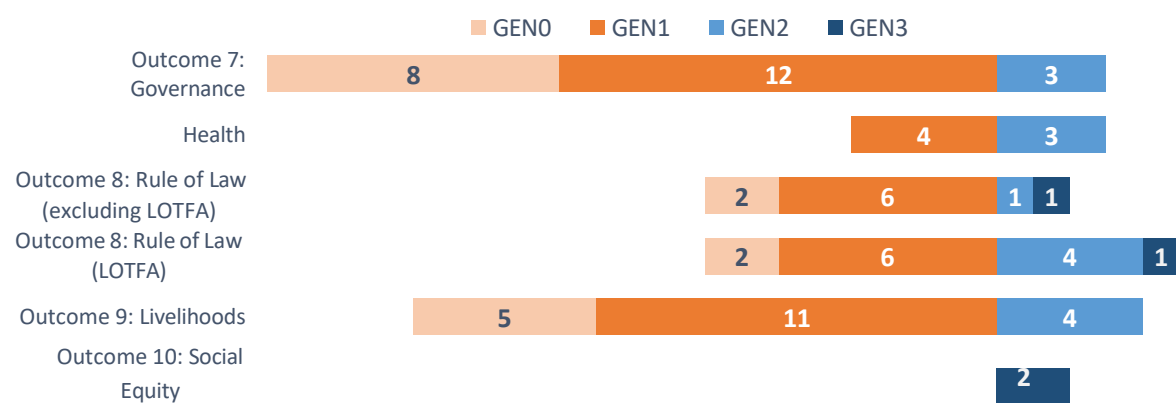
Source: Atlas/PowerBI, May 2019. Number of projects includes only projects with positive expenditure. Project assignment by outcome updated by country office.

Top Donors
Programme expenditure to date

Legend: ■ LOTFA Expenditure ■ Other Expenditure

Donor	Total
Japan	$511.5
USA	$312.2
Germany	$297.0
UK	$254.0
Italy	$198.2
EC/EU	$170.0
Global Fund	$59.8
Australia	$56.0
Netherlands	$52.2
Canada	$43.9
Korea	$43.3
Norway	$40.6
UNDP	$34.9

(x-axis: $0, $100, $200, $300, $400, $500, $600 Millions)
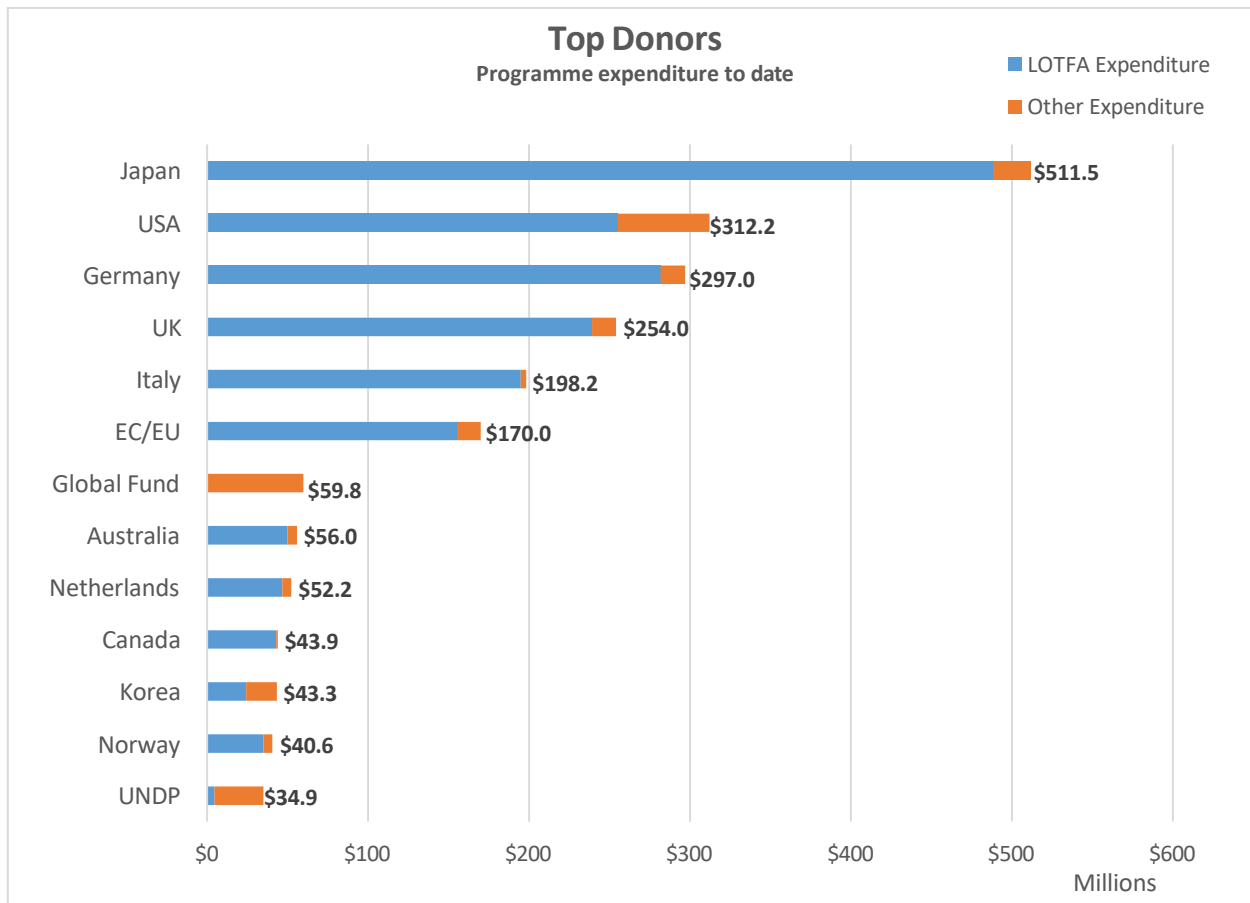
Source: PowerBI/Atlas, May 2019. Donors with total expenditure of $20 million and above.

Programme Expenditure by Source
Millions

Year	Core - LOTFA	Core Programme	Non-Core LOTFA	Non-Core Programme
2018	$1.9	$4.7	$376.0	$91.8
2017	$1.5	$6.1	$450.7	$54.5
2016	$0.0	$8.0	$440.3	$42.1
2015	$0.0	$7.9	$479.4	$91.6

Legend: ■ Core - LOTFA ■ Core Programme ■ Non-Core LOTFA ■ Non-Core Programme
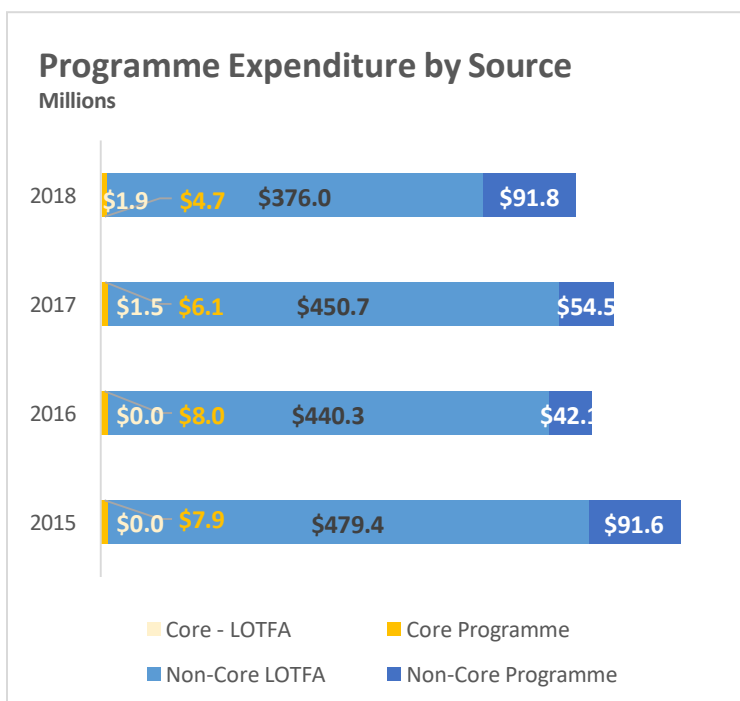
Implementation Modality
Number of Projects

DIM 41
NIM 19
Other 4
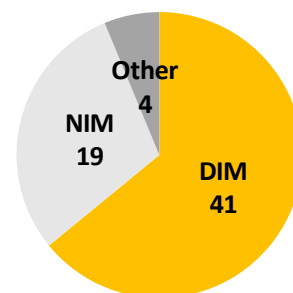
Source: Atlas/PowerBI, May 2019. Project count filtered for projects with positive expenditure.

