

Terms of Reference

Regional Initiative for Sustainable Economy (RISE) Project

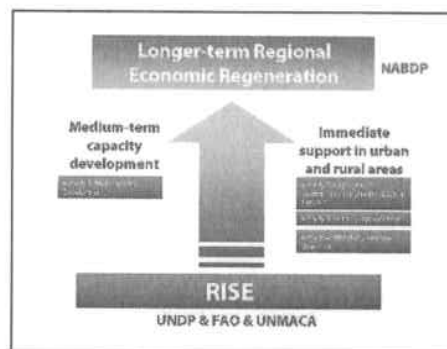
Final Evaluation

1. Background

The Regional Initiative for Sustainable Economy (RISE) project was first conceptualised in mid 2005, when the international development community in Afghanistan perceived the gradual shift in the assistance priority from emergency relief and recovery to longer-term, sustainable development. The RISE project was therefore designed to accommodate the needs of this transitional period, by providing short-term immediate assistance and medium-term capacity development support, and thus to prepare an enable environment for longer-term economic development. Especially the RISE activities are designed to prepare a region-wide ground for the longer-term regional economic regeneration strategy to be developed by UNDP's National Area Based Development Programme (NABDP).

The implementation of RISE **started in February 2006** for an initial period of one year, and after a no-cost extension the project implementation period was set **until the end of June 2007**. The project consists of the following four activity components:

- (i) M&E capacity development of relevant local authorities (especially Provincial Development Committees – PDCs);
- (ii) Short-term employment generation & urban infrastructure support, implemented;
- (iii) Empowerment of vulnerable farmers;
- (iv) Mine / UXO (unexploded ordnances) survey & clearance and Mine Risk Education & Victim Assistance (MRE/VA) activities.



This is a project of Direct Implementation modality, jointly implemented by three UN agencies: **UNDP Urban Development Group (UNDP-UDG)**, **Food and Agriculture Organization of UN Emergency and Rehabilitation Unit (FAO-ERU)** and **UN Mine Action Centre for Afghanistan (UNMACA)**. UNDP and FAO work closely with the Ministry of Urban Development (MoUD)¹ and Ministry of Agriculture, Irrigation and Livestock (MAIL)² respectively in implementing the RISE activities (both signatories to the RISE Project Document). This is a unique multi-agency and multi-ministerial initiative in today's Afghanistan, which covers both urban and rural areas of the three target provinces: **Balkh** (provincial capital **Mazar-e-Sharif**), **Nangarhar** (provincial capital **Jalalabad**) and **Kandahar** (provincial capital **Kandahar**). As such, the project takes an integrated approach towards the ultimate goal of regional economic development, while the most vulnerable groups of society, including returnees & IDPs, ex-combatants, the disabled and women, are given priority as target beneficiaries of the immediate livelihood support.



RISE supports the achievement of the following government priorities and target outcomes as specified in the strategic documents as below:

¹ Ministry of Urban Development and Housing (MUDH) at the time of project document signature

² Ministry of Agriculture, Animal Health and Food (MAAHF) at the time of project document signature

Interim Afghanistan National Development Strategy (i-ANDS):

Pillar I, Security: RISE supports this pillar of the ANDS through its mine/UXO survey & clearance component.

Pillar III, Economic and Social Development:: RISE contributes through its infrastructure support & employment generation work, as well as agricultural support all targeting the vulnerable groups of society (including returnees & IDPs, ex-combatants, the disabled and women).

RISE is also intended to contribute to the achievement of the following 2006-2008 UN development frameworks:

UN Development Assistance Framework (UNDAF):

RISE strongly contributes to the Outcome 2 of UNDAF “By 2008, opportunities, skills, land and infrastructure that allow for active participation in a strengthened formal economy and private sector are improved, particularly for poor and vulnerable groups.” This is being achieved through the provision of employment, skills development opportunities, urban and rural infrastructure support and agricultural support, all intended to lay a basis for improved economic activity. The target beneficiaries include members of various vulnerable groups.

UNDP Country Programme Action Plan (CPAP) 2006-2008:

Equally, RISE contributes to Output 8 of CPAP: “Vulnerable groups (ex-combatants, returnees, disabled, women) empowered through improved access to social and economic opportunities”, by promoting the employment, skills development and agriculture productivity support especially targeting vulnerable groups. Some of the infrastructure works are selected also to specially benefit vulnerable members of the society, namely Disability Access Centre and Women’s Access Centres constructed in the urban centres of the three target provinces.

