

United Nations Development Programme

Country: Afghanistan



*Empowered lives.
Resilient nations.*

Project Document

Project Title

Enhancing Gender Equality & Mainstreaming in Afghanistan
(EGEMA)

UNDAF Outcome(s):

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

Expected CP Output(s):

1. Output 9: Government enabled to implement national and international commitments impacting women.
2. Output 10: Enhanced government and civil society capacity to monitor and report on national and international commitments affecting women.
3. Output 6: Improved economic livelihoods especially for vulnerable populations and women.

Expected Output(s):

1. A capacitated MOWA that is better able to sustainably and independently fulfil its mandate at the national and sub-national levels.
2. Nationally educated Gender Experts for advocacy and employment in the public sector and civil society organizations to promote the advancement of women and

gender equality at national and sub-national levels are available.

3. MOWA's capability to engage with line ministries to enable rural women's economic empowerment strengthened
4. MOWA's capacity to engage with line ministries to institute socio-cultural and behavioural transformation reflecting gender sensitivities strengthened.

Implementing Partner:

UNDP

Responsible Parties:

Ministry of Women Affairs, UNDP

Brief Description

The project's goal is to enhance gender equality and mainstreaming in Afghanistan. In line with promoting various government's commitments to women empowerment and gender equality including the "Realising Self Reliance" theme, achieving this goal will involve mainly supporting and strengthening the Ministry of Women's Affairs which has the mandate of policy making and oversight to foster the achievement of political, social, legal, economic and civic rights of Afghan women. The project will enhance the institutional capacity of the ministry through direct technical support as well as through projects with other ministries where MOWA will be playing a coordinating role. Such projects will involve ensuring the development and strengthening of a national human resource pool of gender experts and support to women's economic empowerment initiatives that focus not only on increasing income but other gender strategic needs. It will also focus on strengthening a social behavioural change model that tackles the causes of inequality rooted in traditional and religious norms and values.

Programme Period: 2016-2018

Key Result Area (Strategic Plan) _____

Atlas Award ID: 00091070

Start date: 1 May 2016

End Date: 30 April 2018

LPAC Meeting Date: 11 April 2016

Management Arrangements DIM

2016 AWP budget:

Total resources required 3.54 Million

Total allocated resources: _____

• Regular _____

• Other: _____

◦ Donor _ROK \$3.2 Million_

◦ Donor _____

◦ Donor _____

◦ Government _____

Unfunded budget: _____

In-kind Contributions _____

Agreed by (Ministry of Women Affairs):

Signature:

Date:

Agreed by (UNDP):

Signature

Date:

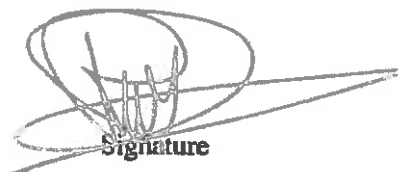
Substantive Budget Revision

The following budget revision is to include funds allocated by the program of United Nations Volunteers (UNV). These funds are incorporated in Output 4: MOWA's capacity to engage with line ministries to institute socio-cultural and behavioural transformation reflecting gender sensitivities strengthened; under Activity 8: volunteer Youth-Mullah Gender Caravans to spread gender equality message to the communities.

Programme Period: <u>2016-2018</u> Key Result Area (Strategic Plan)	2016 AWP budget: Total resources required <u>3.54 Million</u> Total allocated resources: <ul style="list-style-type: none"> • Regular • Other: <ul style="list-style-type: none"> ◦ Donor ROK \$3.2 Million ◦ UNV Partner UNV \$290,400.00 ◦ Donor ◦ Government Unfunded budget: In-kind Contributions
Atlas Award ID: <u>00091070</u> Start date: <u>1 May 2016</u> End Date <u>30 April 2018</u> LPAC Meeting Date: <u>11 April 2016</u> Management Arrangements <u>DIM</u>	

Agreed by (UNV):

Richard Dictus, Executive Coordinator


Signature

20/9/2016
Date

Agreed by (UNDP):

Douglas Keh, Country Director

Signature



Date:

Sept 21 / 16

List of Acronyms

ANDS:	Afghanistan National Development Strategy
ASERD:	Afghanistan Sustainable Energy for Rural Development
APRP:	Afghanistan Peace and Reintegration Programme
CEDAW:	Convention on the Elimination of all forms of Discrimination against Women
CPAP:	Country Programme Action Plan
CSO:	Civil Society Organization
DoWA:	Directorate of Women's Affairs
EVAW:	Elimination of Violence against Women Law
GoIRA:	Government of the Islamic Republic of Afghanistan
GSI:	Gender Studies Institute
GRB:	Gender Responsive Budgeting
KU:	Kabul University
LEDA	Local Economic Development for Afghanistan
LOGO:	Local Governance project
NAPWA:	National Action Plan for the Women of Afghanistan
MDG:	Millennium Development Goals
MAIL:	Ministry of Agriculture, Irrigation and Livestock
MoF:	Ministry of Finance
MoHRA:	Ministry of Hajj and Religious Affairs
MoWA:	Ministry of Women Affairs
PWDC:	Provincial Women Development Councils:

I. EXECUTIVE SUMMARY

This Project is a collaborative effort between the Government of the Islamic Republic of Afghanistan and UNDP Afghanistan. Its main aim is to strengthen MoWA so that it is enabled to implement as well as monitor and report on national and international commitments impacting women. This will be achieved through building on the best practices and lessons learned from the preceding UNDP Gender Projects (GEP I & II) and novel initiatives that focus on capacitating the Ministry of Women Affairs towards efficiency and sustainability.

The Project is in line with the goals set out in the National Action Plan for Women of Afghanistan (NAPWA) and MoWA's Priority National Action Plan 2015-2018. Furthermore, it contributes to key outcomes of the UNDAF and UNDP Strategic Plan. Building on previous projects successes and while carefully incorporating lessons learnt from previous projects' shortcomings, the project consists of four pillars:

- 1) Institutional capacity strengthening of MoWA, which aims to support the ministry to become a capacitated body that efficiently plays a coordinating and oversight role on national and international commitments impacting women... Building from lessons learnt from GEP II, the project's strategy is on capacitating local staff, strengthening the Gender Units and sub-cabinet committee.
- 2) Building a national human resource pool of gender experts through the University of Kabul's Gender Studies Institute to ensure a proficient MoWA with domestic expertise and advocates that can champion the women empowerment and gender equality agenda through policy making , gender mainstreaming in all government ministries as well implementation, monitoring and evaluation of NAPWA.
- 3) Women's livelihoods strengthening, to enable improved access to sustainable incomes and livelihoods strategies resulting in the improved women's agency and their economic empowerment.

In this pillar, the project will support women in cooperatives, providing them with business development trainings as well as offering start- up packages through Training, Production and Demonstration centres. These cooperatives will become a basis for the project to boost women's own initiatives and strengthen support groups that offer micro-credit and savings schemes to build a base for sustainable economic and social capital.

Economically empowered women can become role models in their families and communities as independent women who are decision makers and creating employment for themselves and their communities.

- 4) Gender transformative approaches, to support behavioural and socio-cultural changes at grassroots levels.

Achieving gender equality and women empowerment is a process that requires multi-dimensional efforts and one area entails tackling socio-cultural features that fuel inequalities. These entail a patriarchal culture and traditional values and norms that subordinate and discriminate against women. Hence sensitizations and awareness messages channelled through religious leaders (*mullahs*) in a country where people value Islamic teachings and guidance can go a long way in transforming socio-cultural and behavioural features, central in changes towards gender equality. This activity reaches out to both men and women as well as youths in their various communities and works towards creating an enabling environment for various gender equality and women empowerment markers. Through a joint effort with United Nations Volunteers (UNV), the project will support Youth-Mullah Gender Caravans (volunteer groups composed of volunteers youth and Mullahs) to spread key messages on women rights in Herat and Balkh. UNDP and UNV will work with the Ministry of Hajj, the Ministry of Women Affairs and the Ministry of Information and Culture to carry out series of activities harnessing the power of volunteers and youth volunteerism to enhance gender awareness and advocacy in two provinces. Through gender campaign activities, young men and women volunteers will shape new narratives for gender equality through collective dialogues, enhanced ownership of the problem and by challenging misconceptions embedded within their communities. Within this process UN Volunteers will capacitate the Ministry of Information and Culture to develop and establish organized networks of volunteers, creating a foundation for volunteer infrastructure, aimed at future areas of mobilization and outreach activities for the National Government and UN Agencies.

The project will run from May 2016 to April 2018 under UNDP's Direct Implementation Modality however, following a nationally owned and Afghan-led approach in its implementation entailing the following strategies and principles: a) capacity strengthening and institutional change guided by participatory methods and principles of sustainability; b) adherence to the major national policies and strategies: ANDS, NAPWA, NPPs as well as the Transformation Decade:

self-reliance strategies and the New Deal peace building and state building goals; c) culturally sensitive, participatory and community-based approaches and d)) partnership building across a wide range of stakeholders through genuine participation in consultations and decisions.

The project's outreach potential, will be leveraged through far-reaching policy improvements in favour of women's empowerment and equality in key social, political and economic sectors through strengthening MOWA, building a cadre of gender experts, women's livelihoods strengthening and gender transformative approaches targeting behavioural and socio-cultural activities. This outreach and impact potential is also expected to be increased exponentially with the implementation of other various UNDP Afghanistan projects which all build into the Country Office Gender Framework. The project's budget of USD \$3.54 million with contributions of 3.2 million from the Republic of Korea and USD\$ 290,400 –from UNV.