38

Total Programme Expenditure by Fund Category, 2015-2018

Millions

Bilateral/Multilateral Funds	$1,952.6
Government cost sharing	$1.2
Vertical Trust Funds	$72.7
Regular Resources	$30.1
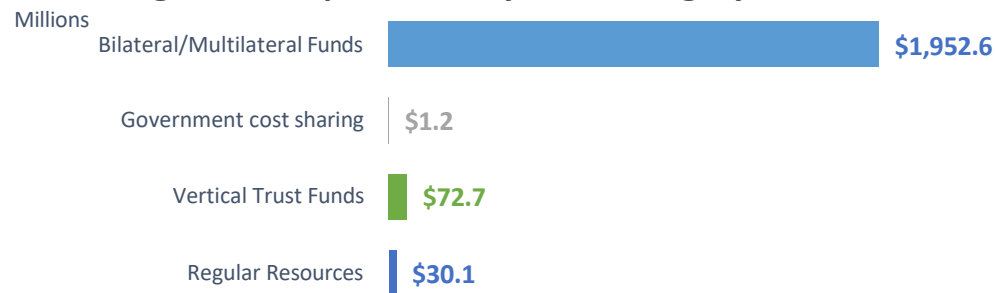
Total Programme Expenditure by Fund Category and Year

Millions

	2015	2016	2017	2018
Total	**$578.8**	**$490.4**	**$512.9**	**$474.4**
Vertical Trust Funds	$9.4	$17.5	$27.7	$18.0
Government cost sharing	$1.1	$0.0		
Regular Resources	$7.9	$8.0	$7.6	$6.6
Bilateral/Multilateral Funds	$560.4	$464.8	$477.5	$449.8

Legend:
- Vertical Trust Funds
- Regular Resources
- Government cost sharing
- Bilateral/Multilateral Funds

Programme Expenditure by Fund
Excluding LOTFA Programmes

Government Cost-Sharing

GEF

Regular Resources

Global Fund

Bilateral Funds

Legend: Bilateral Funds · Global Fund · Regular Resources · GEF · Government Cost-Sharing

Source: Atlas/PowerBI, May 2019.

39

Staff Gender Representation

Female
32
9%

Male
337
91%

Source: UNDP Afghanistan Country Office, February 2019.

Staff Gender Representation, by Contract Type

	257				
	15	51	0 0	28 9	1 1

Service Contract | National Fixed Term Appointment/ Permanent Appointment | National Temporary Appointment | International Fixed Term Appointment / Permanent Appointment | International Temporary Appointment

■ Male ■ Female

Source: UNDP Afghanistan Country Office, February 2019.

Annex 6. Status of Country Programme Outcome Indicators
As reported by the Country Office in the Corporate Planning System

UNDAF Outcome Indicators

Indicator[35]	Baseline	Target	Status/Progress			
			2015	**2016**	**2017**	**2018**
UNDAF 5/Country programme outcome 1. Improved legitimate, transparent and inclusive governance at all levels that enables progressive realization of human rights						
UNDP strategic plan outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance						
1. Open Budget Index Score	OBI global score: 59 (2012)	OBI global score: 30 (2019)	*Regression*	*No change*	*No change*	*Regression*
			42	42[36]	42[37]	49
2. Percentage of public surveyed that report elections as free and fair (Source: Asia Foundation Survey of the Afghan People)	61%	75% (2019)	*Regression*	*No change*	*Some progress*	*Some progress*
			36%	36%[38]	51.5%	52.4%
3. Percentage of public survey that report satisfaction with provincial government performance (Source: Asia Foundation Survey of the Afghan People)	68% in 2013; 80% in 2011 and 2012;	80% (2019)	*Regression*	*Regression*	*Some progress*	*Some progress*
			58%	52.9%	56.9%	61%
UNDAF 4/Country programme outcome 2. Trust in and access to fair, effective, and accountable rule of law services is increased in accordance with applicable international human rights standards and the Government's legal obligations.						
UNDP strategic plan outcome 3. Countries have strengthened institutions to progressively deliver universal access to basic services						
1 and 2. Percentage of public surveyed who report confidence in justice and rule of law institutions (Source: Asia Foundation Survey of the Afghan People)	Police: 72% Courts: 43%	Increase of 5%	*Regression/ significant progress*	*Regression/some progress*	*Some progress/ regression*	*Regression/ Some progress*
			Police: 70% Courts: 60%	Police: 50.1% Courts: 64%	Police: 57.3% Courts: 63%	Police: 45.8% Courts: 65%
3. Level of safety and security in districts (Source: Asia Foundation Survey of the Afghan People)	59% (2013)	Increase of 5% per annum	*Some progress*	*Regression*	*Some progress*	
			54.2%	68.6%	48%	43.2%

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[35] Indicators, baseline and targets were extracted from CPD.

[36] Open Budget Index 2015. The survey is published every two years. The next survey report will be published in 2017.

[37] Though the official results of Open Budget survey for 2016 is not published but the International Budget Partnership indicates that as of 31 December 2016, the government of Afghanistan makes eight of eight key budget documents publicly available online in a timeframe consistent with international standards. This reflects a net increase over the findings of the Open Budget Survey 2015. However, the official ranking of OBI remains the same until the new ranking if officially announced.

[38] No elections conducted in 2016 therefore the data remains the same

Indicator[35]	Baseline	Target	Status/Progress			
			2015	2016	2017	2018
UNDAF 1/Country programme outcome 3. Economic growth is accelerated to reduce vulnerabilities and poverty, strengthen the resilience of the licit economy and reduce the illicit economy in its multiple dimensions						
UNDP strategic plan Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded Outcome 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change						
1. Poverty headcount	36.3% (29.1% urban, 36.9% rural) (2012) (Source: National Risk and Vulnerability Assessment)	2% reduction in the overall poverty rate	*No change*	*Regression*	*No change*	*No change*
			36.3% 29.1% urban 36.9% rural	39.1% 29.1% urban 36.9% rural (Source: 2014 Afghanistan Living Condition Survey)	39.1% 29.1% urban 36.9% rural	39.1% 39.1% urban 36.9% rural
2. Percentage of the population with connection to electricity (Source: Global Sustainable Energy)	42.7% overall, 81% of urban population; 29% of rural population (2010)	5% increase in energy access overall	*Regression*	*Regression*	*No change*	
			43%	84% overall; 98% urban, 79% rural		54.6% overall and urban; 20.3% rural
3. Percentage of population with access to non-solid fuels (disaggregated by urban and rural populations) (Source: Global Sustainable Energy)	66% (urban); 5% (rural) (Global Sustainable Energy for All, 2010)	5% increase in energy access	*Some progress*	*Some progress*	*No change*	
			67.9% urban 4.2% rural (Source: World Bank, 2012)	88.2% urban 11.7% rural (Source: Asia Foundation of the Afghan People 2016)	56% overall and urban; 12% rural	54.6% overall and urban; 20.3% rural
UNDAF 3/Country programme outcome 4: Social equity of women, youth and minorities and vulnerable populations is increased through improved and consistent application by Government of principles of inclusion in implementing existing and creating new policies and legislation.						
UNDP strategic plan outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment						
1. Ranking on the Gender Inequality Index (Source: UN Human Development Report)	0.712 (147 out of 148) (2012)	Modest improvement / no regression	*Some progress*	*Some progress*	*Some progress*	*Some progress*
			0.705	0.693	0.667	0.653 (151 of 157)
2. Percentage of recommendations issued by the Committee on the Elimination of Discrimination against Women (CEDAW) that are implemented (Source: Government reporting to CEDAW)	Baseline (2013): 37 Recommendations made but not yet implemented	Target: 70% of recommendations implemented	*Some progress*	*No change*	*No change*	*No change*
			19% (7/37)	N/A	19%	19%

