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AFGHANISTAN

Issuance Date: July 12, 2012
Closing Date: August 12, 2012
Closing Time: 1630 (4:30 P.M.) Kabul Time
Question Cutoff Date: July 26, 2012

To: All Interested Offerors

Subject: Request for Application RFA 306-12-000006, Ministry of Women's Affairs
Organizational Restructuring and Empowerment (MORE)

Dear Offerors:

The United States Government, as represented by the United States Agency for International Development (USAID) Mission, Afghanistan, is seeking application from qualified interested offerors for the program called Ministry of Women's Affairs Restructuring and Empowerment (MORE), subject to the availability of funds as described in the following Request for Applications (RFA).

USAID intends to provide approximately \$15,000,000.00 in total USAID funding to be allocated over a three year period of the resultant Cooperative Agreement. USAID reserves the right to fund any or none of the applications submitted.

This RFA consists of this cover letter and the following:

1. Section I, Funding Opportunity Description;
2. Section II, Award Information
3. Section III, Eligibility Information;
4. Section IV, Application and Submission Information
5. Section V, Application Review Information
6. Section VI, Award and Administration Information
7. Section VII, Agency Contacts
8. Section VIII, Other Information

<p>U.S. Agency for International Development U.S. Embassy Cafe Compound Great Masood Road Kabul, Afghanistan</p>	<p>Tel: [+93] 700 11 4339 http://afghanistan.usaid.gov/</p>	
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If you decide to submit an application, it must be received by the closing date and time indicated at the top of this cover letter through email submission to All Applicants shall submit electronic applications to kabulaidoamailbox@usaid.gov with Christopher Egaas at CEgaas@usaid.gov in the 'cc' line. To make sure that your applications are delivered to us, please ensure that your email attachments are not more than 10 MB in size. If they are more than 10 MB in size you may submit your technical/cost applications and any attachments in separate emails.

Any questions concerning this RFA must be submitted in writing to kabulaidoamailbox@usaid.gov , with a cc to Dan Ruge at DRuge@usaid.gov, no later than 1630, Kabul Local Time, Thursday July 26, 2012.

If it is determined that the answer to any question(s) is of sufficient importance to warrant notification to all prospective recipients, a Questions and Answer document, and/or if needed, an amendment to the RFA, will be issued. **Therefore, questions should be submitted no later than Thursday, July 26, 2012, 1630 Kabul time.**

Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application. In addition, final award of any resultant grant cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant; should circumstances prevent award of a cooperative agreement, all preparation and submission costs are at the applicant's expense.

Sincerely,

A handwritten signature in blue ink that reads "Robert P. Schmidt, Jr." with a stylized flourish at the end.

Robert P. Schmidt, Jr.
Agreement Officer
USAID, Afghanistan

Ministry of Women’s Affairs Organizational Restructuring and Empowerment (MORE)

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SECTION I - FUNDING OPPORTUNITY DESCRIPTION

A. Program Description

1. Executive Summary

The Ministry of Women's Affairs Restructuring and Empowerment (MORE) project will strengthen the capacity of the Ministry of Women's Affairs (MOWA) to conduct its mandated functions, including policy advocacy on behalf of Afghan women, conducting outreach and public awareness campaigns, providing technical advice to other ministries for implementing the National Action Plan for the Women of Afghanistan (NAPWA)¹ and monitoring that implementation.

MORE is a follow-on program to the earlier USAID-funded MOWA Initiative to Strengthen Policy and Advocacy (MISPA) activity, which ended in January 2011. MISPA supported strategic communications and the policy advocacy capacity at MOWA. The final MISPA performance evaluation concluded that the project was "a good investment and provided useful and long-term benefits towards improving the lives of Afghan women and girls and towards improving gender relations." However, the evaluation also strongly recommended focused capacity building in specific areas.

MORE will build upon the success of MISPA, benefiting both from its best practices and lessons learned and focusing on the specific areas identified in the MISPA evaluation and subsequent assessments. In particular, MORE will support two key components of MOWA's National Priority Program (NPP): Component 1, which focuses on institutional reform and capacity building, and Component 5, which deals with public awareness and education, outreach, and media relations. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Development Program (UNDP) and other donors are supporting the four additional NPP components, which focus on gender training for GIROA staff, pilot gender mainstreaming projects, and research.