II. SITUATION ANALYSIS

A. Background

The Government of Afghanistan has set a number of development related goals within the Transformation Decade of 2014-2024. Amongst these is the promotion of the human rights of women and men. This entails providing more equal access to opportunities in all spheres of life and enabling them to participate on an equal basis in opportunities for human development and contributions to Afghanistan's national development. National commitments have been set that acknowledge the need to tackle complex multi-faceted drivers of gender inequality and associated discriminatory social institutions that restrict women's access to opportunities, resources, civil rights and power. The outcome document of the London Conference on Afghanistan (December 2014) reaffirms Afghanistan's national and international commitments to end discrimination and violence against women and to ensure the fair and legal treatment of women before the law. Special attention is made on ensuring government leadership and policy to provide women and girls with increased economic and educational opportunities and implementation of measures that set examples of gender fair treatment and gender friendly employment policies. Also, Afghanistan is a pilot country for the New Deal for Engagement in Fragile States, which seeks to address the underlying causes of conflict through targeted support to meet peace-building and state building goals. Central to the New Deal is support for inclusive, country-led and country-owned transitions out of fragility, with full recognition of the need to accelerate efforts to achieve gender equality

and the empowerment of women in all aspects of their development efforts. The principle of equal rights for women is also enshrined in a number of Afghanistan's laws and national strategies. Afghanistan's Article 22 of the national Constitution affirms equal rights and obligations for men and women further articulated in the 2008 National Action Plan for Women in Afghanistan (NAPWA) which highlights that 'promotion of women's advancement is a shared obligation within government and it is a collective responsibility of all sectors, institutions and individuals to include women or/and gender concerns in all aspects of gender work. NAPWA seeks to achieve outcomes in three main areas that include (i) gender equality in employment, promotion, policy making and budget allocations, (ii) measurable improvements in women's status and (iii) greater social acceptance of gender equality evidenced by increased participation of women in public affairs and policy discussions. This entails a holistic approach for addressing the complex challenges underlying gender inequality and associated discriminatory social institutions that restrict women's access to opportunities, resources, civil rights and power.

Afghan women suffer discrimination that is multi-dimensional, inter-related and self-reinforcing. The main root causes, which are identified as primary drivers of discrimination and disempowerment include:

- ✚ Patriarchy rooted in culture and tradition: this remains the primary root cause of gender inequalities in the Afghan society influenced by conservative traditions, customary practices, and religious misinterpretations which collectively serve to exacerbate gender inequalities and impede realization of women's human rights. Such belief systems have produced weak and limited women's agency and reinforced their limited access to public, social, political and economic spaces. Their limited agency hinders their ability to demand their constitutional rights.
- ✚ Limited institutional capacities to deliver on women's rights and empowerment have hindered progress towards the formulation and implementation of policy and legislation aimed at gender equality and empowerment of women. Various challenges including low commitment of key government actors, fragmented approach and disconnection between the functions of Gender Units and Policy/Planning Units and limited understanding of the concept of gender responsive policy making and implementation have been the main drawbacks in making progress towards achieving women's empowerment and gender equality.

Despite the state's commitment on gender equality, such drawbacks have surfaced in the form of limited technical expertise in gender responsive programming, implementation monitoring, inadequate knowledge and/or understanding of national level policies and planning among policy-implementers. The project therefore aims to address these challenges by building on few, but still progressive achievements to date, which were possible with the support from UNDP projects. The project will specifically focus on institutional strengthening of the Ministry of Women Affairs (MOWA), established in 2002 and is the lead ministry in coordinating and monitoring of the NAPWA.

The Ministry's mandate is to provide technical support to line ministries and other government agencies to mainstream gender into ministerial developmental policies and strategies and to coordinate with all 25 line ministries, nine directorates and other development partners in promoting the advancement of women at the national and sub-national levels. Considerable development efforts have been made to strengthen the Ministry through the implementation of numerous projects and programs covering a broad range of relevant areas. However, there remains a need to address key capacity gaps that prevents the Ministry from fulfilling its mandate effectively. From 2012 – 2015 UNDP supported MOWA through a second phase of the Gender Equality Project (GEP II). The project supported three thematic pillars- policy support and review; women's economic empowerment and women's rights and access to justice. Some of the best practices from GEP II, included strategic interventions such as:

1) Support to the University of Kabul Gender Studies Institute:

This was premised on the notion that the Afghanistan's women's empowerment agenda remarkably suffers from inadequate national expertise that can contribute to mainstreaming gender in government policies, strategies and programs at the national and provincial programs as well as to successfully integrate gender into academic institutions. A feasibility assessment study was conducted by Kabul University with support from UNDP's GEP II and it supported the idea of establishing a Gender Studies Institute (GSI) because of the overwhelming need for human resource development in gendered approaches for Afghan reconstruction. With support from GEP II, the Ministry of Higher Education (MoHE) in partnerships with Kabul University's GSI launched a Master's Degree in Gender and Women Studies in October 2015, a milestone towards addressing the need to create a national pool of gender experts. However, it is worth noting that

this Institute is still in its infancy and outside of this effort there are no other academic institutions in Afghanistan offering professional or academic programs in the field at undergraduate and graduate or through short courses levels.

2) Women's Economic empowerment

In the past decade traditional perceptions and cultural sensitivities about women earning an income have been gradually changing (although at a very limited level). Following hard economic conditions as well as three decades of conflict leaving many women as widows, women have taken the position of either leading (female headed households) or joining family members in income generation. Such initiatives have mainly included forming cooperatives to produce and sell agricultural produce and/or handicrafts as well as other entrepreneurial endeavours. Cases of women being successful in economic activities have the potential of playing a fundamental role in challenging and gradually changing traditional social perceptions on the economic role of women. In this perspective, promoting women's rights via economic empowerment is a crucial paradigmatic shift that considers a woman as an agent of change, rather than the victim, or passive recipient of welfare assistance. Hence, economically empowering women provides a basis for accessing resources, building self and group concretization and advocacy for women's rights.

3) Advocacy for women's rights and access to justice

As aforementioned, many of the discriminatory norms and practices directly related to the Afghan women's position are generated from patriarchal values and traditions. With inequalities rooted in the socio-cultural and religious fabric, challenging the subordinated position of women requires a holistic approach that also addresses the root causes of inequality. Working with religious leaders provides a culturally sensitive entry point to raising awareness on the rampant gender inequalities and injustices inherent in Afghanistan's society's everyday life. Hence, the need to build on this approach and devise more social innovative approaches that facilitate discussions at grassroots level to generate and implement new ideas about how people should organise social interactions to generate new social processes and practices.

B. Problem Statement

MOWA is currently unable to be the institutional resource it is intended to be; a resource which can provide technical support to line ministries and other government agencies to mainstream

gender into ministerial developmental policies and strategies, and to coordinate with all 25 line ministries, nine directorates and other development partners in promoting the advancement of women at the national and sub-national levels. The inhibiting factors are two-fold:

- a) Inadequate technical capacity both at the national and sub-national levels in policy making and planning and in performing an oversight role in the mainstreaming of gender in line ministries.
- b) Poor coordination system and an underdeveloped monitoring and evaluation framework to adequately monitor NAPWA.

With the successful formation of the Gender Units in line ministries, a Sub-committee on gender and the recent Inter-ministerial committee, it is crucial to support these mechanisms to strengthen MOWA's functionality and effectiveness in implementing and monitoring national and international commitments impacting women. Strengthening MOWA also entails building a sustainability plan, which includes a human resource pool of gender experts who are able to champion women's rights and gender equality issues in various capacities and institutions. The newly established Masters in Gender and Women Studies at the University of Kabul's Gender Studies Institute is certainly a huge milestone towards creation of a team of national experts on gender. Nonetheless, the Institute is yet to be recognised as established and meet regional and/or international standards, having only one professor with gender and women's studies related training. The lack of gender and development qualified professors and lecturers capable of mainstreaming gender into their conventional fields of expertise may produce sub-standard gender experts and inhibit the government's vision for self-reliance. On the other hand, supporting MOWA to fulfill its mandate and National Action Plan (2016-2019) on Women's Economic Empowerment ought to be decentralized and hence alongside the macro policy level, there ought to be a micro level component targeting the disadvantaged and impoverished women on the ground. The Afghan context characterized by almost three decades of conflict, a deep-rooted patriarchal culture and misinterpretation of Islamic religion has dealt a harsh blow on women and contributed to the feminization of poverty. Women in the peripheries remain the most affected and usually the last to be reached by positive macro-level policy changes. Hence, women's economic empowerment through creating sustainable livelihood opportunities and socio-cultural behavioral change initiatives are key in nurturing sustainable livelihoods for women and an environment where both men and women can enjoy their human rights and equality in the social,

cultural, economic and political spheres. At the same time the above-mentioned activities will also create opportunities for MOWA to engage with various ministries towards the women empowerment agenda and hence harnessing its coordinating and oversight role.

C. Situational Assessment / Needs Assessment

C. (i) Gender inequalities in Afghanistan: a broader perspective

Women comprise nearly one half of Afghanistan's population, a country that remains one of the poorest in the world. The overall situation in Afghan has not been favourable for women contributing to the high rates of poverty with high levels of discrimination against women and girls manifested in social, economic, political and decision-making roles. Additionally, insecurity and harmful traditional practices affect women and girls disproportionately and poses serious constraints to their access to services, opportunities and resources that are essential for the full development of their human potential and exercise of their rights. The nearly three decades of conflict have adversely affected the development of women's human capabilities, a major factor that precipitates their disadvantage in many aspects of life. Nonetheless, women constitute an enormous reservoir of human resources that are needed to foster national development. This is particularly acknowledged in the three major dimensions of reconstruction that Afghanistan is presently going through: establishing security, an effective and legitimate state, and sustainable economic growth.