Indicator[35]	Baseline	Target	Status/Progress			
			2015	2016	2017	2018
3. Existence of, and percentage of recommendations implemented from, a public report on the application of the law on the elimination of violence against women in each province (Source: Government reporting to CEDAW)	Report published February 2014	Public report exists and at least 60% of its recommendations are implemented in every province (2019)	*No change*	*No change*	*No change*	
			N/A	N/A	N/A	

Country Programme Indicators

Indicator[39]	Baseline[40]	Target	Status/Progress			
			2015	2016	2017	2018
UNDAF 5/Country programme outcome 1. Improved legitimate, transparent and inclusive governance at all levels that enables progressive realization of human rights						
UNDP strategic plan outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance						
Output 1. Political processes are more inclusive and representative institutions are enabled to hold government more accountable at all levels						
Indicator 1.1. Progress towards meeting IPU benchmarks for democratically elected legislatures	Legislature does not meet any IPU benchmark (2013)	50% IPU benchmarks are met				30%
Indicator 1.2. Capacities of the electoral management bodies in planning, preparing and conducting elections and referenda are enhanced	IEC and IECC have a strategic and operational plan, but there are some deficiencies in planning or implementation of the plan	IEC and IECC have a strategic and/or operational plan that is fully implemented with few or no planning or implementation challenges				*2 - moderate*
Output 2. Capacity of state and non-state institutions strengthened to advance peacebuilding						
Indicator 2.1. Percentage of provincial council and district coordination council members, disaggregated by sex, trained, who report improved awareness and ability to carry out their role as mediators in local conflicts and grievances	None	10% increase per annum, per province				856 men, 737 women
Indicator 2.2. Number of cases of conflict resolved by the provincial councils and district coordination councils	Not measured	10 per province per year				20
Indicator 2.3. Percentage of New Deal Peace- and State building Goals (PSGs) integrated in the national planning frameworks (5-year strategic plan, national priority programmes, new national development strategy) monitored and achieved	Not available; will be determined based on upcoming New Deal study	At least 50% of the PSGs reflected in existing planning frameworks and 70% of the integrated PSGs are monitored				

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[39] Indicators were extracted from CPD.
[40] "Baseline," "Target," and "Status/Progress" were extracted from ROAR.

Indicator[39]	Baseline[40]	Target	Status/Progress			
			2015	2016	2017	2018
Output 3. Capacities of national and local institutions strengthened through improved assessment, planning and budgeting to respond to development priorities, especially of the most vulnerable and women.						
Indicator 3.1: Percentage of provinces that have at least 60% of their budgets aligned to provincial plans (with evidence of gender budgeting).	Not available, since provincial budgeting was initiated in 2014; data will be available by early 2015)	100%				
Indicator 3.2. Number of provincial departments of the four line ministries mentioned in select provinces (based on a needs assessment) that reach World Bank capacity-building for results' objectives:	Not available (needs analysis; expected in 3rd quarter 2014)	50% implementation; 50%/ implementation/to be determined; 50% implementation/to be determined				16%
UNDAF 4/Country programme outcome 2. Trust in and access to fair, effective, and accountable rule of law services is increased in accordance with applicable international human rights standards and the Government's legal obligations.						
UNDP strategic plan outcome 3. Countries have strengthened institutions to progressively deliver universal access to basic services						
Output 4. National institutions enabled for strengthened justice and police governance						
Indicator 4.1: % of benchmarks (to be determined in quarter 3 of 2014) for the handover of the police payroll completed	0	100%				0%
Indicator 4.2. Percentage reduction in the processing time of standardized recurring procurement, finance and human resource processes in MOI and MOJ	Baseline: To be established by 2014 National Integrity Context and Systems Assessment (NICSA) survey	Target: 10% reduction in processing time p.a.				60%
Indicator 4.3. Existence of a functioning coordination mechanism between police and justice at national and subnational levels (low, moderate, fully)	No functioning coordination mechanism	National coordination mechanism in place and functioning and 19 provinces have a similar coordination mechanism in place and functioning				Low
Indicator 4.4. Percentage of the legislative calendar that is reviewed by the Taqnin and the Human Rights Support Unit	10%	100%				50%
Output 5. Capacity of justice and rule of law institutions strengthened for improved access to justice and police services delivery						
Indicator 5.1: Number of districts where awareness, outreach and regular consultations have been conducted by justice and rule of law officials	To be established through a survey in 2014	50% increase from the baseline (determined through survey)				58%
Indicator 5.2. Number of provinces that implement an Afghan police professionalization model guided by community-oriented, gender sensitive principles	Baseline: No nationally agreed unified policing professionalization model	Target: 17 provinces				18
Indicator 5.3. Number of cases supported by the Legal Aid Grant Facility disaggregated by sex and type of case	0	15,000				1854 men, 513 women

Indicator[39]	Baseline[40]	Target	Status/Progress			
			2015	2016	2017	2018
Indicator 5.4. Percentage of court cases that receive judgment (first instance courts) disaggregated by gender and case type	To be established through a survey in 2014	Annual increase of 5%				
UNDAF 1/Country programme outcome 3. Economic growth is accelerated to reduce vulnerabilities and poverty, strengthen the resilience of the licit economy and reduce the illicit economy in its multiple dimensions						
UNDP strategic plan Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded Outcome 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change						
Output 6. Improved economic livelihoods, especially for vulnerable populations and women						
Indicator 6.1. Number of households economically benefitting from sustainable livelihood interventions disaggregated by income group and sex of heads of household	2,000,000 households	4,000,000 households (to be confirmed through project design)				70,353
Indicator 6.2. Number. of provincial development plans that identify income generation projects and opportunities in their provinces as responsive to specific needs of vulnerable groups	None	34				13
Output 7. Vulnerable and marginalized populations, especially women, have increased and equitable access to natural resources and affordable energy, including through improved environmental governance						
Indicator 7.1. Number of households with access to energy, disaggregated by female headed households	40,000 households	200,000 households (target to be confirmed through project design; specific mention of Family Health Houses)				
Indicator 7.2. Hectares of land that are managed under a sustainable use, conservation, access and benefit-sharing regime	Baseline (2014): 0.3% 60,626 hectares	Target (2019): 5% of total land area				60,616

Annex 7. List of Projects for In-Depth Review

Outcome 7: Health Projects											
Project	Project Output	Start	End	Imp Mod.	GEN.	2015 E 2015 B	2016 E 2016 B	2017 E 2017 B	2018 E 2018 B	2019 E 2019 B	2015-19 E 2015-19 B
Scaling up HIV interventions among Key Affected Populations	HIV prevention and treatment	Jul 2016	Dec 2019	DIM	GEN2	$0 $0	$1,085,848 $2,861,485	$5,682,828 $6,740,592	$448,084 $469,091	$0 $253,212	$7,216,759 $10,324,380
Strengthening and Scaling-up Malaria Prevention and Case Management to Improve Health Status	Malaria prevention	Oct 2015	Dec 2019	DIM	GEN1	$3,450,927 $5,673,931	$7,712,907 $9,788,367	$7,412,781 $8,791,186	$148,272 $187,481	$0 $37,297	$18,724,887 $24,478,263
Strengthening the health system to reduce mortality associated with AIDS, TB and Malaria and Reproductive, Maternal, Newborn and Child Health	Health system strengthening	Apr 2015	Dec 2019	DIM	GEN2	$2,114,250 $3,573,518	$1,999,531 $2,804,751	$3,971,269 $4,956,898	$86,437 $96,133	$0 $420,472	$8,171,486 $11,851,772
Scaling up Innovative Approaches to Respond to Tuberculosis Challenges in Afghanistan	TB care and prevention	Apr 2015	Dec 2019	DIM	GEN1	$1,877,674 $3,513,131	$3,130,750 $4,115,437	$5,553,844 $6,545,163	$402,116 $643,269	$0 $224,003	$10,964,385 $15,041,003