While this 36-month, \$15 million activity will be implemented at the central Ministry level, it will focus predominantly on the provincial level Departments of Women's Affairs (DOWAs).

At the central level, MORE will support the implementation of a comprehensive reorganization and capacity development plan for the Ministry as a whole while special focus will be given to the newly-established MOWA Provincial Relations

¹ NAPWA is a high level benchmark of the 2006 Afghanistan Compact and a key component of the ANDS Gender Cross-Cutting Sector Strategy as well as the ANDS Gender Strategy, which call on all government agencies to support its gender equality objectives

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Department (PRD), which is responsible for coordinating with and supporting the DOWAs. Depending on security, MORE will also undertake strategic capacity building in all or most of the 26 provincial DOWAs that MOWA has deemed most in need of strengthening. MORE will focus on strengthening the MOWA and DOWAs' abilities to provide policy and technical guidance to other GIROA ministries implementing the NAPWA and to monitor their efforts and effectiveness. Moreover, the program will assist MOWA in preparing for the improved financial management that will be required for future on-budget assistance. During the MORE activity, USAID will not be channeling program funds to MOWA.

2. Background

The United States Afghanistan Freedom Support Act of 2002 (P.L.107-327) authorized \$15 million to be used to establish the Afghan Ministry of Women's Affairs (MOWA), which was created as a result of the Bonn Agreement of 2002. Since then, U.S. government support for MOWA has been mandated through a Congressional earmark for Afghan women and girls every year through FY11.

USAID's prior program in support of MOWA, the five-year MOWA Initiative to Strengthen Policy and Advocacy (MISPA), ended in January 2011. The program focused on strengthening MOWA's ability to advocate for policies advancing women's rights under the Constitution and on strengthening its strategic communications capacity. MISPA also supported some capacity building at six "model" DOWAs in the provinces.

The final MISPA evaluation concluded that "MISPA was a good investment and provided useful and long-term benefits towards improving the lives of Afghan women and girls and towards improving gender relations." However, the evaluation also pointed out that "there is still much capacity building needed in every aspect as a policy, advocacy and advisory body" and in the Ministry's "communication methods and processes." Indeed, the evaluation concluded that "MOWA's capacity to carry out its mission remains at an unacceptable level." The evaluation recommended that future USAID programming focus on enabling the MOWA and DOWAs to promote and support "the implementation of the [NAPWA].

In anticipation of the closing of the MISPA, USAID conducted a needs assessment of MOWA and provided recommendations for a follow-on program design. A team consisting of personnel from the USAID Gender Unit, one foreign consultant and one Afghan consultant undertook this assignment from November 29, 2010, to January 10, 2011. The team began with a full literature review and meetings with the USAID Gender Unit. They then established an office within MOWA and held meetings in Kabul with the MOWA leadership,

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most departments and units, each of the primary donors to MOWA, gender units at several other ministries, and a dozen civil society and other Afghan experts on gender-related programming. The team also attended a Gender Mainstreaming Task Force (GMTF) meeting chaired by MOWA, conducted standardized telephone interviews with ten leaders of DOWA offices, and hosted a workshop in Kabul with representatives of six additional DOWAs.

In early 2011, MOWA launched a National Priority Program (NPP 2011-2013)² to strengthen the Ministry as an institution and improve the effectiveness of its work. Titled "Capacity Development to Accelerate NAPWA Implementation," the NPP includes six key components:

- Component 1: Internal Organizational Reform and Capacity Building
- Component 2: Gender Training for GIROA Staff
- Component 3: Pilot Gender Mainstreaming Projects
- Component 4: Policy Research and Development
- Component 5: Public Education and Awareness-Raising
- Component 6: Monitoring and Evaluation

Successful implementation of Component 1 is seen as a prerequisite for achieving the objectives of the other five components. According to the NPP, the Independent Administrative Reform and Civil Service Commission (IAR-CSC) will issue a new *tashkil*³ for the Ministry upon completion of Component 1, which is estimated to take three years.

The NPP acknowledges that the lack of individual and institutional capacities within MOWA constrain its ability to perform effectively as the lead Ministry for promoting NAPWA implementation. NPP Component 1 is designed to address the primary needs of structural reform and capacity building at every level within MOWA, with a focus on the PRD.