For specific outputs and activities as well as management arrangements of RISE, see **Annex 1**.

2. Purpose of the Evaluation

The idea of a new phase of the RISE project to continue and strengthen the initiatives and impacts resulting from this project has been discussed for the past several months. In early March 2007 the Steering Committee of the Peace Building Grant Aid, which entirely funds the RISE project, has agreed to commission a team of experts to conduct an external evaluation of the current phase of RISE in order to extract valuable lessons learnt, to be reflected in the future phase currently under consideration and discussion. Throughout the course of the RISE implementation since March 2006, rigorous monitoring has been carried out by the partner implementing agencies either individually or jointly, in the form of reporting, field visits, etc. However such monitoring activities have more focused on the quality assurance and timely implementation of the activities in the field, rather than examination of overall project design, structure, relevance, and impact of the project.

The main users of the evaluation results are the project (PBGA) Steering Committee, implementation agencies, as well as the relevant government counterparts. The results and findings will be taken into consideration in the formulation of the next phase of the RISE project.

3. Scope and Focus

The main focus of the external evaluation should be on assessing the processes and modalities engaged in the implementation of the RISE project, as well as the relevance of the project design in the current Afghan context. The strategic objectives of the evaluation will be to measure the impact of the various RISE interventions being made or foreseen upon completion on the longer-term economic development of the target provinces. The specific objectives include:

1) Assess and document the overall relevance, impact and sustainability of the RISE project activities in relation to the project's immediate objectives and on the creation of an enabling environment for longer-term sustainable development. The impacts to be measured include:

- Relevance and impact of M&E capacity building activity on local government;
- Impact of employment generation on livelihood of the engaged vulnerable groups, and more broadly on security and social stability of the target cities / provinces;
- Quality and impact of the infrastructure support / upgrading on livelihood improvement and economic activities in urban areas;
- Impact of the agricultural intervention in terms of intended increase in production and diversity, as well as livelihood of the target beneficiaries;
- Relevance of demining activities including Mine Risk Education and Victim Assistance conducted under RISE, upon the overall economic activities in the target provinces / regions as well as upon implementation of other RISE project components;
- Relevance and validity of linkage / synergy between the four RISE activities in terms of impact for region-wide development; and
- Rigorousness of the measures employed to ensure sustainability under each activity.

2) Assess and document the relevance, effectiveness and efficiency of the implementation modalities and institutional framework, including multi-agency partnership and level of coordination with government counterparts. More specifically:

- Relevance and effectiveness of the modality / arrangement of the M&E capacity building activities;
- "Cash-for-work" modality employed directly by UNDP-UDG;
- Relevance and effectiveness of the coordination arrangement between UNDP, FAO and UNMACA, both at the Kabul and regional level;
- Level of coordination and collaboration between UNDP and the Ministry / Department of Urban Development (MoUD/DoUD), as well as FAO and the Ministry / Department of Agriculture, Irrigation and Livestock (MAIL/DAIL); and
- Level of other stakeholder involvement.

3) Assess the level of project visibility and identify the strategies for improvement.

4) Identify lessons learnt with a view to contribute to improving the future policies, strategies and operational aspects of similar projects with a region-wide, multi-sectoral, integrated approach aiming at supporting longer-term regional development – specifically in terms of design and focus, organisation, and implementation modality.

5) Recommend follow-up areas of interventions which build upon lessons learnt. The application of the evaluation's findings and lessons learnt to formulate a next generation of the current RISE project, in consideration of the emerging sub-national development framework, such as PDCs and District Development Assemblies (DDA), as well as of the various activities undertaken by the National Area Based Development Programme of UNDP/MRRD.

4. Evaluation Process and Methodology

The evaluation should be, first of all, in consistent with the international evaluation standards, and the evaluation team should strictly comply with the "Ethical Code of Conduct for UNDP Evaluations" (also annexed to this ToR).

The evaluation should be based on a stakeholder approach, where all groups and individuals, who affect and/or are affected by the achievement of the project objectives, are involved in the analysis. Moreover, the evaluation will take into consideration the social, political and economic context, which affects the overall performance of the programme.