Outcome 7: Governance Projects											
Project	Project Output	Start	End	Imp Mod.	GEN.	2015 E 2015 B	2016 E 2016 B	2017 E 2017 B	2018 E 2018 B	2019 E 2019 B	2015-19 E 2015-19 B
Afghanistan Peace & Reintegration Programme (APRP)	Afghan peace & reintegration	Aug 2010	Dec 2015	DIM	GEN1	-$654 $0	$0 $0	$0 $0	$0 $0	$0 $0	-$654 $0
	APRP field support	Jan 2011	Dec 2015	DIM	GEN1	$6,356,534 $8,969,765	$1,667,752 $1,721,693	$195,683 $195,683	$0 $0	$0 $0	$8,219,969 $10,887,141
	APRP key component implementation	Jan 2011	Jun 2016	DIM	GEN2	$1,338,954 $2,087,030	$444,120 $526,846	$5,081 $5,081	$10,935 $10,936	$0 $0	$1,799,090 $2,629,893
	APRP management and coordination	Jan 2011	Dec 2015	DIM	GEN2	$3,904,082 $3,898,801	$780,611 $993,645	-$2 $0	$0 $0	$0 $0	$4,684,691 $4,892,446
	APRP-National Recovery Prog.	Jan 2011	Dec 2015	DIM	GEN1	$0 $0	$0 $0	$0 $0	$0 $0	$0 $0	$0 $0
	APRP-P&RTF management support	Jan 2011	Dec 2015	DIM	GEN1	$228,248 $226,800	$42,959 $48,600	$0 $0	$0 $0	$0 $0	$271,207 $275,400
Afghanistan Sub-National Governance Programme II	ASGP - Provincial governance	Jan 2011	Dec 2016	DIM	GEN1	$5,403,697 $6,058,435	$109,001 $295,331	$646 $0	$0 $0	$0 $0	$5,513,343 $6,353,766
	ASGP - technical assistance	Jan 2011	Dec 2016	DIM	GEN1	$0 $0	-$11 $0	$19 $0	$0 $2,176	$0 $0	$7 $2,176

Outcome 7: Governance Projects											
Project	Project Output	Start	End	Imp Mod.	GEN.	2015 E 2015 B	2016 E 2016 B	2017 E 2017 B	2018 E 2018 B	2019 E 2019 B	2015-19 E 2015-19 B
	ASGP Phase II - national level	Jan 2010	Dec 2016	DIM	GEN1	$2,490,351 $2,835,745	$53,897 $118,471	$0 $0	$0 $0	$0 $0	$2,544,248 $2,954,216
	ASGP - Municipal Gov. and Dev.	Jan 2011	Dec 2016	DIM	GEN1	$894,535 $989,267	-$34,227 $117,919	-$59 $0	$0 $0	$0 $0	$860,249 $1,107,186
Enhancing Legal and Electoral Capacity for Tomorrow (ELECT) 2	Capacity development & election operations	Jan 2012	Dec 2016	NIM	GEN1	$3,450,799 $3,768,568	$234,527 $1,482,579	$0 $112,537	$0 $0	$0 $0	$3,685,326 $5,363,684
	ELECT- democratic participation	Jan 2012	Dec 2015	NIM	GEN1	$611,058 $1,852,413	$4,267 $0	-$16 $0	$0 $0	$0 $0	$615,309 $1,852,413
	ELECT-improvement voter registry	Jan 2011	Dec 2015	NIM	GEN1	$7,261 $169,516	$0 $0	-$1 $0	$0 $0	$0 $0	$7,259 $169,516
	ELECT-Institutional CD of IEC	Jan 2012	Dec 2015	NIM	GEN1	$2,802,504 $3,931,877	$1,307 $0	-$4 $0	$0 $0	$0 $0	$2,803,808 $3,931,877
	Electoral Dispute Resolution Mechanism	Aug 2013	Dec 2016	NIM	GEN1	$2,282,015 $4,102,923	$1,139,333 $1,118,037	$0 $0	$0 $0	$0 $0	$3,421,348 $5,220,960
	Electoral Media Regulatory Mech.	Aug 2013	Dec 2015	NIM	GEN1	$285,109 $305,172	$0 $0	$0 $0	$0 $0	$0 $0	$285,109 $305,172
	ELECT-Project Management	Jan 2012	Mar 2017	NIM	GEN0	$7,664,002 $9,397,298	$77,624 $1,879,127	$13,245 $14,213	$0 $0	$0 $0	$7,754,871 $11,290,638
	Polling cent. female searchers	Mar 2014	Dec 2014	DIM	GEN2	$0 $0	$0 $0	$0 $0	$0 $0	$0 $0	$0 $0
	Polling, Counting & Result IEC	Aug 2013	Dec 2016	NIM	GEN1	$5,364,747 $7,356,316	$125,256 $569,735	-$10 $0	$0 $0	$0 $0	$5,489,993 $7,926,051
	USAID Support ELECT II	Jan 2013	Dec 2015	NIM	GEN1	$27,147 $585,747	-$4,572 $0	-$3,557 $0	$0 $0	$0 $0	$19,019 $585,747
	USAID Support ELECT II (Gran2)	Jun 2015	Jul 2015	NIM	GEN1	$5,730,810 $5,004,780	-$1,117,643 $1	$3,176 $0	$0 $0	$0 $0	$4,616,343 $5,004,781
ICSPA-Support to the Parliament of Afghanistan	Advisory services to NAA leadership	Apr 2014	Mar 2019	DIM	GEN1	$391,211 $428,063	$415,223 $809,730	$353,045 $355,026	$318,333 $340,838	$0 $493,227	$1,477,812 $2,426,884
	ICSPA - project mgmt. support	Apr 2014	Mar 2019	DIM	GEN1	$354,679 $380,057	-$161,579 $149,340	$0 $0	$0 $0	$0 $0	$193,100 $529,397
	ICSPA - self-assessment	Apr 2014	Mar 2019	DIM	GEN1	$675,395 $772,126	$273,292 $415,104	$4,217 $4,217	$0 $0	$0 $0	$952,905 $1,191,447
	NAA staffing and financial capacity	Apr 2014	Mar 2019	DIM	GEN0	$0 $82,890	$0 $16,500	$0 $0	$0 $0	$0 $0	$0 $99,390
	Support to HR, admin, finance depts.	Jun 2016	Mar 2019	DIM	GEN2	$0 $0	$170,224 $401,581	$710,377 $711,352	$435,699 $491,734	$0 $209,851	$1,316,300 $1,814,519
	Support - legislative, commit & research	Jun 2016	Mar 2019	DIM	GEN1	$0 $0	$0 $184,843	$86,940 $101,612	$146,818 $790,651	$24,331 $172,267	$258,089 $1,249,373