MOWA has undergone several reform processes, beginning in 2004 with the Priority Reform and Restructuring program of the IAR-CSC, and again as recently as October 2010. From a total of 1,341 staff in 2003, MOWA has reduced its workforce by 22 percent to 874 staff in 2010, including 336 (38.4 percent) in the central office with the remainder in the 34 DOWA offices. During an early NPP meeting, however, the MOWA Minister and Deputy Ministers shared a view that MOWA's structure was not in alignment with the NPP's mandate. The Minister then requested that USAID support NPP Components 1 and 5, both of which also correspond to the areas identified in the MISPA final

² The NPP is a planning document produced following the Kabul Conference in July 2010 that spells out a number of actions the Ministry will take to improve its performance. Each major government entity has its own NPP, which is reviewed and progress assessed every 100 days.

³ *Tashkil* is the officially recognized organizational chart.

evaluation as requiring additional support. Other donors, including UNDP, UN Women, the Japan International Cooperation Agency (JICA), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), UNAMA and the United Nations Population Fund (UNFPA), are supporting the remaining components.

NPP Component 1

Following MOWA's request, USAID commissioned an "Organizational Reform and Capacity Development" assessment to identify MOWA's specific needs in Component 1. Conducted by Checchi/SUPPORT, the assessment concluded that MOWA's primary mandate—policy advocacy and oversight—is not backed by the current organizational structure of the Ministry or by the functions of existing departments. MOWA is a policy-making institution, not an implementing agency. Yet the Ministry does not have departments for policy analysis and development, technical advising, collecting and processing of strategic information, or monitoring. The assessment's main findings include the following:

The Ministry's current structure does not reflect the requirements of the NPP, which focus on increasing MOWA's capacity to serve as a substantive leader and provide oversight on NAPWA implementation.

- Departments are operating relatively independently without an overarching, strategic framework to minimize gaps and duplications in their activities;
- Weak management systems contribute to ineffective operations;
- Employees have differing perceptions of their units' functions;
- While MOWA has capable and committed senior staff – men and women – the mid-level and junior-level staff need further professional development;
- Sub-national Departments of Women's Affairs (DOWAs) are not properly supported or linked with MOWA; and
- While MOWA's NPP focuses primarily on implementing the NAPWA and promoting and supporting gender mainstreaming across the government, MOWA staff seem to prefer to work on projects that directly serve women in the communities.

Currently, MOWA is divided into four technical departments: 1) legal; 2) economy; 3) cultural and social affairs; and 4) gender, advocacy and public relations. The remaining units are support functions to these technical departments. An analysis of the four technical functions indicates that they lean more toward providing direct services to women than influencing policy initiatives across government, which is its primary mission.

NPP Component 5

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Component 5 of the NPP calls for supporting “Public Education and Awareness Raising.” The greatest achievement of USAID’s prior program with the Ministry—MISPA—was establishing an information, outreach and media directorate within MOWA that functioned well as a stand-alone center. After MISPA closed, the directorate was downgraded to a sub-unit within a larger department, where it did not flourish. The reorganization of the Ministry includes repositioning the directorate as an autonomous entity, which MORE will restore and further upgrade.

Overview of MORE Activity

Drawing on all of the above—the final MISPA evaluation, the MOWA Needs Assessment and Program Design Report, the NPP, and the Organizational Reform and Capacity Development assessment—USAID designed the MORE activity. The design work was undertaken in cooperation with MOWA and in consultation with MOWA’s other donors, including UNDP, UN Women, JICA, GIZ, UNAMA, and UNFPA.

In mid-2011, USAID funded Organizational Reform and Capacity Development assessment team prepared and presented to MOWA a proposed new organizational chart that is better aligned with MOWA’s mandate, identified the functions carried out by existing MOWA departments, proposed NAPWA and NPP-related functions to be carried out by units in the new structure, compiled information on other Islamic countries’ government programs to promote gender equality and prepared a capacity development program to strengthen key aspects of MOWA’s operations.

The team also recommended the following:

- Analyze the proposed new structure, revise and implement as appropriate;
- Strengthen policy analysis, monitoring and evaluation, and public education functions;
- Carry out a capacity development program that, among other things, strengthens management and prepares a strategic plan for the ministry and results-based work plans for its various units and employees;
- Identify and address the needs of provincial-level DOWAs; and
- Work with the Civil Service Commission’s Pay and Grading Team to carry forward the restructuring process through this project.