In general, the evaluation shall be undertaken following the five evaluation criteria: *relevance, efficiency, effectiveness, impact and sustainability*.

The evaluation will be carried out in an objective, sensitive and perceptive manner with varied and balanced consideration of both positive and negative aspects.

The evaluation will require extensive review of existing documentation with particular attention to evaluations and evaluative studies, consultations with senior and operational managers and field staff of involved agencies, as well as consultations/interviews with a sample of beneficiaries. This also includes comparative studies on reintegration projects involving donors, geographic locations, and alternative implementation strategies.

The approach of the evaluation shall be participatory, that is, be flexible in design and implementation, ensure stakeholder participation and ownership, and facilitate learning and feedback. Through active involvement, the evaluation should utilise the knowledge and experiences of stakeholders, who have been playing an important role during the RISE implementation period thus far, including:

- Direct beneficiaries of the RISE activities both in urban and rural areas, including labours engaged in the infrastructure projects (especially vulnerable groups – returnees and IDPs, ex-combatants, the disabled and women), users of the built infrastructures and selected beneficiaries of FAO's agricultural intervention;
- Local government counterparts, including municipalities, DoUD, DAIL, Department of Women's Affairs (DoWA) and Department of Martyrs and Disabled (DoMD);
- Central government counterparts, including MoUD and MAIL;
- Beneficiary communities including local shura and Community Development Councils (CDCs), as well as butcher's union and other relevant associations;
- IPs;
- Donor – the Government of Japan; and
- RISE partner agencies (UNDP, FAO, UNMACA) and their regional outreach offices.

The evaluation consists of the following stage/phases:

1) **Desk Review:** The incumbent will conduct desk reviews of available reports, project reviews and all the other relevant documentations including meeting minutes provided by UNDP, FAO and UNMACA prior to visiting Afghanistan.

The team shall also prepare a detailed activity plan based on the desk review to include time and manpower schedules as well as assignment of responsibilities to individual team members. If applicable, the evaluation ToR shall be adapted on the basis of the desk review findings.

The incumbent is expected to spend **3 days** in total for this purpose prior to his/her arrival in Kabul.

2) **Bilateral meetings/consultations:** The preliminary findings from the desk review shall serve as point of departure for in-depth interviews/meetings/consultations with representatives of key stakeholders and implementation agencies based on the work plan.

3) **Field missions:** Field visits shall be planned and organised in close collaboration with the agencies concerned so as to get the optimal input from the stakeholders. The evaluation will have to cover all the three target provinces: Balkh, Nangarhar and Kandahar. (All subject to required security clearance)

4) **Draft evaluation report:** The evaluation team shall submit a draft evaluation report prior to their departure at the end of the evaluation period in Kabul. Also, at the conclusion of the evaluation period, a stakeholders' workshop/meeting will be organized in Kabul in order for the evaluation team to present the Draft Evaluation Report.

All in all the evaluation mission team is expected to spend **3 weeks in the country** for the bilateral meetings / consultations, field missions and preparation and presentation of a draft evaluations report.

5) **Final evaluation report:** Comments from the stakeholders' workshop as well as from individual stakeholders will be consolidated and electronically sent to the evaluation team (leader). A final evaluation report shall be completed **within 10 days** of receipt of consolidated comments in a solid, concise and readable form.

5. Deliverables

The expected outputs of the external evaluation exercise are as follows:

- **An interim report:** This report will outline the team's preliminary findings based on desk reviews, conducted field missions and meetings with stakeholders to be submitted to UNDP Country Office (CO) mid-way through the evaluation period. The report will be further shared with the RISE implementation partner agencies FAO and UNMACA for their review. The information obtained from this interim report will be considered for the project development of the RISE Phase II, which is under preparation based on internal assessment;
- **A full draft evaluation report:** This report will be presented to the UNDP CO at the end of the evaluation period in Kabul. The hardcopy of the report should be submitted to UNDP CO to be shared further with FAO and UNMACA, and the report should also be presented at meeting to these agencies as well as relevant government counterparts, the donor and other relevant stakeholders prior to the team's departure from Kabul.
- **Stand-alone executive summary** of the final report (5-10 pages)
- **A final report:** The final evaluation report should be presented in a solid, concise and readable and well structured form fully in line with the ToR, within one week after the submission of all consolidated comments and feedbacks.

All the deliverables should be written in English, using the UN standard British spelling, and with Microsoft Office package.