Hence, the Afghan Government with the support of the international community has been actively engaged in the promotion of gender equality and women's human rights since 2001 with a landmark establishment of the Ministry of Women Affairs in 2002. Also, state building and post-conflict reconstruction efforts in Afghanistan have led to renewed opportunities for Afghan women. However, despite the progress made in the past decade, Afghanistan position remains in low in Gender Inequality Index in Global Human Development Report 2015 (ranked position 171 out of 188), a composite measure reflecting inequality between women and men in various indicators including reproductive health, empowerment, and labour market participation. Also, the Afghanistan's 2012 country report on the Millennium Development Goals indicates that the potential to achieve Goal 3 is low. Amongst many other factors relating to gender disparities, the economic and political arenas remain skewed towards males with constrained opportunities for women. Also, significantly hampering progress towards the achievement of gender equality are

harmful traditional norms, values, beliefs and practices. For instance, the 2010 UN Report on Harmful Traditional Practices in Afghanistan cites that 57% of all marriages in the country can be characterized as early marriages (i.e. marriage to a girl child under the age of 16). This amongst other things precipitates a high fertility rate and poses a challenge of limited opportunities for girls to attain education and to have aspiration for self-actualisation beyond marriage/family responsibilities.

On the other hand, it is worth noting that promoting changes of national policies and strategies as well as gender mainstreaming efforts are central to developing long-lasting strategies as well as new effective systems. However, those on the ground do not essentially enjoy the trickle down effects of efforts on the macro levels as they take time to reach the grassroots levels. As such, there is need to work on a few 'downstream' projects which directly impacts the lives of grassroots women who experience the brunt of poverty, subordination and lack of livelihood strategies whilst simultaneously providing latitude for MOWA to exercise its coordinating and oversight role with other ministries like MAIL and MOHRA in activities and strategies that work for women empowerment and gender equality.

(ii) Contextualising the situation: A case for MOWA

MOWA was established to be the prime agency for women's advancement through policy-making and as an oversight body providing gender mainstreaming technical support to line ministries and other government agencies at both the national and sub-national levels. Notably, considerable development efforts have been made to strengthen the Ministry through the implementation of numerous projects and programs covering a broad range of relevant areas. UNDP's GEP I (2007-2011) successfully piloted policy development support to MOWA and it completed an analysis of eight ministries and the final evaluation proposed a significantly up-scaled project to sectors of government through policy review, support and capacity development. GEP II (2012-2015) targeted policy review of ten ministries and six were completed by November 2015. GEP II also successfully piloted Gender Responsive Budgeting (GRB) in selected ministries, setting up Gender Units within line ministries and setting up a NAPWA database. However, there still remains a need to address key capacity gaps that prevents the Ministry from fulfilling its mandate effectively. Both the first and second phases of the Gender Equality Projects focused on delivering on projects' action plans and unfortunately this led to significant omission of institutional capacity building element, which is the main focus of this project. In most

instances, the projects' focus on covering immediate needs led to an approach that bordered on capacity replacement with the use of consultants and NTA's (National Technical Assistance) to deliver on various aspects of MOWA's mandate, conversely, as aforementioned with limited institutional strengthening. Hence, despite registered successes, GEP II has not managed to successfully set up a system to transfer the knowledge and ownership of the policy-making and oversight processes to the Policy Unit of MOWA for the ministry to effectively fulfil its mandate independently and sustainably.

This has been the case for other MOWA's units that were supported through GEP II and still lack internal capacity to deliver on their various mandates. Also, high staff turnover has contributed to this paucity of capacity within MOWA's units as the few trained and experienced staff move in search of other opportunities. This shortage of gender equality cadres was also as a result of the lack of a gender and women's empowerment training institute to produce a sustainable force of national gender specialists to work both in the government and civil society organizations. Opportunely, through GEPII, the University of Kabul opened a Gender Studies Institute offering a Master's programme in Gender and Women's Studies, which however, still needs strengthening to produce quality reservoir of human resources. Therefore, in 2016 and beyond, Afghanistan needs to strengthen its human and institutional capacities in driving the gender equality agenda using the Afghanistan's women machinery- MOWA- as a coordinator and watchdog. MOWA's institutional strengthening will ensure its increasing ability to advocate, monitor and harness different institutional contributions to gender equality goal and ultimately to the nation's collective socio-economic and political development with limited or no external support.

D. Obstacles and Pre-requisites

A few issues present as possible constraints to the achievement of the project outcome.

- 1) Firstly, the Ministry has to fill in a number of reported vacant posts especially in the sub-national offices for the effective functioning of the Directorates of Women's Affairs (DoWAs).
- 2) From the previous projects' experiences, the low *tashkeel* salaries and high staff turnover have presented significant obstacles to the institutional capacitating of the Ministry as highly qualified and trained staff continuously change posts in search of better paying

opportunities and this incessant staff attrition leads to the erosion of an institutional memory.

- 3) There is an expected reduction of aid flows, which necessitates streamlining of project activities. In addition, there is still outstanding donor commitment to support the new gender project; hence project activities are being planned against both already existing and expected resources.
- 4) Gender mainstreaming and the implementation of NAPWA has generally been perceived as solely the responsibility for MOWA and its DOWAs at provincial levels. However, the success of MOWA also depends on the commitment of key government actors for implementation of state's commitments and other gender equality and women's rights issues advocated by MOWA. Hence, other line ministries limited institutional capacities, lack of support in implementation of sectoral programmes and limited budgeted allocations for women empowerment and gender equality related work might impede the rate at which the project goal will be realised.
- 5) The security situation in the country poses risks and impacts on short and long term progress, achievement and impact of the project. Such includes slowing down implementation and adequate supervision and monitoring.
- 6) There are cultural and religious sensitivities involved with respect to the promotion of gender equality and failure to carefully handle these may lead to resistances and possibly casualties. Hence, gender equality and promotion of women's rights has to be grounded in Afghanistan's constitution and promoting correct Islamic teachings as well as using culturally sensitive terminology to minimize such potential impediments.

E. Stakeholder Analysis

Stakeholders include MOWA, Ministry of Finance (MoF), Ministry Agriculture Irrigations and Livestock (MAIL), Ministry of Hajj and Religious Affairs (MoHRA) and the University of Kabul-GSI. MOWA has the mandate as a policy-making and oversight body to promote achievement of the legal, economic, social, political and civic rights of Afghan women. Its main functions include providing direction, building inter-ministerial collaborations and developing the capacity of other

government agencies to ensure that policy formulation, planning, implementation, reporting and monitoring responds to the differential needs and situations of women and men. The implementation strategy is anticipated to follow a particular direction that focuses on strengthening the institutional capacity of MOWA by making MOWA the main implementing partner of all the proposed activities. Within MOWA, four main Units will be targeted which include the Policy and Planning unit which leads in developing and reviewing policies and strategies as well as coordinating gender mainstreaming activities of other line ministries. The Public Relations Unit houses the training department which offers various gender sensitisations, mainstreaming and gender short courses training at both national and sub-national levels. The Provincial Relations Unit is in charge of all DOWAs activities whilst the Economic and Social Services to Women Department steers all activities that advance women's economic empowerment at both macro and micro levels. This project will work with these MOWA's units/department in conjunction with other ministries to deliver on the project's outcomes.

The various ministries that will be engaged have been implementing a number of gender equality and women empowerment related activities in the previous cycles. These include the MoF that has been leading in the GRB activities and has seen the successful piloting of GRB in six selected line ministries. MoF plans to upscale their GRB capacity building activities to more line ministries as well as develop a GRB policy.

MAIL has led in the establishment of a Training, Production and Demonstration centre in Kabul and in women economic empowerment through supporting women's cooperatives. They are currently supporting 100 women in producer groups through the training centre and have provided land for the pilot group which will run from 2015-2018.

MoHRA has been leading in promoting socio-behavioural change at the grassroots level through training religious leaders as well as through activities with school children aimed at raising awareness on women's rights related issues. Almost 70% of mullahs are registered with the MoHRA and are on their payroll. Hence accessing and sensitising the mullahs through the trainings has been a relatively easy engagement as the mullahs are answerable to MoHRA which monitors their action plans and such trainings are also seen as knowledge enhancement for their mission/job.

Lastly, MoHE in conjunction with the University of Kabul's GSI have steered the establishment of a Masters in Gender and Women's Studies course at the Institute, which is meant to produce national gender experts to drive the gender equality progression in Afghanistan.

MOWA is currently lacking in capacity to harness their oversight and coordination role due to a number of factors including lack of technical capacity, limited budgetary allocation for NAPWA, fragmented approach and disconnection between line ministries gender units and policy and planning units. However, beyond MOWA, lies a deep-rooted institution of patriarchy, a culture and harmful traditions that remain the root causes of gender inequalities?

Through these projects it is intended that MOWA's oversight and coordination role will be strengthened as MOWA will be involved in the synchronization and monitoring of activities as well as gaining inroads in influencing policy and gender mainstreaming in these line ministries. This gender project will also promote relationship building and strengthening between MOWA and the various line ministries thereby instilling various line ministries' responsibilities in the gender mainstreaming and women empowerment agendas. Experiences from the previous gender projects and reviews of the above stated stakeholders' action plans reflect their dedication to working towards women empowerment and gender equality, a positive element showing a sense of ownership of the project and creation of a supportive base for MOWA.

Such collaboration will work for MOWA to capably deliver its mandate and it also speaks to NAPWA which highlights amongst other things that the promotion of women's advancement is a collective responsibility and a shared obligation within government.

III. STRATEGY

A. CPD 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.

B. CDP Output(s):

Output 9: Government enabled to implement national and international commitments impacting women

Output 10: Enhanced government and civil society capacity to monitor and report on national and international commitments affecting women.

Output 6: Improved economic livelihoods especially for vulnerable populations and women.