On the basis of this assessment, the MORE activity will focus intensely and robustly on increasing expertise and improving cooperation within and between specialized MOWA units and DOWAs to improve their capacity to: 1) influence policy; 2) lead government in implementing the NAPWA and other commitments on gender equality; and 3) coordinate public education and awareness-raising efforts so as to achieve greater public appreciation and support for NAPWA’s

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goals at the national and sub-national levels. By improving their performance, MOWA and the DOWAs are also expected to receive greater credibility and respect among the Afghan citizenry and government.

3. Links to USAID's Strategy and Results Framework

MORE contributes to both the U.S. Foreign Assistance for Afghanistan Post Performance Plan, 2011-2015, and the U.S. Government's Foreign Assistance Framework through the promotion of good governance and a cross-cutting theme of advancing the rights of Afghan women and girls.

MORE will not be channeling program funds to MOWA but will help MOWA strengthen its financial management that will be required for future on budget assistance. In addition MORE supports the 'Afghan First' model, which is the U.S. strategic approach to support Afghan leadership, capacity building efforts, and increased local procurement. MORE is in direct alignment with the MOWA/NPP, focusing on Components 1 and 5 of the NPP, and has been endorsed by MOWA.

4. Critical Assumptions and Risks

The following critical assumptions underlie MORE's success:

1. MOWA remains committed to the implementation of the NPP, especially the implementation of Component 1: Internal Organizational Reform and Capacity Building;
2. MOWA endorses the implementation of MORE at the sub-national level; and
3. There will be some basic level of sustained security to enable project staff to implement high-quality, successful project activities and to achieve results that can be appreciated by GIROA, MOWA, respective DOWAs and Afghan citizens.

5. Program Description

Objective: MORE's objective is to strengthen the capacity of MOWA and the DOWAs' staff to perform their primary functions and carry out their mandate. MORE will achieve this objective by designing and implementing an organizational restructuring and capacity building program.

The program will have several focus areas, including policy, technical advising and monitoring, public awareness, and MOWA-DOWA relations, with the following anticipated results:

1. Policy

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- a. A thorough understanding of NAPWA themes to turn them into policies. The translation of these themes into policies will legitimize the implementation process at the national and sub-national levels.

2. Technical Advising and Monitoring

- a. The provision of technical advice on implementing NAPWA to GIROA entities at the national and sub-national levels will lead to more effective mainstreaming of equitable gender opportunities and equal rights.
- b. MOWA and DOWA monitoring of the implementation of NAPWA by GIROA entities will ensure systematic tracking of progress, enabling resources to be focused where they are most needed.

3. Public Awareness

- a. MOWA's ability to coordinate public education and awareness raising efforts so as to achieve greater public appreciation and support of NAPWA's gender equality goals will be improved.
- b. A thorough understanding of NAPWA themes and the translation of these themes into survey instruments will enable tracking of attitudes toward women's rights.

4. MOWA-DOWA Relations

- a. The improved ability of MOWA's Provincial Relations Department to support the operations of the DOWAs will result in greater social, political and economic success for women at the sub-national level.
- b. Improved communication between MOWA and DOWAs and better data collection by DOWAs will enable MOWA to map its progress by province, district, and perhaps village.
- c. Strategic communications among DOWAs will enable effective coordination of efforts in provinces on critical issues.

6. Geographic Focus

Afghanistan's 34 DOWAs are classified into two categories: Group A includes eight large and relatively well developed DOWAs located in larger provincial cities; Group B includes 26 smaller DOWAs in less developed provinces. MOWA provides Group A DOWAs with a larger budget than Group B DOWAs, and Group A also has better access to capacity building support from the international community. MORE will focus on Group B DOWAs, where the need for capacity building is greater. This is consistent with the Afghanistan National Development Strategy (ANDS) Gender Equity Cross Cutting Sector Strategy, which provides that, "[t]he DOWA in all provinces will be maintained, and priority support will be given to those provinces where women's situation is most difficult. Their capacity to meaningfully influence and support the development processes at the local levels will be strengthened."

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MORE will work with Group B DOWAs that are located in areas secure enough for activities to be implemented. One benchmark for the program will be for Group B DOWAs to achieve Group A efficiency and effectiveness standards in performing their core functions.