6. Team Composition

The evaluation team will be consisted of the following members:

1. **International consultant:** to specially focus on the Activities undertaken by UNDP-UDG, linkage and synergy between all the four activities, and to be responsible for the overall output.
Level: P-4 equivalent
Duration: 5 weeks in total
2. **National consultant:** to support the international evaluation consultant including translation, general administrative and logistic support
Level: SC-6 equivalent
Duration: 4 weeks in total (1 week before the consultant's arrival and 3 weeks during his/her work in Afghanistan)

The team shall have the following overall competences:

International consultant (5 weeks):

- Minimum five years of evaluation experience (familiarity with the UNDP evaluation guideline and experience with UN project evaluation would be an asset)
- Full knowledge of the international evaluation standards
- Development impact assessment experience
- Diplomatic and cultural sensitivity
- Humanitarian / developmental experience
- Social assessment experience
- In country or regional work experience and knowledge, work experience in conflict / post-conflict context

- Analytical skills and frameworks, such as gender and vulnerability analysis
- Process management skills
- Proven report writing skills in excellent English
- Full commend of Microsoft Office package
- Ability to keep deadlines strictly
- Excellent inter-personal communication skills in English. Knowledge of local languages an asset.
- Good presentation skills

National consultant (4 weeks):

- Experience or familiarity with development project evaluation or impact assessment (familiarity with the UNDP evaluation guideline and experience with UN project evaluation would be an asset)
- Humanitarian / developmental experience: especially work experience with UN, government agencies, or other international aid agencies
- Proven organisational and secretarial skills
- Process management skills
- Fluency in both Dari and Pashto with good written translation and oral interpretation skills
- Proven written and oral communication skills and interpersonal skills in excellent English
- Full commend of Microsoft Office package
- Good understanding of development challenges in Afghanistan
- Ability to keep deadlines strictly
- Diplomatic and cultural sensitivity
- Good presentation skills

7. Procedure and logistics

Below are some details of procedural and logistical matters to be noted:

- All the deliverables should first sent to assigned focal point(s) of the UNDP Afghanistan Country Office, who will then share with other stakeholders as necessary.
- Both the international and national consultants should bring their own laptops to work on. A projector will be provided for presentations.
- A project vehicle or rented vehicle will be hired to provide necessary transportation in Kabul and in the regions.
- The mission team will be under the UN security rules and protection.
- Humanitarian / developmental experience: especially work experience with UN, government agencies, or other international aid agencies.
- Payments for the international consultant will be made in three installments: 1) travel and DSA advance upon appointment; 2) 50% of the remuneration upon satisfactory completion and presentation of the draft evaluation report; and 3) rest of the remuneration upon UNDP's receipt of a satisfactory final report.
- Payments for the national consultant will be made upon satisfactory completion of his/her 4-week assignment. In the event of any extension of the contract, the first instalment will be made at the end of the first 4 weeks, and the remaining at the end of the extended contract period.

8. Timeline

Overall, the evaluation mission period is estimated to be five (5) weeks long. For individual time allocation please see above "Team Composition".

The incumbents will be requested to commence the above evaluation activities as soon as possible. (June-July 2007)

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| Annexes: | Annex 1: Project Overview Annex 2: List of UDG infrastructure projects Annex 3: Ethical Code of Conduct for UNDP Evaluations |
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Annex 1: Project Overview

A1.1. Activity 1: Monitoring & Evaluation (M&E) capacity building for local government authorities

Expected Output: Government authorities acquired basic understanding and skills in project M&E Implemented by: UNDP-UDG

There has been an increasing demand from the government authorities to build their capacity, especially for M&E of development and aid activities. One starting point for such capacity building is to transfer knowledge of project cycle management from UN to local authorities by working together on M&E of on-going projects. The underlying assumption of this activity under RISE is that, by conducting a series of training exercises and through joint M&E in the field, M&E capacity of the local authorities will increase. Joint M&E is also a good mechanism to inform local governments of the progress of interventions, which will also increase visibility of service delivery in the regions.

According to the initial RISE Project Document, it was planned that, under the initiative of UNDP-UDG Regional Managers, a Joint Monitoring Team (JMT) would be convened in each target region consisting of representatives from relevant local authorities as well as ministries such as MoUD, MAIL and the Ministry of Rural Rehabilitation and Development (MRRD). The representatives from the concerned UN agencies were also expected to participate. UNDP would provide management support to JMT, including the recruitment of international and national M&E officers to facilitate the process. The JMT would report to relevant regional and central ministries, as well as the donor, on the progress of various projects.