C. Project Outputs:

1. A capacitated MOWA is better able to sustainably and independently fulfil its mandate at national and sub-national levels.
2. Nationally educated Gender Experts for advocacy and employment in the public sector and civil society organizations to promote the advancement of women and gender equality at national and sub-national levels are available.
3. MOWA's capability to engage with line ministries to enable rural women's economic empowerment strengthened.
4. MOWA's capacity to engage with line ministries to institute socio-cultural and behavioural transformation reflecting gender sensitivities strengthened.

Output 1: A capacitated MOWA is better able to sustainably and independently fulfil its mandate at national and sub-national levels.

Based on the findings of the capacity assessment conducted by Ministry of Women's Affairs Organizational Restructuring and Empowerment Project (MORE, The Project will focus on capacity enhancement of four main Units in MOWA. Indicative activities aimed at strengthening these Units include:

- (i) Policy and Planning Unit: trainings and use of short term consultants will be employed to help develop and review policies and strategies as well as develop the Unit's work-plan and reporting systems. This unit also houses the M&E department which will be capacitated through on-the-job trainings to manage the NAPWA database.
- (ii) The Economic and Social Services to Women Unit will be strengthened through provision of technical support through training *tashkeel* and bringing short term national and international consultants that will help the unit to identify, design, resource and steer joint projects with other ministries in economic empowerment of women.
- (iii) The Provincial Relations Unit will be provided with national consultants to help strengthen the PWDCs, DOWA's planning and reporting systems as well as managing of the NAPWA database at provincial levels.

Capacitating MOWA through strengthening the above stated Units will work towards enabling MOWA to effectively fulfil its mandate in overseeing the implementation of existing as well as creating new policies and legislation that work towards the realisation of social equity for women.

Output 2: Nationally educated Gender Experts for advocacy and employment in the public sector and civil society organizations to promote the advancement of women and gender equality at national and sub-national levels are available.

Creating and sustaining an institution that can constantly add to the pool of national gender experts is a fundamental step toward self-reliance in gender mainstreaming and women empowerment. Thus, supporting GSI for a couple of years is of utmost importance. Support will be in the form of technical and financial including supporting professors to get advanced training in gender and development issues through exchange visits and e-learning activities, offer technical support for the institute to partner with other local, regional and international established Gender Institutes and facilitate exchange of professors for learning purposes and as short and /or longer term guest lecturers. Short term local and regional consultants will be used to help develop the Institute's resource centre translating course materials, books, journals and other resources. Another major activity will be the refurbishment of the resource centre. These inputs will assist in strengthening the newly established Institute to become a centre of excellence producing gender experts to work in the government and civil society organisations advocating gender equality and women empowerment.

Output 3: MOWA's capability to engage with line ministries to enable rural women's economic empowerment strengthened.

Creating sustainable livelihoods is a milestone towards economic empowerment of women. In this regard, the project take a two-pronged approached towards in achieving this. Firstly, it will utilize the Kabul model of a Training, Production and Demonstration (TPD) centre with modifications in the offered training packages to include business development skills, gender awareness and Savings and Internal Lending schemes trainings. Hence this pillar's activities will involve establishing the TPD centres in two provinces, providing raw materials and equipment as well developing training packages like the SILC. Efforts will also be made to link the women's cooperatives to other UNDP projects to assist in market linkages. These activities will provide

women cooperatives with starter packages for their businesses, business and saving skills, micro-credit opportunities that will all work towards building sustainable livelihood opportunities that economically empower women. Secondly, focus will be put in capacitating MOWA to engage with other line ministries, and in this case MAIL, to work together towards a women empowerment agenda. This will be a milestone towards strengthening MOWA's capacity as an oversight and coordinating body on issues impacting women.

Output 4: Socio-cultural and behavioural transformation reflecting gender sensitivities strengthened.

Realising gender equality and women empowerment requires a holistic approach that addresses the multi-faceted and complex issues that drive gender inequalities in the Afghanistan's context. Hence this pillar will focus on training more religious and traditional leaders in gender sensitisation and women's rights and the Islamic law as well as organise exposure visits for religious leaders to other Islamic countries. The Islamic law and women's rights book will be reprinted, distributed to Mullahs and be used as a teaching guide in training schools. The school's women's rights and gender sensitisation programme will be extended to cover more schools and students. Using such a sensitisation and awareness approach focusing on men who attend prayer services can reach to hundreds of people at any given time. Thus, taking advantage of religious leaders already established public platforms and their being influential and respected members of their communities and possible social reorganisers in this regard. In addition, religious leaders will work with MOWA to create a gender awareness campaign utilizing volunteer youth-mullah Gender Caravan teams. Volunteerism provides an avenue for women and men to challenge their positioning, expand their roles and enlarge their spaces of action within their societies. Technical and financial support will be extended to the N-Peace initiatives which encourages women activists to take leadership in voicing women's rights issues as well as leadership in conflict resolution, peace building at community, national and regional levels. Under this pillar, activities will also focus on supporting MOWA to coordinate and implement its role related to the UNSC-Resolution 1325 as part of GIROA international commitments.

Theory of Change

The objective of this project is to strengthen GoIRA to be better able to fulfil national and international commitments supporting the social equity of women, youth, minorities and

vulnerable populations. This will be achieved through building on the progress from previous GEP projects which will see a MOWA that is capacitated to fulfil its mandate, a pool of nationally educated Gender Experts available for national and sub-national service, and strengthened MOWA's capability to engage with line ministries to support rural women's economic empowerment as well as socio-cultural and behavioural transformation.

Hence the project's focus is on institutional strengthening of the Afghanistan's women machinery- MoWA- by capacitating it to take the driving role in advancing the gender agenda in Afghanistan. This driving role entails a significant oversight function and coordination role over other line ministries gender mainstreaming activities in policy and planning. The project will employ both macro and micro level approaches by working with MOWA's various Units as well as livelihoods strengthening and behaviour change activities with the grassroots. These processes all lead towards strengthening of MoWA as activities with communities will involve boosting the Ministry's participation and synergies with various other line ministries and stakeholders working towards women empowerment and gender equality as well as creating an enabling environment for MOWA to achieve its mandate. This provides a holistic approach to achieving women empowerment and gender equality.

Method, Rationale and Sustainability

This project's overall outcomes include an enabled government to implement national and international commitments impacting women, an enhanced government and civil society's capacity to monitor and report on national and international commitments affecting women and finally improved economic livelihoods especially for vulnerable populations and women. These outcomes are in sync with Afghanistan's National Priorities and NAPWA. The project will take both 'upstream' and 'downstream' approaches through focusing on capacitating MoWA and working with grassroots women, men and youths in livelihoods strengthening and behaviour change activities, respectively. Nonetheless, all these activities contribute to the aforementioned overall outcomes by creating an enabling environment as well as fostering opportunities for MOWA to build relationships and harness their coordinating and oversight role over other line ministries, activities which all work towards the strengthening of MOWA.

Output 1: A capacitated MOWA is better able to sustainably and independently fulfil its mandate at national and sub-national levels.

Capacitating MOWA is a process that entails various activities for MOWAs units to effectively work to deliver on their various mandates which all build into MOWAs overall mandate. International and national consultants will be engaged to deliver on specific activities like assisting local staff with policy and strategies development and reviews, as well as to provide need based capacity development support based on MOWA capacity development plan. A central feature of their Terms of References (ToRs) will be mentoring local staff where the consultant partners with a local staff in a mentor/mentee relationship in achieving specific deliverables. This will entail a form of on-the-job trainings for local staff's capacity development. MOWA staff will be trained by an external expert on how to operationalise and manage the NAPWA database and MOWA staff will then offer the same trainings to various departments and provincial officers. Therefore, throughout this project's life-cycle, focus will be put on ensuring that human capacity within MOWA and its DOWA's is enhanced through various workshop trainings, mentorship, coaching and on-the-job trainings that transfers experts' technical skills through short and long term support (depending on the field/area of support) that will ensure skills transfer from national and international experts to local staff. Focus will also be put on making sure that the engaged experts deliver on their mandates by assisting *tashkeels* to establish workplans and strategies for their Units which will be monitored and evaluated throughout the process. An important element in these workplans and strategies will be how they intend to effectively engage the Gender Units, sub-cabinet and inter-ministerial committees to ensure that they become effective and efficient mechanisms for gender mainstreaming in policies and strategies. The strategy of capacitating MOWA in a holistic manner, that is, focusing on individuals, the organisation/institution as a whole will be the basis of UNDPs exit strategy with MOWA

becoming an effective and forceful ministry with the capability of mainstreaming gender and delivering on its mandate of promoting achievement of the legal, economic, social, political and civic rights of Afghan women.

Output 2: Nationally educated Gender Experts for advocacy and employment in the public sector and civil society organizations to promote the advancement of women and gender equality at national and sub-national levels are available.

Following its recent launch, it is crucial to support the GSI to ensure that it thrives into a leading national research centre and think-tank that can support the government in formulating evidence-based gender policies. The project will assist the Institute financially to advance its professors knowledge on gender and development issues through online short courses, exchange visits with other universities. The pillar head will work with the Institute's coordinator to develop a strategy for the Institute which also involves partnering with another regional or international gender studies institute for learning purposes. The project will also directly procure various resources for strengthening the Institute's resource centre including book, journal articles, professional translators as well as international consultants to assist in the reviewing of their short courses modules. This consultant will work directly with the Institute's professors to develop and modify these modules to ensure skills and knowledge transfer to local staff. Capacitated staff that are able to produce competent human resources for the nation's gender equality agenda works as a sustainability plan for the Institute as it slowly builds gender equality and women empowerment cadres. The user-fee system that the Institute has adopted will also help in creating a sustainable means to finance the institute as the GSI Committee also lobbies for a budget for the Institute from the University's coffers.