DOWA Provinces Type A				
East (Bagram, Parwan)	South (Kandahar)	Southwest (Helmand)	West (Herat)	North (Mazar-e Sharif, Balkh)
Kabul Parwan Nangarhar Paktia	Kandahar		Herat City	Balkh Kunduz

DOWA Provinces Type B				
East (Bagram, Parwan)	South (Kandahar)	Southwest (Helmand)	West (Herat)	North (Mazar-e Sharif, Balkh)
Bamiyan Ghazni Nuristan Paktika Kapisa Wardak Laghman Logar Panjshir Kunar Khost	Uruzgan Zabul Dai Kundi	Helmand Nimroz	Farah Badghis Ghor	Faryab Jowzjan Badakhshan Samangan Takhar Saripul Baghlan

7. Collaboration with Counterparts

MOWA is the responsible for ensuring the implementation of the MOWA NPP and the NAPWA, and MORE will work closely with both MOWA and DOWAs

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to strengthen their ability to meet these responsibilities. MORE will also collaborate with other with other donor agencies supporting other NPP Components, including UNDP, UN Women, JICA, GIZ, UNAMA and UNFPA, to share learning and insights regarding challenges and achievements, to avoid duplication and to enable leveraging of each other's activities.

8. Management and Staffing

A key initiative of the U.S. strategy, articulated in the "Afghanistan and Pakistan Regional Stabilization Strategy," is "Afghan First." This effort aims to support Afghan leadership and Afghan capacity-building efforts at all levels, with priority given to local procurement and Afghan sustainability. Afghan First is an integral part of ensuring Afghan leadership and increasing Afghan capacity to assume the lead role in the development process.

MORE intends to work closely with MOWA in Kabul and DOWAs at the sub-national level throughout the life of the program, recognizing that it takes time for effective government and confidence-building to take root and that the less secure the area, the longer and more difficult the process. A decentralized program management approach to the maximum extent practicable will enable the program to be responsive and have ongoing, working relationships with sub-national partners.

Success can only be achieved in a dynamic and dangerous environment with trained Afghan field staff. If capacity exists, program components should be managed by Afghan professionals. Therefore, the program will require a mix of expatriate and local specialists. Initial staff should be chosen on the basis of proven expertise. Any position filled by an expatriate, however, should have one or more Afghan counterparts who are being trained and mentored so that they can eventually assume or oversee the functions necessary to implement the kinds of activities MORE requires.

MORE will be managed by an Agreement Officer's Representative, or AOR, designated by the USAID/Afghanistan Office of Acquisition and Assistance.

9. Monitoring and Evaluation

Given the importance of bringing the program closer to the Afghan people, programmatic authorities may be shared with U.S. regional structures. USAID field staff may be designated as On-site Managers with the responsibilities of ensuring MORE assistance is targeted, integrated and synchronized with USAID and NAPWA strategies.

10. Reporting

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i. Quarterly Reports

The Recipient shall submit to USAID/MORE a detailed quarterly report within 30 days of the end of every fiscal year quarter. The reports shall describe major accomplishments from the previous quarter, including actual versus planned results via the annual targets presented in the work plan and monitoring and evaluation plan and explain any significant deviations from expected results. The reports should also consolidate data from previous quarters in order to present annual totals for numerical targets. The second quarter reports shall assess the program outcomes for the quarter and emphasize combined program outcomes for the one to two fiscal year quarters. The fourth quarter reports shall assess the program outcomes for the quarter and emphasize program outcomes for the fiscal year. The quarterly reports should also describe any obstacles faced and how they were (or will be) overcome and project the activities to be carried out in the next quarter. Quarterly reports must include USAID-approved success stories in the approved USAID format. Quarterly reports may be submitted to GIROA authorities and used for briefings at the U.S. Embassy and Washington.

All programmatic and financial reports shall be disaggregated by sex and province.