The following steps were identified for this activity component:

- 1) Determine if similar training activities are taking place elsewhere;
- 2) Determine existing M&E capacity;
- 3) Prepare Training plan: the M&E methodology and handbook for JMT will be developed referring to UNDP's M&E guidelines;
- 4) Provide theoretical (classroom) training in principles of M&E during monthly meetings;
- 5) Provide practical (on-the-job) training during site visits of RISE Projects;
- 6) Present RISE M&E Report at the final PBGA Steering Committee meeting; and
- 7) Ensure that there is an element of sustainability by encouraging dissemination of new skills.

In addition, it was planned that, where appropriate, JMT would be a part of existing coordination mechanism. Around the same time the RISE project was being formed and started (late 2005 and early 2006), the Provincial Development Committees (PDCs) were being developed across the country under the guidance of the Ministry of Economy, to coordinate the government's national priority programmes. These PDCs would also have the role of monitoring and evaluating aid and development programmes taking place in their respective provinces. Therefore where the PDCs have been established and functioning in the RISE target provinces, this component of the RISE project would attempt to jointly work with PDCs and focus the above M&E capacity building activities towards the PDC, so that the role of the JMT could be fully assumed by the PDC in the future.

During the implementation, the target audience of M&E training activities in all the target provinces under RISE ended up to be PDCs rather than self-established JMTs, as PDCs had already been established in these provinces.

In 2006, several M&E training workshops were held by UNDP-UDG Regional Offices in the urban centres of the three target provinces: Mazar-e-Sharif, Jalalabad and Kandahar. Prior to this an M&E handbook was developed (in English, Dari and Pashto) by UNDP-UDG for use at such "classroom" training. In Jalalabad, while on some occasions collaboration from PDC was weak and some training did not take place as planned, UNDP-UDG managed to facilitate on-site M&E exercises by involving interested sub-groups from the PDC and the first set of M&E reports were produced by November 2006. In Mazar, a series of M&E training workshop was completed and certificate was issued to the participants, and on-site exercises are yet to commence. In Kandahar, due to the security and lack of expertise only one two-day M&E workshop was held in July 2006 with participants from other UN agencies also. So far, about 40 participants were trained to various degrees in each region.

By the end of June 2007, still some M&E workshops and on-site exercises need to be carried out in the three provinces. As a result of internal progress assessment and endorsement by the project Steering Committee in early March 2007, it was decided that this portion of RISE (M&E capacity building for local authorities) should be joined with the activities carried out by UNDP's NABDP programme, which has strong sub-national capacity development expertise including PDC empowerment.

The expected tangible output of this activity is M&E reports prepared by the participating government authorities (PDCs).

A1.2. Activity 2: Employment generation through infrastructure support

Expected Output: In the cities of Mazar-e-Sharif, Jalalabad and Kandahar, employment opportunities broadened and skills developed through urban infrastructure support

Implemented by: UNDP-UDG

The Recovery and Employment Afghanistan Programme (REAP) implemented by UNDP-UDG's former entity in 2002-2004 proved to be successful in generating immediate employment as part of humanitarian aid activities. However, there are still significant needs for rehabilitation of infrastructure and employment generation activities for vulnerable groups to assist further economic development. This activity of the RISE project was designed to continue such short-term interventions. That is, short-term employment generation in the "cash-for-work" modality through small-scale infrastructure support, mainly targeting the most vulnerable groups such as returnees and Internally Displaced Persons (IDPs), ex-combatants, the disabled and women.

The infrastructure works were designed and selected in close consultation with the municipality, provincial departments of relevant ministries such as MoUD, Ministry of Martyrs and Disabled (MMD) and Ministry of Women's Affairs (MoWA). The priority was given to those facilities which would directly support increased economic activities and/or benefit vulnerable groups. The specific infrastructure selected and constructed in urban areas under this project component includes drainage channels, market places, public toilets, slaughter houses, Women's Access Centres and Disability Access Centres. For the comprehensive list of the infrastructure projects, please see Annex 2.