Output 3: MOWA's capability to engage with line ministries to enable rural women's economic empowerment strengthened

The project will work with MOWA's Economic and Social Services to Women's Directorate in collaboration with MAIL to establish two training centres in two provinces following the Kabul centre's success. Financial support will include procurement of materials for the centres, starter-up packages and raw materials. National and/or international staff will be employed to partner with local staff to review and develop various training modules. The project will link with other UNDP projects for partnerships that creates a full value-chain for the women producers including market linkages. These training packages offered will be designed in such a way that they boost women in cooperatives/producer groups/associations through enhancing their skills in both agricultural and

non-agricultural production, their business skills and increasing the marketability of their products. This strategy has two-fold results: improving women's economic empowerment and agency through livelihood strengthening activities as well as placing MOWA in a position where they are engaging with MAIL towards a women empowerment agenda.

Output 4: MOWA's capacity to engage with line ministries to institute socio-cultural and behavioural transformation reflecting gender sensitivities strengthened.

Gender transformative approaches will emphasise on a social behavioural change model that focuses on changing the socio-cultural aspects which fuels inequality, rooted in traditional and cultural norms and values. The main focus is on working with religious and traditional leaders, figures with authority in their respective areas of influence and easy access to public platforms to reach out to their communities. The project will financially support MOWA and the joint MOWA/MoHRA steering committee that decides on the agenda and methodologies for working with the grassroots communities. Technical support will be through a pillar head who assists in reviewing plans and activities as well as in developing robust monitoring and evaluation methods for the activities. The project will also assist in direct procurement of some line items on planned activities like reprinting of the Women's rights and Islamic law publication. It will also assist in organising for exposure visits of traditional leaders and hire national consultants to assist in redesigning of the school quiz programme. This pillar can easily build in a sustainability plan that involves weaning off financial support over time as the Ministries lobby for inclusion of their activities budgets from the government. This pillar will create volunteer Youth-Mullah led Gender Caravans which will move through various regions reaffirming the value of messages from religious leaders on gender sensitivities. This activity will harness the power of young volunteers and volunteerism to enhance community participation on issues relating to gender in harmony with religious teachings.

Partnership Strategy

Clarity of responsibility and ownership by the Government of Afghanistan is vital for real progress to be made in gender mainstreaming. Project ownership and responsibility will be nurtured through direct involvement of government officials, communities and leaders in the planning and implementation of the activities, and by ensuring that the project activities are in line with existing National Priority Plans, customs and practices. Particular emphasis will be placed on the promotion of synergies among and between institutions involved to ensure complementarity mainly between MOWA's on-going efforts and the initiatives under this project which involves work with MAIL, MoHRA and the Kabul University GSI. The consultative processes, which are essentially consensus building exercises and help to augment participation, have been used to address, clarify and resolve critical concerns related to the roles and obligations of relevant parties and potential partnerships with

other UNDP projects (LOGO and ASERD), sister UN agencies (UNWOMEN and UNFPA) and various government line ministries and agencies.

A. Participation

As aforementioned, the project development took a participatory approach with the main implementing partner, MOWA and other stakeholders-the MoHRA, MAIL and the Kabul University GSI actively participating and representing their various constituencies. DOWA heads also participated and brought in perspectives and needs of women in the sub-national regions. These representatives will also be involved in the operation of the various activities under this project. The project particularly focuses on women empowerment and gender equality, a goal that is aimed to be achievable through implementing strategies at both the macro and micro levels. The macro level focuses on targeting women's strategic needs through mainstreaming gender in policies to ensure equality in recognition, access and benefits for both sexes. At the micro level, the project intends to target the practical needs of women who are in a particularly disadvantaged situation especially relating to lack of sustainable livelihoods. The project will work with already established cooperatives, which are the women's own initiatives and strengthening these already existing entities will ensure ownership of the project and a higher likelihood of success and sustainability. Beneficiary participation in designing and implementing the project will also entail use of culturally sensitive methodologies that will also tactfully involve the marginalized, disadvantaged and difficult to reach populations.

Specifically, the project will strengthen strategic alliances with development partners at two levels to deepen the impact of its interventions. The aim will be to combine the comparative advantages of the partners with UNDP's technical skills and rich knowledge base in this specific field:

- a) ***Partnership with Government:*** The project will keep focusing on national ownership and sustainability of its initiatives. As such considerable emphasis will be given to developing and implementing a more focused strategy for the capacity development of MOWA and DOWAs in order to perform its role of an oversight body to ensure the effective implementation of NAPWA and efficient achievement of national goals. In turn MOWA will work with various other government ministries including MAIL and MOHRA to achieve various deliverables.
- b) ***Alliances at grassroots level:*** To attain an extensive outreach coupled with a deeper impact of the project's various activities, the partnership strategy would also include a closer relationship with women's community-based organizations and with traditional and religious leaders that have excellent linkages with the community members- women, men and youths- who are the ultimate beneficiaries of the project. Activities will capacitate Ministry of Information and Culture to mobilize volunteer networks to maintain gender advocacy work.

This would complete the chain of linkages that the project is aiming to develop and sustain for a long term impact of its interventions.

Importantly, the project will develop its products on local knowledge and research, ensuring relevance by engaging national and sub-national partners throughout, as it has done in the past.

B. Overview of Key Activities

This section identifies and briefly describes the project's key activities and how each will be implemented. Activities have been grouped according to the expected project's outputs.

Output 1: A capacitated MOWA is better able to sustainably and independently fulfil its mandate at national and sub-national levels.

Activity Results Areas:

1. Strengthen the Policy and planning Unit to become a resource to government entities in gender mainstreaming of government policies/strategies.
2. Further develop a robust M&E framework that is capable of monitoring NAPWA implementation
3. Enhance DOWA's capacity to coordinate and mainstream gender in government decision-making and planning processes at the provincial level.

To achieve this, both technical and financial support will be given to MOWA. The project team will work with the Policy and Planning, Training, Monitoring and Evaluation, Public Relations and Provincial relations Units. These units will be strengthened so as to effectively work with the Gender units, the Gender working group and the sub-cabinet committee on gender on gender mainstreaming issues. Strengthening these units will subsequently work towards enabling MOWA to achieve its coordinating and oversight role in issues relating to women's rights, gender equality and mainstreaming in line ministries and other government agencies.

Output 2: Nationally educated Gender Experts for advocacy and employment in the public sector and civil society organizations to promote the advancement of women and gender equality at national and sub-national levels are available.

1. Technical and financial support for the Master's Programme in Gender and Women Studies including gender and development trainings for professors, facilitate partnership with other local, regional and international universities, exposure visits for professors and facilitating guest lecturers.
2. Equip the Institute's resource centre with books, translations of books and journals and other teaching resources.

Strengthening the University of Kabul's GSI will contribute towards making the institute a national reservoir for gender experts who can serve in the government and other civil society organisations in various capacities to advance the gender equality agenda. Creating this national force will work towards building Afghanistan's self-reliance with its own human resources who can champion women's rights in all spheres of life

Output 3: MOWA's capability to engage with line ministries to enable rural women's economic empowerment strengthened.

1. Continue financial and technical support to MAIL's Training, Production and Demonstration centre in Kabul,
 2. Establish 2 training centres in two provinces and provide starter packages, and training packages that cover business development skills, gender sensitisation and savings and internal lending schemes.
 3. Linkage with internal markets through other UNDP projects
- Supporting women's groups will provide a boost to their own initiatives through enhancing their skills to improve both their economic and social capitals. This activity will also facilitate cooperation between MOWA's DOWAs in working towards achieving women's empowerment.

Output 4: MOWA's capacity to engage with line ministries to institute socio-cultural and behavioural transformation reflecting gender sensitivities strengthened.

1. Support MoHRA to advance awareness on women rights and gender through training religious leaders
2. School quiz competition on women's rights issues
3. Support women leaders through the N-Peace Award and training women leaders to build their capacity on advocacy, conflict resolution and peace building.
4. Support combined Youth-Mullah Gender Caravans to mobilize youth volunteers to advocate for change at the local level, to enhance the sensitisations channelled through religious leaders
5. Support MOWA to fulfil its role and tasks as celebrated in the national action plan for UNSC-1325.

Sensitisations and awareness messages channelled through religious leaders in a country where people value Islamic teachings and guidance can go a long way in transforming socio-cultural and behavioural features, central in change towards gender equality. This activity is far reaching as it targets various community members.

C. Implementation Arrangements

The UNDP Country Office for Afghanistan, as part of its corporate goals, has identified program coherence as a key “management approach to achieve more visible, cost-effective and context sensitive development impact, through consistent alignment and coordination of programmes and projects around visioning and strategic direction¹. The centrality of the role of gender in UN Afghanistan’s development priorities is also a point of reference in the Country Office’s public statements and position papers. The women empowerment and gender equality project will support both a vertical coherence (by contributing to UNDP’s overall goal in Afghanistan), as well as a horizontal coherence (through joint objectives and activities with other UNDP projects) in their gender equality and women empowerment activities. In this regard, the project formulation process also involved consultations with other UN sister agencies mainly UNWOMEN and UNFPA and UNV Programme for possible partnerships in specific activities and noting on any possible overlaps or duplication of efforts. For instance, UN Women will take up the GRB activities, UNFPA has developed a GBV Harmonisation Framework, an effort to have a systematic framework that highlights the different areas that various agencies are working in and note on a lead/focal agent in specific activities. The project will work closely with UNV to capacitate volunteer networks to spread gender equality messaging to communities through volunteer led Youth-Mullah Gender Caravans.