Outcome 7: Governance Projects											
Project	Project Output	Start	End	Imp Mod.	GEN.	2015 E 2015 B	2016 E 2016 B	2017 E 2017 B	2018 E 2018 B	2019 E 2019 B	2015-19 E 2015-19 B
	Support to public information	Jun 2016	Mar 2019	DIM	GEN2	$0 $0	$15,498 $934,184	$924,443 $1,123,706	$37,550 $200,572	$0 $56,992	$977,491 $2,315,454
	Upgrading security in Parliament	Oct 2015	Mar 2019	DIM	GEN0	$4,633 $201,573	$126,828 $147,578	$18,667 $123,267	$0 $0	$0 $0	$150,128 $472,418
Local Governance (LoGo) Project	Finalization of ProDoc	Aug 2015	Dec 2020	NIM	GEN0	$7,519 $45,169	$0 $0	$0 $0	$0 $0	$0 $0	$7,519 $45,169
	More accountable LG thru CS over	Oct 2015	Sep 2020	NIM	GEN2	$33,298 $37,000	$931,923 $1,327,893	$607,762 $920,930	$701,838 $842,246	$1,299 $573,525	$2,276,120 $3,701,594
	Munis are more accountable	Oct 2015	Sep 2020	NIM	GEN1	$323,602 $596,960	$426,397 $2,771,496	$1,626,192 $2,459,456	$1,265,232 $2,054,751	$48,001 $1,074,716	$3,689,424 $8,957,379
	Policy support for accountable LG/se	Oct 2015	Sep 2020	NIM	GEN2	$407,690 $573,939	$2,594,594 $3,871,802	$2,559,653 $3,000,340	$1,524,661 $2,584,033	$31,024 $1,254,316	$7,117,623 $11,284,430
	SNG bodies have better capacity	Oct 2015	Sep 2020	NIM	GEN1	$847,858 $875,340	$1,806,591 $3,483,673	$1,908,885 $2,619,274	$1,655,409 $2,302,055	$17,638 $963,897	$6,236,382 $10,244,239
Support High Peace Council PRA Strategy (PIP)	UNDP support project development	Sep 2017	Feb 2019	NIM	GEN1	$0 $0	$0 $0	$39,686 $189,000	$312,055 $357,818	$2,578 $115,624	$354,319 $662,443
	PRA strategy is fully operational	Sep 2017	Feb 2019	NIM	GEN1	$0 $0	$0 $0	$3,343,283 $6,245,964	$5,318,281 $8,160,924	$0 $4,467,489	$8,661,564 $18,874,376
Support to National Strategy & Plan (ANDS II)	Prodoc development for ANDS II	Apr 2016	Dec 2017	DIM	GEN0	$0 $0	$14,034 $60,000	$3,791 $21,046	$0 $0	$0 $0	$17,824 $81,046
	RECCA VI - Brussels Conference	Apr 2016	Dec 2017	DIM	GEN1	$0 $0	$50,244 $60,000	$38,000 $39,800	$0 $0	$0 $0	$88,244 $99,800
	Strengthening Dev. Councils	Apr 2016	Dec 2017	DIM	GEN1	$0 $0	$26,666 $50,000	$16,434 $50,862	$0 $0	$0 $0	$43,100 $100,862
	Tech. & policy support to MoF	Apr 2016	Dec 2017	DIM	GEN1	$0 $0	$19,000 $130,000	$0 $0	$0 $0	$0 $0	$19,000 $130,000
Transitional Plan for Support to High Peace Council	Continuation financial support	Apr 2016	Dec 2017	NIM	GEN1	$0 $0	$2,991,528 $3,197,108	$468,950 $581,444	$0 $0	$0 $0	$3,460,478 $3,778,552
	Technical support &design NPR	Apr 2016	Dec 2017	NIM	GEN1	$0 $0	$764,776 $767,359	$428,394 $520,293	$0 $0	$0 $0	$1,193,170 $1,287,652
	Technical support to HPC & JS	Apr 2016	Dec 2017	NIM	GEN1	$0 $0	$566,722 $768,427	$38,297 $79,948	$0 $0	$0 $0	$605,019 $848,375
Support to Coordination, Planning and Monitoring of Sustainable Development Goals (SDGs) in Afghanistan	Institutional support to MoEc	Feb 2016	Dec 2019	DIM	GEN1	$0 $0	$62,494 $245,500	$366,484 $431,000	$376,986 $405,200	$2,170 $519,752	$808,134 $1,601,452
	Nationalization of SDGs	Feb 2016	Dec 2019	DIM	GEN1	$0 $0	$17,249 $53,500	$108,991 $191,000	$257,924 $354,208	$0 $253,208	$384,164 $851,916
	Strengthening M&E system MoEc	Feb 2016	Dec 2019	DIM	GEN1	$0 $0	$8,093 $81,520	$97,348 $154,520	$103,294 $120,592	$5,044 $97,040	$213,779 $453,672

Outcome 8: LOTFA Projects										
Project	Project Output	Start	End	Imp Mod.	GEN.	2015 E 2015 B	2016 E 2016 B	2017 E 2017 B	2018 E 2018 B	2019 E 2019 B	2015-19 E 2015-19 B
LOTFA - Support to Payroll Management (SPM)	Funds transfer to MOI	Jul 2015	Dec 2020	NIM	GEN1	$235,762,387 $280,757,743	$425,196,713 $444,957,652	$427,036,874 $449,596,831	$354,366,678 $366,339,066	$338,545 $159,687,436	$1,442,701,197 $1,701,338,728
	Infrastructure provision support	Jul 2015	Dec 2020	NIM	GEN1	$36,212 $214,240	$12,069 $1,493,523	$730,722 $3,692,000	$800,861 $2,152,800	$4,765 $174,096	$1,584,628 $7,726,659
	Legislative policy and regulatory	Jul 2015	Dec 2020	NIM	GEN0	$1,872 $302,104	$165,834 $258,128	$204,510 $370,864	$186,354 $332,384	$1,015 $306,800	$559,585 $1,570,280
	MOIA personnel undertake payroll	Jul 2015	Dec 2020	NIM	GEN1	$57,583 $485,314	$588,501 $863,093	$126,363 $530,400	$304,596 $452,400	$12,862 $301,600	$1,089,904 $2,632,807
	Operations mgmt. and oversight	Jul 2015	Dec 2020	NIM	GEN1	$664,596 $1,380,103	$2,062,719 $3,266,429	$2,595,701 $3,976,143	$5,815,007 $8,679,678	$23,328 $3,624,400	$11,161,352 $20,926,753
	Payroll and HR systems updated	Jul 2015	Dec 2020	NIM	GEN1	$263,850 $633,586	$1,525,520 $3,679,416	$746,472 $923,662	$794,173 $963,673	$0 $2,887,871	$3,330,014 $9,088,208
MOIA and Police Development - MPD	ANP training and education capacity	Jan 2017	Dec 2018	NIM	GEN1	$0 $0	$0 $0	$8,621,092 $8,740,280	$2,526,351 $4,434,277	$0 $0	$11,147,443 $13,174,557
	Construction works	Jan 2017	Dec 2018	NIM	GEN2	$0 $0	$0 $0	$811,058 $2,188,021	$1,056,121 $1,627,912	$0 $0	$1,867,179 $3,815,933
	Existence and implementation	Jan 2017	Dec 2018	NIM	GEN1	$0 $0	$0 $0	$469,125 $422,950	$817,324 $857,413	$0 $0	$1,286,449 $1,280,363
	Internal control and accountability	Jan 2017	Dec 2018	NIM	GEN1	$0 $0	$0 $0	$485,545 $591,612	$332,229 $372,430	$0 $0	$817,774 $964,041
	MOIA capacity and performance	Jan 2017	Dec 2018	NIM	GEN2	$0 $0	$0 $0	$6,799,516 $6,922,483	$2,310,215 $2,263,955	$0 $0	$9,109,731 $9,186,438
	MOIA capacity for lead and ref.	Jan 2017	Dec 2018	NIM	GEN1	$0 $0	$0 $0	$1,328,448 $1,529,198	$1,231,125 $1,621,439	$0 $0	$2,559,573 $3,150,637
	Police community partnerships	Jan 2017	Dec 2018	NIM	GEN1	$0 $0	$0 $0	$2,353,704 $2,892,008	$425,983 $934,637	$0 $0	$2,779,687 $3,826,645
Transitional Support to MOIA (TSM) Project	Evidence-Based Strengthened	July 2018	June 2021	NIM	GEN1	$0 $0	$0 $0	$0 $0	$127,109 $210,080	$28,736 $40,000	$155,845 $250,080
	Enhance Skills and Knowledge	July 2018	June 2021	NIM	GEN1	$0 $0	$0 $0	$0 $0	$2,485,528 $2,589,988	$33,897 $1,357,971	$2,519,425 $3,947,959
	Construction of DM Support Building	July 2018	June 2021	NIM	GEN1	$0 $0	$0 $0	$0 $0	$66,147 $261,300	$0 $0	$66,147 $261,300
	Existing Commitments	July 2018	June 2021	NIM	GEN1	$0 $0	$0 $0	$0 $0	$3,706,719 $4,266,776	$(7,461) $305,640	$3,699,258 $4,572,416
	Hospital Management Information	July 2018	June 2021	NIM	GEN1	$0 $0	$0 $0	$0 $0	$19,987 $136,816	$0 $0	$19,987 $136,816
	Police Emergency Responsive	July 2018	June 2021	NIM	GEN1	$0 $0	$0 $0	$0 $0	$50,837 $140,712	$0 $0	$50,837 $140,712
	Safe and Secure Parks - Initiative	July 2018	June 2021	NIM	GEN2	$0 $0	$0 $0	$0 $0	$0 $102,440	$0 $0	$0 $102,440