This activity component is also designed to complement the interventions of FAO under RISE (see below) by rehabilitating community infrastructure such as feeder roads or irrigation.

Through these infrastructure works, employment and skills development / consolidation opportunities are provided local people, with a priority given to ex-combatants, IDPs, returnees, and wherever possible, women and the disabled. The process of selecting beneficiaries (labours) from such vulnerable groups is coordinated with UNHCR (for returnees and IDPs), UNDP's Afghanistan's New Beginnings Programme (ANBP) (for demobilized ex-combatants), and other relevant humanitarian organisations working in the RISE target cities.

This component is undertaken by UNDP-UDG, which has a strong engineering expertise and experience cultivated during the above REAP programme. Upon completion, the infrastructures are to be handed over to the respective municipalities and local communities with firm agreement regarding ownership and future maintenance.

As of end February 2007, out of 39 initially planned infrastructure sub-projects, 16 have been completed. As a result of the no-cost extension of the RISE project granted in November 2006, 10 more sub-projects were added in Nangarhar and Balkh Provinces where the works advanced at a relatively faster pace than in Kandahar, which suffered from the security constraints. By end March 2007 some 100,000 labour days of employment were generated, with priority given to the most vulnerable group of society (about 40% of them were to Returnees and IDPs and 5% of them were to ex-combatants).

A1.3. Activity 3: Empowerment of vulnerable farmers

Expected Output: 2,000 vulnerable farmers will be empowered to improve the diversity and productivity of their agricultural activities in the regions of Balkh, Nangarhar and Kandahar.
Implemented by: FAO-ERU

Agriculture is the main industry supporting the Afghan economy. However, the lack of diversity in agricultural products and low productivity have kept Afghan economy stagnant and rendered the Afghans dependent on import of agricultural products from neighbouring countries. Therefore, improving the diversity of agricultural products and increasing agricultural productivity is a key to the development of the country. Under the RISE project, FAO distributes basic packages (basic farming tools, wheat seed and fertilizer) and optional packages (stone fruit tree seeds, intensive vegetable production, fishery, grape production and live stock production) together with technical training and supervision for beneficiaries.

2,000 vulnerable farmers were selected as beneficiaries from a total of 84 villages in the three target provinces according to FAO's selection criteria and in collaboration with local community shura, district governments and extension workers of the Department of Agriculture, Irrigation and Livestock (DAIL). (630 in Balkh, 870 farmers in Nangarhar and 500 in Kandahar)

Despite the initial delay in beneficiary selection process due to the deterioration of security conditions in Kandahar Province, all the agricultural input distribution and related training activities have been conducted smoothly. As of end February 2007, a total of 675 fruit tree nurseries have been established, 633 green houses installed and 600 livestock distributed in the three target provinces. In addition, the establishment of five fish ponds in Nangarhar and of 72 vineyard nurseries in Kandahar has been completed. Monitoring and technical follow up as well as relevant training activities continue till the end of the project period. All the distribution, monitoring and training are conducted through selected Implementation Partners (IPs), while ensuring the involvement of local beneficiary communities, DAIL extension workers and other relevant stakeholders.

A1.4. Activity 4: Mine/UXO survey & clearance

Expected Output: Arable land surveyed and cleared of mines and UXO in the project target regions
Implemented (coordinated) by: UNMACA

Landmines and UXOs have been a great threat to the people of Afghanistan for a long time, and their continuing existence hampers efficient and effective land use and development, let alone free movement of the people. For this component, UNMACA has played a coordination role, under which mine action NGOs have implemented projects for technical survey and clearance of mines and UXO in the RISE project sites and other areas affecting such project sites in the three regions; the North, South and East. The activities contribute to increasing economic activities, which is one of the project's main support areas. Direct beneficiaries of this component include communities in the regions that no longer face the same level of threat from mines/UXOs. The population will be able to move more freely, conduct economic activities with a reduced threat from mines/UXO, and enjoy the peace and increased stability that comes from this threat abatement. This particular component also contributes to creating an environment conducive for the implementation of development activities.