As aforementioned, this project aims to further improve the progress made on gender equality and women empowerment by focusing on both macro and micro processes involving capacity development of its national partner to become an effective and efficient partner in the implementation of its activities. It will do so strategically under the Direct Implementation Modality (DIM) of UNDP with MOWA as the main implementation partner focusing on required output oriented capacity development, using a step-by-step approach. To ensure coherence and effectiveness, the project will coordinate its activities closely with other UNDP projects with activities aimed at improving the welfare of Afghan women. The project will cooperate closely with cluster projects of such as LOGO and ASERD through technical support, information sharing and possibly jointly implemented activities, a cornerstone of the project’s partnership strategy that highlights a programmatic approach with various UNDP Afghanistan projects which all build into the Country Office Gender Framework. The project will continue building partnership with host government, civil society, private sector and other donors to ensure that all efforts are coordinated and non-duplicative, build the skills and initiatives of local actors, and reflect the national priorities.

¹ Afghanistan Program coherence for Improved Development Impact, Mission report, May 2012 (UNDP-BCPR)

IV. MANAGEMENT ARRANGEMENT

The project will be implemented by UNDP under Direct Implementation Modality (DIM). UNDP rules and regulations will govern the project implementation including but not limited to; resource management, procurement, audit and evaluation. MOWA is the main government partner to the project which will be the leading agency in decision making through participatory & joint planning and decision making. UNDP Afghanistan Governance Unit takes the oversight, quality assurance, and resource mobilization role for the project.

UNV's contribution will be managed as parallel funding and managed under UNV10 Business unit. More elaboration on arrangement for the UNV component are provided under the "UNV Component" section below.

Overall responsibility for effective implementation and accountability for results rests with the Project Manager and Project Team. The below chart shows the project structure followed by a description of roles and responsibilities of each level as following:

Project Board (PMB)

The PMB is the highest decision making body composed of representatives of Senior Executive, Senior Beneficiary and senior supplier. (i) The Executive is ultimately responsible for the Project, supported by the Senior Beneficiary and the Senior Supplier; (ii) the Senior Beneficiary represents the interests of those who will ultimately benefit from the outputs of the Project; and, (iii) the Senior Supplier, representing the interests of those designing and developing the project deliverables and providing project resources

The PMB will serve as the Project's ultimate review body that will:

- Provide general oversight to the project activities, including financial oversight;
- Provide high-level quality assurance for Project results;
- Approve changes and amendments to the Project Document, including its Budget and staffing structure
- Approve annual work plans;
- Reach consensus and take decisions on any change in the Project Work Plan;
- Consider funding for emerging issues;
- Review and endorse regular progress reports provided by Project team
- Monitor progressive achievement of Project objectives, and provide guidance on long-term sustainability of the Project's achievements.

Programme Management: UNDP CO governance unit has the primary responsibility for Project quality Assurance and oversight role. The governance unit has to make sure the Project is in the right

track to achieving its milestones towards the ultimate outcome (through periodic monitoring, assessment and spot checks). UNDP will facilitate policy linkages and resource mobilisation for the Project activities and establishment of inter-linkages with the other thematic areas of UNDP interventions.

Project Assurance: Project Assurance is the responsibility of the Project Board. The PB may delegate the assurance role to a designated programme officer in UNDP who shall, among others:

- a. Ensure that funds are made available to the project;
- b. Ensure the project is making progress towards intended outputs;
- c. Perform regular monitoring activities, such as periodic monitoring visits and “spot checks”;
- d. Ensure that resources entrusted to UNDP are utilized appropriately;
- e. Ensure that critical project information is monitored and updated in Atlas;
- f. Ensure that financial reports are submitted to UNDP on time, and that combined delivery reports are prepared and submitted to the project board;
- g. Ensure that risks are properly managed, and that the risk log in Atlas is regularly updated
- h. Ensure that project governance plan including project boards or regularly organized and decisions are documented and implemented.
- I. Ensure donor commitments are regularly followed and fulfilled on behalf of the project board.

The Project Manager: A national who will be responsible for the management of the actual implementation and delivery of the outputs of the project. The Project Manager is responsible for ensuring the direction of project activities and the achievement of project targets and results. S/he plans project activities and inputs, manages the day-to-day implementation of the project and supervises project experts and personnel.

The Project Manager supervises a team of international and local project professional and support staff. S/he works in close collaboration with the UNDP CO Programme, Strategy, Results and Communications, Operations and Security Teams and maintains effective working relationships with project IPs, donors and other partners such as UN agencies

The Chief Technical Advisor: The Chief Technical Advisor (Intl) acts as the main substantive advisor of the Project. S/he is responsible for provision and coordination of all policy support activities in the Project and provides technical advice on quality management. S/he provides strategic advice to the UNDP in the Project’s scope of work and builds links between the Project and UNDP to knowledge networks.

The Project Team will be comprised of Project Administrator (National-1), Project Planning, Monitoring and Reporting Specialist (UNV-1), Livelihoods Strengthening Specialist (National-1), Policy and Planning Specialist (National-1), Advocacy specialist (National-1), Programme Coordinator for Volunteer Gender Advocacy Campaign (NUNV-1), Volunteer Network Coordinator – Gender Campaign (NUNV-2), Communication Specialist (NYUNV-1) and other needs-based short term national & international consultants. The Project Management Team, under the overall management of the Project Manager, has the direct responsibility for the management, monitoring and evaluation of the implementation of project activities. Overall financial, HR, and procurement will be done through UNDP country office.

UNV Component

The UNV volunteer component on youth-mullah Gender Caravan will be managed in parallel fund management modality under the UNV10 business unit. To facilitate smooth implementation, the project manager role will be delegated to the UNDP Project Manager. UNV's contribution will be managed as parallel funding and managed by UNV Business unit, UNV10. For purposes of managing the funds, the delegation of signatures will be as follows:

First Authority - Project Manager. First Authority has the primary responsibility for resource management. This person approves requests for electronic procurement (for PO transactions) and non-PO payment requests (for transactions not PO) and requests for payments. This authority is power commit resources as set out in the Financial Regulation 20.02 (a) (UNDP).

Second Authority - UNDP Country Office. The Second Authority referred to herein as the "Official approver" which approves the PO and payment vouchers non-PO (for transactions non-PO) and vouchers prepaid. This authority is equivalent to "verification officer" as financial Regulation 20.02 (a). (UNDP CO)

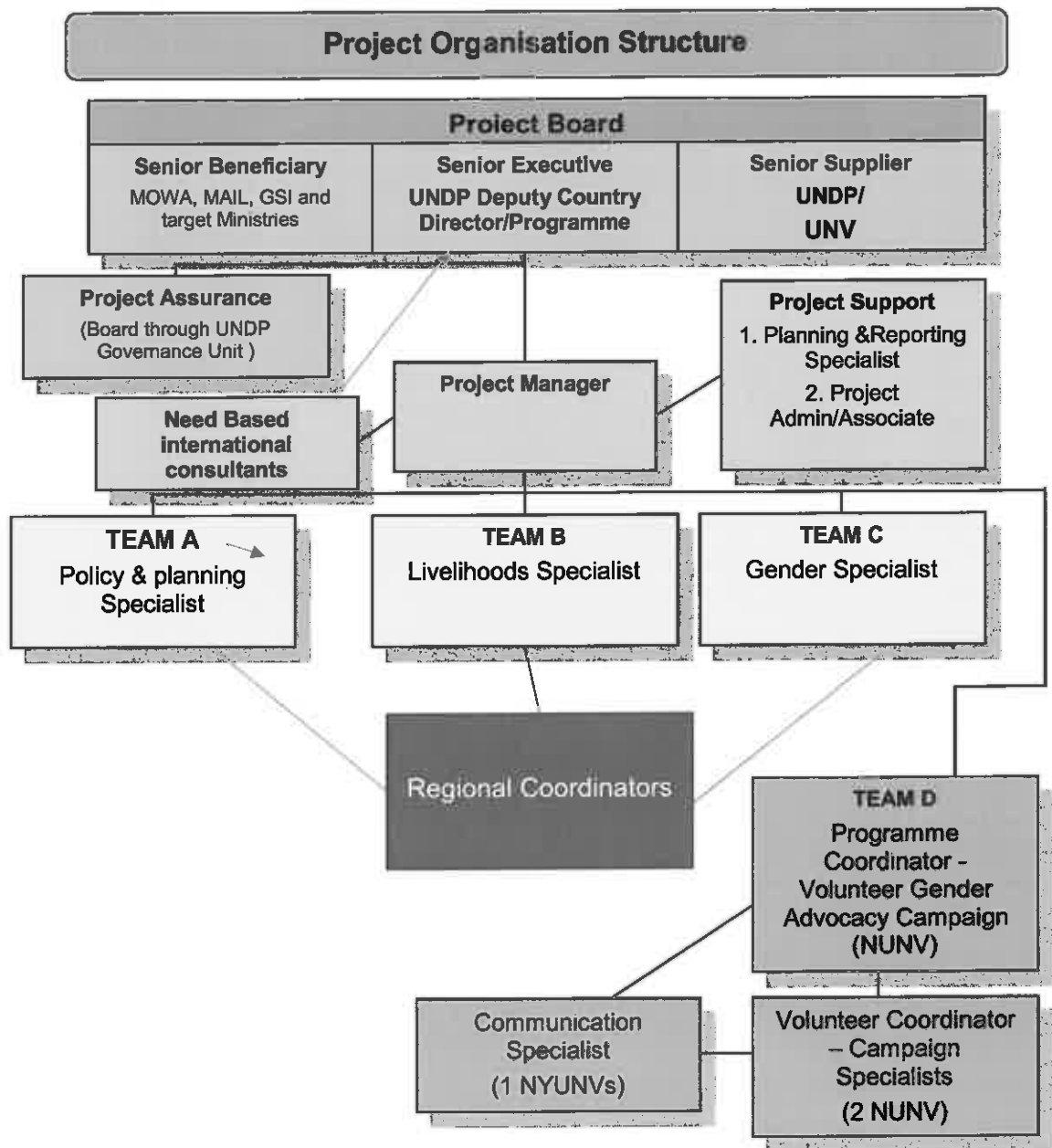
Third Authority - UNDP Country Office. Third Authority, known as the "Official Payer", approve disbursements. This authority is equivalent to "disbursing officer" according to the UNDP Financial Regulation 20.02 (b)."