Project	Project Output	Start	End	Imp Mod.	GEN.	2015 E 2015 B	2016 E 2016 B	2017 E 2017 B	2018 E 2018 B	2019 E 2019 B	2015-19 E 2015-19 B
Outcome 8: Justice and Rule of Law Projects											
Afghanistan Access to Justice Project (AA2J)	EVAW and NLTC support	Apr 2016	Mar 2019	DIM	GEN3	$0 $0	$215,419 $314,515	$534,858 $999,729	$334,306 $354,259	$0 $0	$1,084,583 $1,668,503
	Legal aid and awareness	Jan 2016	Mar 2019	DIM	GEN2	$0 $0	$573,820 $834,122	$721,465 $1,008,457	$893,278 $962,790	$80,880 $261,720	$2,269,442 $3,067,089
	MOJ institutional strengthening	Apr 2016	Mar 2019	DIM	GEN2	$0 $0	$471,597 $536,460	$909,907 $1,291,033	$585,570 $775,778	$2,419 $220,469	$1,969,493 $2,823,739
	Project support unit	Apr 2016	Mar 2019	DIM	GEN1	$0 $0	$607,149 $580,746	$552,930 $500,229	$593,411 $718,104	$4,869 $217,811	$1,758,360 $2,016,891
Anti-Corruption Project	Advocacy, public-outreach, awareness	Jan 2018	Mar 2019	DIM	GEN1	$0 $0	$0 $0	$0 $0	$885,268 $913,558	$0 $45,000	$885,268 $958,558
	Evidence base established	Jan 2018	Mar 2019	DIM	GEN1	$0 $0	$0 $0	$0 $0	$264,896 $365,545	$0 $0	$264,896 $365,545
	Implementation strategies develop.	Jan 2018	Mar 2019	DIM	GEN1	$0 $0	$0 $0	$0 $0	$952,759 $1,208,587	$0 $0	$952,759 $1,208,587
Justice and Human Rights in Afghanistan (JHRA) Phase II	JHRA quality justice services	Jul 2012	Nov 2016	DIM	GEN2	-$45 $0	$0 $0	$0 $0	$0 $0	$0 $0	-$45 $0
	Policy coordination	Jan 2013	Mar 2017	DIM	GEN1	$1,409,963 $1,682,121	$219,706 $229,662	$0 $0	$0 $0	$0 $0	$1,629,669 $1,911,783
	Project support unit	Jan 2013	Mar 2017	DIM	GEN0	$662,786 $705,010	$176,031 $202,518	$0 $0	$0 $0	$0 $0	$838,817 $907,528
	Public participation on justice	Jan 2013	Mar 2017	DIM	GEN1	$1,114,003 $1,199,430	$109,665 $123,120	$0 $0	$0 $0	$0 $0	$1,223,668 $1,322,550
	Quality access to justice	Jan 2013	Mar 2017	DIM	GEN1	$1,317,292 $1,673,326	$340,596 $310,792	$0 $0	$0 $0	$0 $0	$1,657,888 $1,984,118

Outcome 9: Livelihoods										
Project	Project Output	Start	End	Imp Mod.	GEN.	2015 E 2015 B	2016 E 2016 B	2017 E 2017 B	2018 E 2018 B	2019 E 2019 B	2015-19 E 2015-19 B
National Area-Based Development Programme Phase III	Improved Access Rural Services	July 2009	Dec 2019	NIM	GEN2	$13,390,165 $19,740,476	$2,302,935 $5,006,836	$138,081 $163,512	$16,317 $16,318	$0 $0	$15,847,498 $24,927,142
	AliceGhan Enhancement Project	May 2016	May 2018	NIM	GEN2	$0 $0	$2,006,048 $2,746,520	$756,659 $841,145	$5,200 $5,200	$0 $0	$2,767,908 $3,592,865
	Programme Management	April 2009	Dec 2016	NIM	GEN2	$2,115,312 $2,701,990	$283,631 $290,296	$0 $0	$0 $0	$0 $0	$2,398,943 $2,992,286
	Stabilization in Insecure Areas	Jan 2012	Sept 2017	NIM	GEN2	$2,218,730 $2,787,130	$(4,632) $0	$1,403 $0	$0 $0	$0 $0	$2,215,501 $2,787,130
	Strengthen District Level Institutions	July 2009	Dec 2015	NIM	GEN2	$811,104 $950,826	$0 $0	$0 $0	$0 $0	$0 $0	$811,104 $950,826
	Local Economic Development	Feb 2012	Dec 2015	NIM	GEN2	$372,756 $383,779	$(10) $0	$0 $0	$0 $0	$0 $0	$372,745 $383,779
	Monitoring and Evaluation	July 2009	Dec 2015	NIM	GEN2	$0 $0	$2,006,048 $2,746,520	$756,659 $841,145	$5,200 $5,200	$0 $0	$2,767,908 $3,592,865
Afghanistan Sustainable Energy for Rural Development (ASERD)	ASERD project document finalized	Jun 2015	Dec 2018	NIM	GEN0	$240,380 $280,000	-$20 $0	$0 $0	$0 $0	$0 $0	$240,360 $280,000
	Innovative approaches R-Energy	Jan 2016	Dec 2019	NIM	GEN1	$0 $0	$113,574 $114,521	$210,958 $234,812	$37,348 $68,223	$0 $52,542	$361,880 $470,098
	Institutional capacity development	Jan 2016	Dec 2019	NIM	GEN1	$0 $0	$188,972 $183,232	$661,927 $749,771	$595,385 $767,833	-$3 $614,794	$1,446,282 $2,315,631
	Rural energy policy/regulation	Jun 2015	Dec 2019	NIM	GEN1	$0 $0	$62,725 $78,375	$231,785 $248,611	$44,279 $55,397	$0 $86,962	$338,789 $469,345
	Rural energy service increased	Jun 2015	Dec 2019	NIM	GEN1	$0 $0	$591,021 $610,954	$1,272,472 $2,504,816	$699,070 $1,943,291	$7,175 $1,853,554	$2,569,738 $6,912,614
Community-Based Agriculture & Rural Development (CBARD-East)	CB Agro-business setup development	Jan 2018	Dec 2020	NIM	GEN1	$0 $0	$0 $0	$0 $0	$1,799,836 $4,296,000	$115,801 $4,881,561	$1,915,636 $9,177,562
	High-value crops VC improved	Jan 2018	Dec 2020	NIM	GEN1	$0 $0	$0 $0	$0 $0	$406,695 $1,729,097	$21,506 $3,120,273	$428,201 $4,849,369
Community-Based Agriculture & Rural Development (CBARD-West)	CB agro-business setup development	Oct 2016	Mar 2020	NIM	GEN1	$0 $0	$0 $23,112	$1,953,371 $3,579,157	$3,761,714 $4,240,892	$142,070 $4,676,160	$5,857,155 $12,519,321
	High-value crops VC improved	Oct 2016	Mar 2020	NIM	GEN1	$0 $0	$0 $17,874	$720,802 $1,983,218	$1,046,338 $2,767,892	$25,139 $4,568,394	$1,792,279 $9,337,378
Adapting Afghan Communities to Climate-induced Risk (CDRRP)	Climate change adaptation project	Oct 2017	Sep 2022	NIM	GEN1	$0 $0	$0 $0	$51,991 $129,270	$473,142 $588,541	$24,800 $2,630,690	$549,933 $3,348,500
Establishing Integrated Models for Protected	Establishing integrated models	Oct 2013	Dec 2019	OTHERS	GEN2	$1,825,306 $2,233,185	$1,900,960 $2,239,768	$1,931,057 $2,167,469	$1,338,089 $1,781,968	$0 $9,850	$6,995,412 $8,432,240

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Outcome 9: Livelihoods											
Project	Project Output	Start	End	Imp Mod.	GEN.	2015 E 2015 B	2016 E 2016 B	2017 E 2017 B	2018 E 2018 B	2019 E 2019 B	2015-19 E 2015-19 B
Areas & their Co-management											
Livelihoods Improvement in Tajikistan-Afghanistan Cross-border Areas (LITACA II)	Cross-border trade improved	Jan 2018	Dec 2020	NIM	GEN2	$0 $0	$0 $0	$0 $0	$77,813 $116,912	$78 $224,436	$77,891 $341,348
	Employment opps. improved	Jan 2018	Dec 2020	NIM	GEN1	$0 $0	$0 $0	$0 $0	$233,207 $263,043	$5,862 $657,221	$239,069 $920,264
	Improved gov. & rural infrastructure	Jan 2018	Dec 2020	NIM	GEN1	$0 $0	$0 $0	$0 $0	$490,898 $529,731	$1,037 $1,869,973	$491,935 $2,399,704
Livelihoods Improvement in Tajikistan-Afghanistan Cross-border Areas (LITACA I)	LITACA, Afghanistan	Mar 2014	Dec 2017	DIM	GEN2	$1,566,824 $1,963,862	$902,443 $1,467,108	$797,309 $806,312	$0 $0	$0 $0	$3,266,576 $4,237,281
Support Afghanistan Livelihoods and Mobility (SALAM)	Employment opps. increased	Jan 2017	Dec 2021	NIM	GEN1	$0 $0	$0 $0	$122,536 $1,028,931	$631,660 $2,154,085	-$89 $0	$754,107 $3,183,016
	Labor regulation migration formalized	Jan 2017	Dec 2021	NIM	GEN1	$0 $0	$0 $0	$280,443 $572,631	$794,707 $952,210	-$9 $0	$1,075,141 $1,524,841
Strengthening the Resilience of Rural Livelihood Options to Manage Climate Change-Induced Disaster Risks (CCAP)	Strengthening resilience	Sep 2013	Mar 2019	NIM	GEN2	$584,567 $622,790	$2,462,279 $2,530,982	$4,620,506 $4,919,999	$2,160,683 $2,760,396	$58,501 $712,334	$9,886,536 $11,546,502