In 2006, as a result of the technical surveys conducted, there was no requirement for mine clearance at particular RISE project sites where FAO and UDG would engage their activities. Therefore, it was decided that the technical survey and mine clearance teams funded by RISE project would be mobilized for humanitarian demining sites in north, south and east – the areas where priority has already been set by UNMACA's operation schedule in accordance with the impact survey in the regions to meet the treaty obligation of the Government of Afghanistan as a signatory of Ottawa Conventions. By end 2006, the demining teams funded by the RISE project cleared 413,458 square meters in total. 256 anti-personnel mines, 1,527 UXOs and 269, 678 fragments were removed and destroyed. In addition to the survey and clearance activities, from December 2007 two additional components of mine action, i.e., Mine Risk Education (MRE) and Victim Assistance (VA) were added to RISE under coordination of UNMACA. So far 939 sessions of MRE/VA activities were held, reaching 20,825 beneficiaries in the target regions.

A1.5. Institutional & Management Framework

The RISE project is implemented by three UN agencies – UNDP-UDG, FAO-ERU and UNMACA. The 100% funding from the Peace Building Grant Aid (PBGA) of the Government of Japan was received by UNDP, from which the appropriate portions were channelled to FAO and the UN Office of Project Services (UNOPS) in NY which serves as a contracting body for UNMACA.

The project is guided by the Steering Committee of PBGA, which composes of representatives from the implementing agencies, the donor (Embassy of Japan), MoUD, MAIL (and MRRD for the NABDP portion funded under the same PBGA), and meets on a quarterly basis.

The Activity 1 & 2 of the RISE project are implemented by UNDP-UDG. UNDP-UDG has a head office in Kabul, where international Programme Manager (currently under recruitment), national Deputy Programme Manager and international RISE Coordinator are based. It has a regional office located in the capital of each target province, Mazar-e-Sharif, Jalalabad and Kandahar, headed by international Regional Managers (UN Volunteers), and staffed with national engineers, admin & finance officer / assistants and appropriate number of support staff. The total number of UNDP-UDG staff (as of end March 2007) is 54, including three internationals and non-technical support staff.

The UDG regional offices work closely with the local government counterparts, mainly the municipality and DoUD. For the infrastructure works, monitors from the municipality and DoUD are engaged to ensure quality assurance and appropriate reporting. In addition, since late 2006 monthly project update meetings have been held between UNDP-UDG and MoUD in Kabul for increased monitoring by MoUD.

The Activity 3 of RISE is implemented by FAO-ERU. An international project manager dedicated to the implementation of the RISE FAO component and a national focal point are appointed to look after the activities under RISE under the supervision of the FAO-ERU Coordinator. FAO also has field offices in the capital of all the target provinces, and FAO's activities are undertaken by selected IPs, involving communities and DAIL extension workers in beneficiary selection, implementation and monitoring.

The demining activities under RISE are implemented by local demining NGOs, selected and coordinated by UNMACA. UNMACA's regional outreach post is the Area Mine Action Centres (AMACs), also located in the provincial centres of the regions covered by RISE.

The three UN agencies coordinate their RISE activities both at the central (Kabul) and regional levels. UNDP acts as the lead agency in such coordination (especially by the RISE Coordinator based at UNDP-UDG), and technical working group meetings have been convened both in Kabul and in the regions. In Kabul such meetings took place on a regular basis from the beginning of the project implementation in early 2006, while in the regions the coordination meetings were started belatedly as the concept and activities of RISE gained full impetus in mid- / late 2006.

Annex 2: List of UDG infrastructure projects (as of end March 2007)