The quarterly reports will contribute to semi-annual performance reviews (also called portfolio reviews). USAID's internal performance reviews not only offer an opportunity to review progress on program implementation, but also the results of the program to ensure annual targets have been met or are on track for being met. Performance reviews typically take place in the first and third quarter of the fiscal year.

ii. Financial Report

Quarterly financial reports, which include expenditures, shall be submitted to USAID/MORE following the fiscal year quarterly reporting schedule.

iii. Final Report

The Recipient shall submit a detailed final performance and financial report within 90 calendar days after completion of the Agreement, which will include but not be limited to the following items:

- Basic identifying information, such as program name, award number, approval date, and country assisted;
- The total cost of the program funded by USAID, actual or estimated counterpart contributions, and the best available estimate of other host country or partner resources that contributed to results achievement;
- The principal implementing partner;

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- A summary of activities/projects used to implement MORE and major outputs;
- Qualitative and quantitative evaluations of the impact and effectiveness of MORE;
- Prospects for long-term sustainability of MORE's impact and principal threats to its sustainability;
- Lessons learned from the program so that they can be applied to other USAID programs, including a follow-on program in Afghanistan and similar programs in conflict effected environments;
- Significant changes in the Results Framework during the life of the program, if any;
- A summary of performance indicators used and an assessment of their relative usefulness for performance management and reporting;
- Charts and graphs that visually support evaluation of the program;
- A list and annexes of evaluations and special studies, training modules and courses, including materials, and public outreach tool kit materials conducted during the life of the program, including Performance Reports; and
- Names and contact point of individuals who were directly involved in various phases of the program (planning, achieving, and assessing and learning) and who would be good sources of additional information;
- A list and attachments of evaluations and special studies, training and course materials, and media tool kit materials conducted during the life of the program, including performance reports; and
- Names and contact point of individuals who were directly involved in various phases of the program (planning, achieving, assessing and learning) and who would be good sources of additional information.

11. Information Sharing

Discussions in Washington regarding appropriations to support Afghanistan's programs and the presence of USAID's Office of the Inspector General (OIG) and the Special Investigator General for Afghanistan Reconstruction (SIGAR) in Afghanistan as well as the General and Accountability Office's keen interest in U.S. government programs in Afghanistan, necessitates the maintenance of appropriate, adequate and accurate documentation to communicate performance and financial results, procedures and processes.

Information regularly shared, in addition to the quarterly reports, may include:

- i. Weekly Highlights and Updates: Updates that reflect the highlights and lowlights of events and program progresses for that week as well as provide a "forward looking" view of important milestones or events coming up within the program.

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- ii. Public Outreach Stories and Highlights: Human interest stories that reflect successes and will elevate the awareness of MORE as a visible USG and GIROA supported effort.

12. Substantial Involvement

USAID/Afghanistan's substantial involvement in MORE will include the following:

- i. Prior written approval and any changes as needed of key personnel is required by the Agreement Officer. Prior to replacing any of the specified individuals, the Recipient must notify both the USAID Agreement Officer and AOR reasonably in advance and must submit written justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the program. No replacement will be made by the Recipient without the written consent of the Agreement Officer;
- ii. Approval by the Agreement Officer's Representative of a complete Performance Management Plan (PMP) that should be submitted within 90 days of the signing of the Agreement;

The Performance Management Plan elements are to include, but are not limited to:

- Graphic representation of the Results Framework and corresponding indicators, with targets for each fiscal year;
- Performance Indicator Reference Sheets (PIRS);
- Performance Management Task Schedule of all performance management tasks by component to be undertaken; and

Annexes

The USAID AOR shall provide approval of and any changes to the Recipient's approved Performance Management Plan.

- iii. Approval by the USAID AOR of a detailed annual work plan, including annual indicator targets, technical approach, and budget describing all the activities to be funded under the Agreement. The Recipient must submit the first work plan within 90 days from the signing of the Agreement and cover the period through December 31, 2013. The following annual work plan shall be submitted by December 31, 2013 and 2014. The work plan should be prepared in collaboration with USAID, MOWA and other partners. In addition, the work plan shall describe the Recipient's planned activities by component for the year, including a timeline with relevant milestones indicated, and include expected results, tied to the Recipient's Performance Management Plan. The work plan also shall include a budget showing the details of key line items. The budget shall reflect the amount of counterpart contributions to be provided, indicate whether these are cash or in-kind contributions, and what these contributions will cover.

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Significant changes by the Recipient to the approved annual work plan will require prior AOR approval.

- iv. The Agreement Officer will approve, unless described in the application and funded in the approved budget of the award, the subaward, transfer or contracting out of any work under an award. This provision does not apply to the purchase of supplies, material, equipment or general support services.
- v. USAID participation in MOWA and HRD cluster group steering committee meetings to help guide the overall program implementation.
- vi. Participation in monitoring for specific kinds of direction or redirection because of interrelationships with other projects.