Outcome 10: Social Equity											
Project	Project Output	Start	End	Imp Mod.	GEN.	2015 E 2015 B	2016 E 2016 B	2017 E 2017 B	2018 E 2018 B	2019 E 2019 B	2015-19 E 2015-19 B
Enhancing Gender Equality & Mainstreaming in Afghanistan (EGEMA)	MOWA fulfils its mandate	May 2016	Dec 2019	DIM	GEN3	$0 $0	$177,942 $324,346	$223,668 $286,247	$645,073 $681,858	$0 $0	$1,046,683 $1,292,450
	MoWA supports atitudes change	May 2016	Dec 2019	DIM	GEN3	$0 $0	$115,338 $251,879	$192,468 $218,308	$111,364 $191,020	$0 $0	$419,170 $661,207
	MOWA supports rural women	May 2016	Dec 2019	DIM	GEN3	$0 $0	$130,128 $296,637	$731,517 $764,559	$136,318 $193,518	$0 $0	$997,963 $1,254,714
	National gender experts exist	May 2016	Dec 2019	DIM	GEN3	$0 $0	$89,450 $216,001	$171,440 $172,886	$105,191 $119,393	$0 $0	$366,082 $508,281
	Project management	May 2016	Dec 2019	DIM	GEN3	$0 $0	$294,087 $364,234	$499,511 $502,758	$341,737 $422,837	-$194,644 $24,500	$940,692 $1,314,330

Source: Atlas/PowerBI, April 2019. Project assignment to outcome updated by country office.

National priority or goal
See the United Nations Development Assistance Framework (UNDAF) for a list of national priorities and goals

UNDAF 5/Country programme outcome 1. Improved legitimate, transparent and inclusive governance at all levels that enables progressive realization of human rights

UNDP strategic plan outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

UNDAF outcome indicators, baselines and targets	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs	Major partners / partnerships frameworks	Indicative resources by outcome (in thousands of dollars)
Indicator 5.1. Open Budget Score *Baseline (2012):* OBI global score 59 *Target (2019):* OBI global score 30 *Indicator 5.2.* Percentage of public surveyed that report elections as free and fair *Baseline:* 61% *Target:* 75% *Indicator 5.3.* Percentage of public survey that report satisfaction with provincial government performance *Baseline:* 80% in 2011 and 2012; 68% in 2013 *Target:* 80%	*Source:* Open Budget Index (OBI) *Date:* 2012 *Frequency:* Biennial *Responsibility:* International Budget Partnership *Source:* Asia Foundation Survey of the Afghan People *Date:* 2013 *Frequency:* Annual *Responsibility:* The Asia Foundation *Source:* Inter-Parliamentary Union database of statistics on elections *Year:* 2010 *Frequency:* Every 3-4 years *Responsibility:* Inter-Parliamentary Union (IPU)	*Output 1.* **Political processes are more inclusive and representative and institutions are enabled to hold government more accountable at all levels** *Indicator 1.1.* Progress towards meeting IPU benchmarks for democratically elected legislatures *Baseline:* Legislature does not meet any IPU benchmark (2013) *Target:* 50% IPU benchmarks are met *Indicator 1.2.* Capacities of the electoral management bodies in planning, preparing and conducting elections and referenda are enhanced *Baseline:* IEC and IECC have a strategic and operational plan, but there are some deficiencies in planning or implementation of the plan *Target:* IEC and IECC have a strategic and/or operational plan that is fully implemented with few or no planning or implementation challenges *Output 2.* **Capacity of state and non-state institutions strengthened to advance peacebuilding** *Indicator 2.1.* Percentage of provincial council and district coordination council members, disaggregated by sex, trained, who report improved awareness and ability to carry out their role as mediators in local conflicts and grievances *Baseline:* None *Target:* 10% increase per annum, per province *Indicator 2.2.* Number of cases of conflict resolved by the provincial councils and district coordination councils	Parliament Supreme Audit Office Independent Directorate of Local Governance (IDLG) Ministry of Rural Rehabilitation and Development (MRRD) Ministry of Foreign Affairs (MOFA) Regional female provincial councils Shuras Jirgas Independent Election Commission (IEC) Independent Electoral Complaints Commission (IECC) Ministry of Finance (MOF) Independent Administrative Reform and Civil Service Commission High Peace Council Afghanistan Peace and Reintegration Programme	**Regular** 390,000

		Baseline: Not measured *Target:* IOper province per year	Office of the President Vice presidents' offices	
		Indicator 2.3. Percentage of New Deal Peace- and State building Goals (PSGs) integrated in the national planning frameworks (5-year strategic plan, national priority programmes, new national development strategy) monitored and achieved *Baseline:* Not available; will be determined based on upcoming New Deal study *Target:* At least 50% of thePSGs reflected in existing planning frameworks and 70% of the integrated PSGs are monitored		
		Output 3. Capacities of national and local institutions sn·engthened through improwd assessment, planning and budgeting to respond to dewlopment ptiotities, especially of the most ntlnerable and women.		
		Indicator 3.1: Percentage of provinces that have at least 60% of their budgets aligned to provincial plans (with evidence of gender budgeting). *Baseline:* Not available, since provincial budgeting was initiated in 2014; data will be available by early2015) *Target:*100%		
		Indicator 3.2. Number of provincial departments ofthe four line ministries mentioned in select provinces (based on a needs assessment) that reach World Bank capacity-building for results' objectives: *Baseline:* Not available (needs analysis; expected in 3rd quarter 2014) *Targets:* 50% implementation; 50%/ implementation/to be determined; 50% implementation/to be determined		

National priority or goal
See UNDAF for list of 11atio11al priorities and goals

UNDAF 4/Country programme outcome 2. Trust in and access to fair, effective, and accou11table rule oflaw services is increased in accordance \\ th applicable internatio11al hwnan rights standards and the Govenunent's legal obligatio11s.

UNDP strategic **plan** outcome 3. Countries have stre11gthe11ed institution to progressively deliver u11iversal access to basic services

Indicator 4.1. Perceritage of public surveyed who report confidence in justice and mle of law institutions.	*Source:* Asia Foundation Survey of the Afghan People *Date:* 2013 *Frequency:* Annual *Responsibility:* TheAsia Fotmdation	*Output 4.* Natio11al institutions e11abled for sn·e11gthened justice and police gowrnance *Indicator 4.1:* % of benchmarks (to be determined in quarter 3 of2014) for the handover ofthepolicepayroll completed	Ministryof Interior (MOI) Anomey General's Office Supreme Court Ministry Justice	**Regular** Law and Order Trust Fund for Afghanistan payroll