| Infrastructure projects | Remarks |
|---|---|
| UDG Mazar | |
| MZ 01: Shadiyan Rd drainage & footpath: 2km | This road is one of the main roads lead to famous blue mosque. |
| MZ 02: Market | Connected to Shadiyan road, next to a stadium. 4 hangers under construction. |
| MZ 03: Public toilet A | At vegetable market |
| Public toilet B | Balkh avenue oposite of Afghanistan Bank |
| Public toilet C | Opposite of Communication Department |
| MZ 04: Disability Access Centre | It is located close to Shadiyan road. |
| MZ 05: Women's Access Centre | For Department of Women's Affairs with request from the Governor |
| MZ 06: Babayadgar village | 2 km feeder gravelling road to Mazar city and 5 culverts |
| MZ 07: Langhana village | Rehabilitation of irrigation channel and 3 culverts |
| MZ 08: Sharak Turkmania village | 40 culverts |
| MZ 09: Ulmarab Uzbekia village | 300 m feeder gravelling road, irrigation channel, 3 culverts & local latrine |
| MZ 10: Women's market | Extension to the UDG market project for women |
| MZ 11: Women's Access Centre boundary wall | Upgrade of the UDG Women's Access Centre project |
| MZ 12: Road upgrading in Sharak Turkmania | Road with UDG-constructed 40 culverts |
| MZ 13: Women's market boundary walls | Additional work for MZ 10 |
| MZ 14: Paved walk ways in the market | Additional work for MZ 02 |
| UDG Jalalabad | |
| JAL 01: Drainage 1: 300 m | From Chawki Mastofiat to Haji Wakil Market |
| JAL 02: Drainage 2: 695 m | From Chawki Zargari to Haji Nizam Markit |
| JAL 03: Drainage 3: 100 m | From Chawki Mokhabirat to Chaplaq Froshi street |
| JAL 04: Drainage 4: 220 m | From Chawki Mokhabirat to TV Station |
| JAL 05: Drainage 5: 880 m | From Chawki Mokhabirat to Talashi Chawk |
| JAL 06: Drainage 6: 600 m | From Chawki-e-Talashy To Millie Bus Station |
| JAL 07: Drainage 7: 280 m | From Mellie Bus Station to Former Hammam |
| JAL 08: Public toilet | It is located in Daram Sal |
| JAL 09: Public toilet | It is located in old Torkham bus station |
| JAL 10: Training in house construction | Rehabilitation of a house burned in riot with training of labors |
| JAL 11: Miran village | Intake and spill way of irrigation channel construction |
| JAL 12 a: Bilayari/Mast village | Rehabilitation of feeder gravelling road and culvert construction |
| JAL 12 b: Zerjoe village | Rehabilitation of feeder gravelling road and culvert construction |
| JAL 13 a: Charbagh village | Rehabilitation of main irrigation channel and 4 culverts |
| JAL 13 b: Charbagh village | Rehabilitation of main irrigation channel and construction of culverts |
| JAL 13 c: Charbagh village | Gravelling of road |
| JAL 14: Amberkhana village | Cleaning Karez |
| JAL 15: Disability Access Centre | Inside the Social Affairs and Martyr and Disabled departments compound |
| JAL 16: Butcher's market | Based on municipality and butchers' union request for 5 districts of Jalalabad. |
| JAL 17: Slaughter house | Located near to New Kabul buds station |
| JAL 18: Drainage 8: 250 m | This is a expansion of other 7 darinages to adjust the length of them |
| JAL 19 a-1: Drainage 9: 130 m | From Mukhaberat chawk (square) to Mosque (to the North of square) |
| JAL 19 a-2: Drainage 10: 200 m | From east of Mukhaberat to Daramsal |
| JAL 19 a-3: Drainage 11: 550 m | From Masjid e Gonbady to Garnizion area |
| JAL 19 a-4: Drainage 12: 500 m | From De Afghanistan Bank to Masjid e Gonbady |
| JAL 19 a-5: Drainage 13: 230 m | From opposite of Pashtonistan chawk pool to east of Amir Shahid Garden |
| JAL 19 a-6: Drainage 14: 300 m | From opposite of Electricity Department to Ansary Hotel |
| JAL 19 b: Drainage 15: | |
| JAL 20: Lachapoor village | Cleaning of canal and intake construction |
| UDG Kandahar | |
| KDH 01: Main canal: 1 km | It is one of main canals in Kandahar city. |
| KDH 02: Women's Access Centre | 2-story building for Department of Women's Affairs |
| KDH 03: 15 Culverts | They are located Inside Kandahar city |
| KDH 04: Slaughter house | |
| KDH 05: Disability Access Centre | For Department of Martyr and Disabled |
| KDH 06: 4 Drainages: 3.8 km | They are for a park in Kandahar city next to the main road |
| KDH 07 a: Gundigan village | Construction of irrigation channel |
| KDH 07 b: Karz village | Cleaning of canal and construction of water dividers |
| KDH 07 c: Bala Karz village | Installation of electric wiring for water pump etc |

Annex 3: Ethical Code of Conduct for UNDP Evaluations

Evaluations of UNDP-supported activities need to be independent, impartial and rigorous. Each evaluation should clearly contribute to learning and accountability. Hence evaluators must have personal and professional integrity and be guided by propriety in the conduct of their business.

Evaluators:

Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded

Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

Evaluations sometimes uncover evidence of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.

Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.

Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.