B. Authorizing Legislation

This award is authorized in accordance with the Foreign Assistance Act of 1961, as amended.

C. Program Eligibility Requirement

To be eligible for assistance under the Private Voluntary Organization grant program and other programs listed in 22 CFR 203.1, both U.S. Private Voluntary Organizations and International Private Voluntary Organizations must be registered with USAID, as required by 22 CFR 203. The registration requirement does not apply to local Private Voluntary Organizations.

D. Award Administration

22 CFR 226, OMB Circulars, and the Standard Provisions for U.S. Non-governmental Recipients will be applicable for U.S. Non-governmental Organizations. For non-U.S. organizations, the Standard Provisions for Non-U.S., Non-governmental Recipients will apply. While 22 CFR 226 does not directly apply to Non-U.S. Applicants, the Agreement Officer will use the standards of 22 CFR 226 in the administration of the award. These documents may be accessed through the world-wide-web at: <http://www.usaid.gov/work-usaid/get-grant-or-contract/grant-and-contract-resources>

E. Applicability of 22 CFR Part 226 (May 2005)

The provisions of 22 CFR Part 226 and the Standard Provisions that will be attached to the Agreement upon award are applicable to the recipient and to sub-recipients that meet the definition of "Recipient" in Part 226, unless a section specifically excludes a sub-

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recipient from coverage. The Recipient shall assure that sub-recipients have copies of all the attached standard provisions.

For any awards or sub-awards made to Non-U.S. Organizations, the "Standard Provisions for Non-U.S. Non-Governmental Grantees" shall apply. All Recipients are required to ensure compliance with monitoring procedures in accordance with OMB Circular A-133.

[END OF SECTION I]

SECTION II – AWARD INFORMATION

A. Estimate of Funds Available

Subject to the availability of funds, USAID intends to provide approximately \$15 million in total USAID funding for the life of the program.

B. Number of Awards Contemplated

USAID intends to award one Cooperative Agreement pursuant to this RFA. USAID reserves the right to fund any or none of the applications submitted.

C. Start Date and Period of Performance

The period of performance of the agreement anticipated herein is three years. The estimated start date is on or about November 15, 2012.

D. Type of Award

USAID plans to award an assistance instrument known as a Cooperative Agreement (CA). A CA implies a level of “substantial involvement” by USAID through the AOR. The intended purpose of the AOR’s involvement during the award is to assist the Recipient in achieving the supported objectives of the CA.

[END OF SECTION II]

SECTION III – ELIGIBILITY INFORMATION

A. Applicants

This is a full and open competition and all interested and qualified U.S Non-Governmental Organizations and Non-U.S Non-Governmental Organizations are encouraged to apply. USAID encourages applications from potential new partners.

B. Cost Share

Cost sharing is an important element of the USAID-Recipient relationship. In addition to USAID funds, the Applicant is encouraged to contribute resources from own, private or local sources for the implementation of this program. Contributions can be either cash or in kind and can include contributions from the NGO, local counterpart organizations, project clients, the Government of the Islamic Republic of Afghanistan (GIROA), or other donors (not other U.S. Government funding sources). This may be from program generated funds such as client savings, interest and fees in accordance with USAID standard provisions on cost sharing.

[END OF SECTION III]

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

A. Point of Contact

The point of contact for this RFA is:

Dan Ruge
Acquisition and Assistance Specialist
Office of Acquisition and Assistance
USAID/Afghanistan
U.S. Embassy (CAFÉ) Compound
Great Massoud Road
Kabul, Afghanistan
Cell: +93-702-323-271
Telephone: 202-216-6288 Ext: 4137
druge@usaid.gov

Any questions concerning this RFA must be submitted in writing to kabulaidoamailbox@usaid.gov, with a cc to Dan Ruge at DRuge@usaid.gov, no later than 1630, Kabul Local Time, Thursday July 26, 2012.

B. Required Forms

All Applicants must submit the application using the SF-424 series, which includes the:

- SF-424, Application for Federal Assistance;
- SF-424A, Budget Information – Non-construction Programs; and
- SF-424B, Assurances Non-construction Programs.

These forms are available through the following link:

http://www.grants.gov/agencies/aforms_repository_information.jsp

C. Pre-Award Certifications, Assurances and Other Statements of the Recipient

In addition to the certifications that are included in the SF 424, both U.S. and non-U.S. organizations (except as specified below) the Applicant must provide the following certifications, assurances and other statements. Complete copies of these Certifications, Assurances, and Other Statements may be found as an attachment to this RFA.