Project Assurance of the UNV component will be held by the UNV Regional Peacebuilding Specialist in UNV RO. The project support role will be provided by UNV FU in Afghanistan.

The UNV Project Team will be comprised of Programme Coordinator for Volunteer Gender Advocacy Campaign (NUNV-1), Volunteer Network Coordinator – Gender Campaign (NUNV-2), Communication Specialist (NYUNV-1). The UNV Project Team is under the overall management of the Project Manager, who has the direct responsibility for the management, monitoring and

evaluation of the implementation of project activities. Overall financial, HR, and procurement will be done through UNDP country office.

EGEMA will provide office space and equipment for the NUNV Programme Coordinator and Communication Specialist (NYUNV) in their offices in MOWA and for the Campaign Specialists (NUNVs) in EGEMA offices in both provinces where the Gender Caravans will be implemented



V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Final Evaluation: Towards the end of the project, an independent external evaluation will be conducted aiming to assess accomplishment of the project outputs and the extent the project contributed to the overall outcome. The findings of this evaluation will feed future programming in terms of what worked well and what did not.

Project Monitoring Framework

Expected Results (Outcomes & Outputs)	Indicators (with Baselines & Indicative Targets) and Other Key Areas to Monitor	M&E Event with Data Collection Methods	Time or Schedule and Frequency	Responsibilities	Means of Verification: Data Source and Type	Resources	Risks
Output 1: A capacitated MOWA is better able to sustainably and independently fulfil its mandate at the national and sub-national levels.	<ol style="list-style-type: none"> 1. Number of policies/strategies reviewed and gender components integrated. 2. Number of sector specific toolkits developed. 3. Extent to which MOWA capacity development plan is implemented (scale: very low, low, moderate, high, very high) 4. A functional NAPWA online database. <p>Baseline:</p> <ol style="list-style-type: none"> 1. 17 2. 1 3. No predecessor 4. NAPWA database developed <p>Targets:</p> <ol style="list-style-type: none"> 1. 10 2. 2 3. Moderate to High 4. NAPWA database fully functional <p>Targets (year 1)</p> <ol style="list-style-type: none"> 1. 5 2. 1 3. low-Moderate 	<ul style="list-style-type: none"> • Direct observation, key informant interviews, consultations with stakeholder groups • Review of revised policies and approved toolkits and plans • Database Reports • Review of Ministries budgets 	Quarterly	UNDP/GU	Reports, documents, records	Financial/technical	

VI. LEGAL CONTEXT

[UNDP] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

[UNDP] agrees to undertake all reasonable efforts to ensure that none of the [project funds] [UNDP funds received pursuant to the Project Document] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	The security situation in the country poses risks and impacts on short and long term progress, achievement and impact of the project. Such includes slowing down implementation and adequate supervision and monitoring.	Formulation stage	Political	Text P =2 I = 2		UNDP UNV	UNDP CO	During the Project Formulation	
2	Expected reduction of aid flows, which necessitates streamlining of project activities.	Formulation stage	Financial	P =3 I =3	Project design process should be based on made commitment. Reach out to more donors with compelling stories and clear strategy on what will be achieved and how	UNDP	UNDP CO	During the Project formulation	
3	Vacant Positions and high rate of staff turnover makes it difficult to fully capacitate MoWA	Project Formulation stage	Organizational	P=2 I=2	MoWA takes serious and faster actions on recruitment for vacant posts. Build capacity of taskforce staff who are more likely to stay longer	MoWA UNDP	UNDP CO	During formulation Process	

4	Low interest and involvement of ministries in Gender mainstreaming poses risk to the integration of gender in policies, strategies and plans of ministries.	Project formulation	Political	P=2 I= 2	Strengthen coordination and collaboration through sub-cabinet committee and interministerial committee on Gender. Support the establishment of gender working groups within ministries	UNDP MOWA	UNDP CO	During formulation process	
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VIII. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:	
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.	
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:	
Indicator 9.1. Percentage of resources spent on gender equality priorities in 6 pilot ministries	
Baseline: To be determined on the basis of a expenditure review as part of the gender-responsive budgeting initiative	
Target: At least 80% of resources allocated as part of gender responsive budgeting are actually spent on gender equality projects in six pilot ministries	
Indicator 9.2. Percentage of gender equality-specific priorities in budgets of target ministries that are developed and agreed in consultation with CSOs and women's groups	
Baseline: 0 %	
Target: At least 30 % of gender equality-specific priorities are developed and agreed in consultation with CSOs and women's groups in six line ministries	
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	
Applicable Key Result Area (from the UNDP Strategic Plan): UNDP Strategic Plan Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment.	
Partnership Strategy: the project's partnership strategy will be based on a model that involves participation and inclusion of all key stakeholders in the planning and implementation of the project's activities. It also aims at increasing ownership of the project by national partners especially The Ministry of Women Affairs and creates an exit strategy that involves skills transfer and capacitating of MOWA to be able to effectively take on a coordinating and oversight role of the national gender equality agenda. Finally the project will also partner with other sister UN agencies and UNDP projects to ensure a programmatic coherence.	
Project title and ID (ATLAS Award ID):	

<p>Output 2 Nationally educated Gender Experts for advocacy and employment in the public sector and civil society organizations to promote the advancement of women and gender equality at national and sub-national levels are available</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Number of students (m/f) supported in the Master's degree programme on Gender and Women Studies 2. Number of students/professionals (m/f) that have acquired a certificate in Gender Studies. 3. Number of professors / lecturers who receive advanced training courses in gender 4. Number of Partnership MoUs with local and external university established <p>Baseline:</p> <ol style="list-style-type: none"> 1. 28 2. 0 3. 1 4. 0 	<p>Target:</p> <ol style="list-style-type: none"> 1. 56 2. 30 3. 6 4. 2 <p>Targets (year 1)</p> <ol style="list-style-type: none"> 5. 28 6. 0 7. 3 8. 1 <p>Targets (year 2)</p> <ol style="list-style-type: none"> 5. 28 6. 30 7. 3 8. 1 	<p>Activities</p> <ol style="list-style-type: none"> 1. Advancing the capacity of GSI professors in gender and development issues through online courses/guest lecturers and other forms of e-learning. 2. Assist Institute to partner with other local, regional or international universities. 3. Equip the GSI resource centre 4. Technical and final support to the Institute to run Master Programme and enrich teaming materials 5. In the last 2 years, establish a 3 months certificate course in Gender and Women Studies. 6. Feasibility study and development of curriculum for Bachelor level studies in gender 	<p>MOWA, GSI, UNDP</p> <p><i>Activity 1: \$237, 234</i></p> <p><i>Activity 2: \$20,000</i></p> <p><i>Activity 3: \$60,000</i></p> <p><i>Activity 4: \$41,431</i></p> <p><i>Activity 5: \$40,000</i></p> <p><i>Activity6: \$28,000</i></p> <p><i>Total Output 2:426,665</i></p>
<p>Output 3 MOWA's capability to engage with line ministries to enable rural women's economic empowerment strengthened</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Level of success to engage with MAIL in creating an enabling environment for women's livelihoods strengthening (scale: 	<p>Target:</p> <ol style="list-style-type: none"> 1. Moderate to High 2. 500 3. 50% 4. 3 <p>Target (Year 1)</p>	<p>Activities</p> <ol style="list-style-type: none"> 1. Continue financial and technical support to MAIL Training, Production and Demonstration centres and other networks in Kabul and other provinces 2. Establish 2 training centres in two provinces <p>-Provide comprehensive initial start-up package to women groups linked to training centres and other networks</p>	<p>MOWA, UNDP, MAIL</p> <p><i>Activity 1: \$70,000</i></p> <p><i>Activity 2: \$230,000</i></p> <p><i>Activity 3: \$40,000</i></p>

<p>Very Low, Low, Moderate, High, and very high in the extent of involvement in planning and decision making)</p> <p>2. Number of women newly supported in accessing livelihood opportunities.</p> <p>3. Percentage of supported women with a sustainable income following the intervention.</p> <p>4. Number of additional self-sustaining cooperatives/associations/producer groups.</p> <p>Baseline:</p> <p>1. No predecessor</p> <p>2. 915</p> <p>3. 19%</p> <p>4. 3</p>	<p>1. Low to Moderate</p> <p>2. 200</p> <p>3. 35%</p> <p>4. 1</p> <p>Target (Year 2)</p> <p>1. Moderate to High</p> <p>2. 300</p> <p>3. 50%</p> <p>4. 2</p>	<p>3. Develop a saving and Internal Lending Communities (SILC) training module and provide training in business development skills and gender sensitization/awareness.</p> <p>4. Support women to be part of the South-South cooperation for market linkages.</p> <p>5. Linkage with internal markets through collaborative efforts with other actors including UNDP projects (exhibitions, exposure visits)</p> <p>6. Continue support to women groups/cooperatives supported by GEPH very recently</p> <p>7. Support to PWDC in 2 provinces</p>	<p><i>Activity 4: \$30,000</i></p> <p><i>Activity 5: \$20,000</i></p> <p><i>Activity 6: \$ 20,000</i></p> <p><i>Activity 7: \$20,000</i></p> <p><i>Human Resources: 115,726</i></p> <p><i>Total Output 3: \$541,726</i></p>
<p>Output 4</p> <p>MOWA's capacity to engage with line ministries to institute socio-cultural and behavioural transformation reflecting gender sensitivities strengthened</p> <p>Indicators:</p> <p>1. Level of success of the Steering Committee to influence progressive strategies and programming on behaviour change (scale: Very low, low, moderate, high, very high)</p> <p>2. Number of Mullahs participating in the capacity building trainings.</p> <p>3. Number of trained Mullahs implementing their action plans.</p>	<p>Targets:</p> <p>1. Moderate to High</p> <p>2. 400</p> <p>3. 320</p> <p>4. 3000</p> <p>5. a. 40 (20 for each province) b. 60 (30 for each province) c. 20 (10 for each province) d. 4500</p> <p>Targets (Year 1)</p> <p>1. Low to Moderate</p> <p>2. 200</p> <p>3. 160</p>	<p>Activity</p> <p>1. Training/conferences for religious leaders on women's rights from an Islamic and international perspective.</p> <p>2. Reprinting of the book on women's rights in Islamic and International law and other advocacy materials</p> <p>3. Perception surveys for religious leaders and data collection</p> <p>4. Exposure visit for religious leaders to other Islamic countries.</p> <p>5. Support to N-PEACE</p> <p>-Establishment of the executive committee on N-Peace and support the N-Peace Process</p> <p>-Train the women leaders to build their capacity on advocacy, conflict resolution and peace-building.</p>	<p><i>Activity 1: \$90,000</i></p> <p><i>Activity 2: \$ 20,000</i></p> <p><i>Activity 3 : \$20,000</i></p> <p><i>Activity 4: \$ 20,000</i></p> <p><i>Activity 5: \$52,000</i></p>