Baseline, police: n% *Baseline, courts:* 43% *Target:* increase of5% *Indicator 4.2.* Level ofsafety and security indistricts *Baseline:*Tobe determined *Target:* increase of5% per annum		*Baseline:* 0 *Target:* 100% *Indicator 4.2.* Percentage reduction in theprocessing time ofstandardized recurring procurement, finance and human resource processes in MOI and MOJ *Baseline:* To beestablished by 2014 National Integrity Context and Systems Assessment (NICSA) survey *Target:* 10% reduction in processing time p.a. *Indicator 4.3.* Existence ofa functioning coordination mechanism between police and justice at national and subnational levels *Baseline:* Nofunctioning coordination mechanism *Target:* National coordination mechanism inplace and functioning and 19 provinces havea similar coordination mechanism in place and functioning *Indicator 4.4.* Percentage ofthe legislative calendar that is reviewed by the Taqnin and the Human Rights Support Unit *Baseline:* 10% *Target:* 100% *Output 5.* Capacity of justice and rule of law institutions sh·engtbened for imprond ac.cess to justice and policesenices delin•T *Indicator 5.1:* Number ofdistricts where awareness, outreach and regular consultations have been conducted by justice and rule of Jaw officials *Baseline:* To beestablished through a survey in 2014 *Target:* 50% increase from the baseline (determined through survey) *Indicator 5.2.* Number ofprovinces that implement an Afghan police professionalization model guided by colll!llunity-oriented, gender sensitive principles *Baseline:* No nationally agreed unified policing professionalization model *Target:* 17 provinces *Indicator 5.3.* Number ofcases supported by the Legal Aid Grant Facility disaggregated bysex and type of case *Baseline:* 0 *Target:* 15,000 *Indicator 5.4.* Percentage of court cases that receive judgment (first instance courts) disaggregated by gender and case type *Baseline:* To beestablished through a survey in 2014 *Target:* Allllual increase of5%	(MOJ) MOF Afghanistan !nde pe.ndent Hum.111 Rights Commission Afghanistan !nde pendent Bar Association Afghanistan !nde pe.ndent Land Authority District coordination councils MOFA IDLG Shuras Jirgas United Nations country team Non-governmental organizations Security Assistance Office	($500 million for 3 years) 1,500,000 Other interventions over S years 350,000

National priority or goal
See UNDAF for list of 11atio11al priorities a11d goals

UNDAF I/Country programme outcome 3. Eco11omic grow,h is accelerated to reduce vulnerabilities and poverty, stre11gthen the resilience of the licit economy and reduce the illicit economy in its multiple dime11Sions

UNDP strategic **plan**
Outcome I, Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for thepoor and excluded
Outcome 5. Cou11tries are able to reduce the likelihood of co11flict a11d lower the risk of 11atural disasters, including from climate clia11ge

Indicator I. I. Poverty headcount *Baseline(2011112):* 36.3%(29.1% urban, 36.9% rural) *Target:* 2% reducti011iil the overall poverty rate *Indicator I.2.* Perce11tage of the population with connecti011 to electricity *Baseline(2010):* 81% of urban populatio11; 29% of mral populati011 *Target:* 5% mcrease iil energy access overall *Indicator 1.3.* Perce11tage of population with access to11on-solid fuels (disaggregated by urban and mral populatio11S) *Baseline(2010): 66%* (urban); 5%(rural) *Target:* 5% mcrease iil energy access.	*Source* : National Risk and Vulnerability Assessment *Date:* 2011/12, published 2014 *Frequency:* Every four years *Responsibility:* NatiOllal Central Statistics Organization *Source:* Global Sustainable Energy for All data *Date:* 2010, published 2013 *Frequency:* Annual *Responsibility:* World Bank	*Output 6.* Improwd economic liwlihoocls, especially for ,·ulnerable populatiollS and women *Indicator 6.1.* Number ofhouseholds ec011omically benefinmg fromsustainable livelihoodmterventi011S disaggregated bymcome group and sex ofheadsof household *Baseline:* 2,000,000 households *Target:* 4,000,000 households (to be collfinned through project desig11) *Indicator 6.2.* Number. of provmcial development pl311S that identifymcome ge11erati011projects and opponunities in their provmces as respo11Sive tospecific 11eeds of vulnerable groups *Baseline:* Nooe *Target:* 34 *Output i.* Vulnerable and marginalized populatiollS, especially women, haw increased and equitable **access to natw·al resources andaffordable energy,** induding through improwd emironmental **go,·ernauce** *Indicator 7.1.* Ntunber of households with access to energy, disaggregated by female headed households *Baseline:* 40,000 households *Target:* 200,000 households (target tobe collfirmed through project desig11s;pecific mentio11of family Health Houses) *Indicator 7.2.* Hectaresof land that are m.1ll3ged ooder a sustainable use, conservatio11,access and benefit-sharmg regm1e *Baseline (2014):* 0.3% *Target (2019):* 5% of total land area	MRRD Mmistryof Agriculture, Irrigatio11 and Livestock Natio!lal Enviro!lmell Protecti011Agency Afghanistan NatiOllal Disaster Management Authority Mmistryof Energy and Water MOF MmistryofEco11omy	**Regular** 360,000

		Output 8. Increased community resilience to climate change and disasters, thereby reducing ntlnerability **and sustaining ec.ouomk gains** *Indicator 8.1*. Nmnber of provinces with operational early warning and data information management systems *Baseline:* 0 provinces *Target (2019):* 10 provinces *Indicator 8.2*. Number of provincial development plans in which climate changeadaptation measures are explicitly addressed and budgeted *Baseline:* 0 plans *Target:* I7 plans		

National priority 01· goal.
See UNDAF for list of national priorities and goals

UNDAF 3/Country programme outcome 4: Social equity of women, youth and minorities and vulnerable populations is increased through in1proved and consistent application by Govemment of principles of inclusion in implementing existing and creating new policies and legislation.

UNDP strategic **plan** outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment

| *Indicator 3.1.* Ranking on theGender Inequality Index *Baseline(2012):* 0.712 (I47 out of I48) *Target:* Modest improvement / no regression *Indicator 3.2.* Percentage of recommendations issued by the Committee on the Elimination of Discrimination against Women that are in1plemented *Baseline(2013):* 37 Recommendations made but not yet implemented *Target:* 70% of recommendations in1plemented | *Source:* UNDP Human Development Report, Gender Inequality Index *Date:* 2012 *Frequency:* Annual *Responsibility:* UNDP

Source: Government reporting against the Convention on the Elimination of All Fomts of Discrimination against Women *Date:* 2013 *Frequency:* Annual *Responsibility:* Government of Afghanistan | *Output 9*. Gowmment enabled to implement national **and international comminneuts impacting n-omen** *Indicator 9.1.* Percentage of resources spent ongender equality priorities in 6 pilot ministries *Baseline:* Tobe detem1ined on the basis of a expenditure review as part of thegender-responsive budgeting initiative *Target:* At least 80% of resources allocated as part of gender-responsive budgeting are actually spent ongender equality projects insix pilot ministries *Indicator 9.2.* Percentage of gender equality-specific priorities in budgets of target ministries that are developed and agreed inconsultation with CSOs and women's groups *Baseline:* 0 % *Target:* At least 30% ofgender equality-specific priorities are developed and agreed in consultation with CSOsand women's groups insix line ministries

Output10. :Enhanced gowrnment and c.i\il society c.apacity to monitor and report on national and international commitments affecting women | Ministryof Women's Affairs MOF IDLG MOJ Civil Socie.ty Organization (CSO) | **Regular** 48,000 |
|---|---|---|---|---|

Indicator 3.3. Existence of, and percentage of recommendations implemented from, a public report on the application of the law on the elimination of violence against women in each province *Baseline (2013):* Report published February 2014 *Target (2019):* Public report exists and at least 60% of its recommendations are implemented in every province		*Indicator 10.1.* Existence of National Action Plan for the Women of Afghanistan monitoring database, used by government and civil society for evidence-based policymaking, monitoring and budgeting *Baseline:* None *Target:* Database is fully operational *Output 11.* **Formal and informal systems and mechanisms operational for effective enforcement of laws and policies to eliminate gender-based discrimination and violence against women** *Indicator 11.1.* Number of provinces and districts with effective police, legal aid and justice services in place and being delivered to prevent and address gender-based violence. *Baseline:* Police, legal aid and justice services exist in four provinces *Target:* 17 provinces have improved police, legal aid and justice services being rendered to address gender-based violence cases *Indicator 11.2.* Number of provinces where women have access to a functional hotline for legal advice and/or protection services *Baseline:* Nine provinces have functioning hotlines *Target:* 30 provinces have functioning hotlines *Indicator 11.3.* Percentage of women in senior positions and % of internal complaints analysts in MOI and MOJ who are women *Baseline:* Women in senior positions: 1% in MOI and 1% in MOJ. Percentage of complaint analysts who are women: 20% in MOI and 0% in MOJ *Target:* 10% of senior positions are occupied by women and 40% of complaints analysts are women in MOI and MOJ.		