<p>4. Number of students nationally which participate in the school competition on Women's Rights (every other year)</p> <p>5. a. Number of women rights campaigns conducted by Youth-Mullah Gender Caravans b. Number of youth volunteers capacitated and mobilized for gender equality campaigns c. Number of Mullah volunteers capacitated and mobilized for gender equality campaigns d. Number of community members reached through Youth-Mullah Caravans strengthening socio-cultural and behavioural transformation on gender sensitivities</p> <p>Baseline:</p> <p>1. Low 2. 400 3. 200 4. 1500 5. a. 0 b. 0 c. 0 d. 0</p>	<p>4. 1500 5. a. 8 b. 400 c. 30 d. 10</p> <p>Targets (Year 2)</p> <p>6. Moderate-High 7. 200 8. 160 9. 1500 10. a. 32 b. 600 c. 10 d. 3700</p>	<p>6. School students' competition on gender and women rights. 7. Support MOWA in Implementation of 1325 8. Volunteer Youth-Mullah Gender Caravans to spread gender equality message to the communities (Please see Annex for breakdown of activity budget)</p>	<p><i>Activity 6: \$ 22,000</i></p> <p><i>Activity 7: 12,000</i></p> <p><i>Activity 8: \$290,400</i></p> <p><i>Gender & justice Specialist 115,726</i></p> <p><i>Total Output 4: \$642,126</i></p>
Total Project Management & Operation Cost			\$ 1,087,504
GMS			\$ 262,161
Grand Total (Output, Operation, GMS)			\$ 3,540,000

IX. ANNEXES

Annual Work Plan. Download the AWP template from the SOP. The AWP below is to be filled out for the first year of the project.

Year: Signed AWP for 2015 will be attached to the signed project document

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	1. Activity Result -Activity action -Activity action								
	2. Activity Result -Activity action -Activity action								
	3. Activity Result - Activity action - Activity action								

	4. Activity Result -Activity action -Activity action																			
Output 2	1. Activity Result -Activity action -Activity action																			
Baseline:																				
Indicators:																				
Targets:																				
Related CP outcome:	2. Activity Result -Activity action -Activity action																			
Output 3																				
Baseline:																				
Indicators:																				
Targets:																				
Related CP outcome:																				
TOTAL																				

Agreements: Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process “Defining a Project” if the information is available. This table shall be further refined during the process “Initiating a Project”. See matrix below.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process “Defining a Project” if the information is available. This table shall be further refined during the process “Initiating a Project”.

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
Purpose	<i>What is the purpose of the activity?</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

Expected Results (Outcomes & Outputs)	Indicators (with Baselines & Indicative Targets) and Other Key Areas to Monitor	M&E Event with Data Collection Methods	Time or Schedule and Frequency	Responsibilities	Means of Verification: Data Source and Type	Resources	Risks
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Terms of Reference: TOR for key project personnel should be developed and attached



Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Social and Environmental Screening Template: This constitutes the Social and Environmental Screening Report, and must be included as an annex to the Project Document

Risk Assessment: Provide a narrative of the Risk Log to inform both the Project Management arrangement and the Project Strategy.

Supplemental Provisions to the Project Document: As per the Legal Context.

ANNEX: UNV component on Youth-Mullah Volunteer Gender Caravans						
Output 4: MOWA's capacity to engage with line ministries to institute socio-cultural and behavioural transformation reflecting gender sensitivities strengthened						
Planned Activity 8: Capacities of Youth Volunteer enhanced to spread gender equality message to the communities through youth mullah caravan						
Indicators: a. Number of women rights campaigns conducted by Youth-Mullahs Caravans b. Number of youth volunteers capacitated and mobilized for gender equality campaigns c. Number of Mullah volunteers capacitated and mobilized for gender equality campaigns d. Number of community members reached through Youth-Mullah Caravans strengthening socio-cultural and behavioural transformation on gender sensitivities						
Baseline: a. 0 b. 0 c. 0 d. 0						
Targets: a. 40 (20 for each province) b. 60 (30 for each province) c. 20 (10 for each province) d. 4500						
Description	Resources	Unit	Cost per unit	Total	Planned Budget	
					Y1	Y2
Identification of Caravan Team Leaders (Work with MoHRA and MoIC)	Program Coordinator visits to two provinces (Herat & Balkh)	2	\$ 2,000	\$ 4,000		
				Total	\$ 4,000	
Caravan Team Leaders ToT developed and carried out (2-3 Workshops for 10 youth leaders and 4 Mullahs to lead Caravan campaign)	Food	168	\$ 40	\$ 6,720		
	Refreshments	168	\$ 10	\$ 1,680		
	Material Translation	1	\$ 1,500	\$ 1,500		
	Stationary	42	\$ 4	\$ 168		
	Travel cost for team leaders (including Mahram if required)	20	\$ 500	\$ 10,000		
	DSA (including Maharam)	20	\$ 40	\$ 800		
	Miscellaneous	1	\$ 134	\$ 134		
				Subtotal	\$ 21,002	
Caravan communication supplies procured	Internet for Caravan Team Leaders (1 year)	168	\$ 10	\$ 1,680		
	Phone Expenses for Caravan Team Leaders (1 year)	168	\$ 10	\$ 1,680		
	40 volunteers communication cost (2 months)	80	\$ 10	\$ 800		
				Subtotal	\$ 4,160	

Campaign planned and designed	Flyers Print for Public Dissemination	700	\$	15	\$	10,500
	Mobile Theater	4	\$	1,225	\$	4,900
	Pen with Equality Messages	200	\$	4	\$	800
	Notebooks with Equality Messages	200	\$	12	\$	2,400
	Stand Banners	4	\$	250	\$	1,000
	Delivery of Materials to the Province (UNDP Logistics)	1	\$	10,400	\$	10,400
	Subtotal				\$	30,000
	Food and Refreshments	52	\$	20	\$	1,040
	Travel Expenses of Master Trainers (Team Leaders)	8	\$	500	\$	4,000
	Travel DSAs	8	\$	50	\$	400
Training of 40 Youth-Mullah volunteer Gender Caravans carried out	Stationary	52	\$	4	\$	208
	Banners	2	\$	100	\$	200
	Subtotal				\$	5,848
Campaign launched and implemented in Herat and Mazar Provinces	Conduct gender awareness campaign through mosques (20 mosques/province-incentive)	40	\$	100	\$	4,000
	Engage community organizations (CDCs & DDAs, women's group, shuras) in gender advocacy	20	\$	800	\$	16,000
	Workshops for Youth in the communities to be gender champions	8	\$	1,500	\$	12,000
	Sensitizing community elders in gender awareness raising	100	\$	30	\$	3,000
	Mobile Theatres for schools and communities	12	\$	400	\$	4,800
	Public speaking (schools and universities)	12	\$	100	\$	1,200
	Travel cost of 40 volunteers and 14 Team Leaders to communities	432	\$	200	\$	86,400
	Monitoring visit during campaign Airfare (Caravan Coordinator)	4	\$	450	\$	1,800
	Monitoring visit DSA (Caravan Coordinator)	12	\$	90	\$	1,080
	Monitoring Visit of UNV (HQ) - Airfare/DSA	2	\$	2,500	\$	5,000
	Monitoring Visit of UNV (HQ) - M & E technical meeting	1	\$	15,000	\$	15,000
	Subtotal				\$	150,280
TOT manual developed	Development of ToT manual (National Consultant for one month)	30	\$	100	\$	3,000
	Printing of ToT manual	250	\$	10	\$	2,500
	Subtotal				\$	5,500

Caravan Seminar conducted completion of Campaign	Venue for the Seminar	1	\$	800	\$	800	
	Food and Refreshments	100	\$	50	\$	5,000	
	Stationary	100	\$	5	\$	500	
	Banners	1	\$	100	\$	100	
	Transportation Cost for Carven Team Leaders volunteers - including Maharam if required	60	\$	200	\$	12,000	
	DSA for Carven Team Leaders volunteers - including Maharam if required	60	\$	40	\$	2,400	
	Miscellaneous	1	\$	134	\$	134	
	Subtotal						\$ 20,934
	Procure Project Staff	Project Coordinator (1 Year)	12	\$	1,014	\$	12,169
		2 Campaign Specialist (1 Year)	24	\$	1,014	\$	24,338
Communication Specialist (1 year)		12	\$	1,014	\$	12,169	
Subtotal						\$ 48,676	
GRAND TOTAL						\$ 250,400	