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- For U.S. organizations, a signed copy of the mandatory reference, Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs;
- A signed copy of the certification and disclosure forms for "Restrictions on Lobbying" (see 22 CFR 227);
- A signed copy of the "Prohibition on Assistance to Drug Traffickers" for covered assistance in covered countries;
- A signed copy of the Certification Regarding Terrorist Funding required by the Internal Mandatory Reference AAPD 04-14;
- A signed copy of "Key Individual Certification Narcotics Offenses and Drug Trafficking;"
- Survey on Ensuring Equal Opportunity for Applicants; and
- All Applicants must provide a Data Universal Numbering System (DUNS) Number.

D. Application Preparation and Submission Guidelines

USAID will accept applications from the qualified entities listed in Section III. A of this RFA. Applications may be submitted by institutions individually or in group. In the case of a group, the application must include only one prime Applicant, which shall enter into sub-agreements or contracts with partnering institutions. In this case, the Prime Applicant will be responsible for establishing and maintaining sub-agreement and/or contracting relationships with proposed partners. For the purposes of this RFA, the term "Applicant" is used to refer to the prime and any proposed partners.

All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Section V addresses the technical evaluation procedures for the applications.

Applications which are incomplete are not directly responsive to the terms, conditions; specifications and provisions of this RFA may be categorized as non-responsive and eliminated from further consideration.

Applications shall be submitted in two separate volumes: (a) technical and (b) cost or business application. The format of submission will be electronic submission only, no

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hard copy applications will be submitted. Acceptable file formats are Word, Adobe Acrobat and Excel. Applicants submitting electronic applications are responsible for ensuring that complete applications are received by the deadline. The time of receipt for electronic submissions will be based on the automatic electronic delivery time stamp from the usa.gov e-mail server. USAID servers may automatically reject e-mails with zip files. Applicants submitting zipped files do so at the risk that their application will not be received. All Applicants shall submit electronic applications to kabulaidoamailbox@usaid.gov with Christopher Egaas at CEgaas@usaid.gov in the 'cc' line. The solicitation number must be quoted in the subject line. In the case of technical difficulties, please contact Christopher Egaas at CEgaas@usaid.gov.

The application should be prepared according to the structural format set forth below. Applications must be submitted no later than the date and time indicated on the cover page of this RFA. Applications shall be prepared in English. Applications in any other language shall be treated as non-responsive and eliminated from further consideration.

Applicants should retain for their records one copy of the application and all enclosures which accompany their application. Erasures or other changes must be initialed by the person signing the application. To facilitate the competitive review of the applications, USAID will consider only applications conforming to the format prescribed below.

Applications that are submitted late, incomplete or are considered to be non-responsive to this RFA may be eliminated from further consideration.

Page limitations are specified below for each section; applications must be on letter paper (8-1/2 by 11 inch), single spaced, 12 pitch type or larger in Times New Roman, and have at least one inch margins on the top, bottom and both sides. Responses are to strictly follow the technical application format and outline of the evaluation criteria in the RFA. Applications that do not respond following the technical application format and evaluation criteria outline may be eliminated from further consideration.

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes, should:

(a) Mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, an agreement is awarded to this Applicant as a result of - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not

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limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets ;" and

(b) Mark each sheet of data it wishes to restrict with the following legend:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application.

E. Technical Application Format

The Technical Application shall contain the following sections:

- Cover Page
- Application Executive Summary
- Program Narrative
 1. Methodology and Plan
 2. Management Capability
 3. Past Performance
- Annexes

1. Cover Page

A single page with the names of the organizations/institutions involved in the proposed application. In the case of a group, please indicate the lead or primary Applicant clearly; followed by any proposed sub grantees and/or recipients (hereafter referred to as "subs"), including a brief narrative describing the unique capacities and skills being brought to the program by each institution. In addition, the Cover Page should include information about a contact person for the prime applicant, including this individual's name (both typed and his/her signature), title or position with the organization/institution, address, e-mail address and telephone and fax numbers. Also state whether the contact person is the person with authority to contract for the applicant, and if not, that person should also be listed.

2. Application Executive Summary

The Executive Summary shall be a two page brief description of proposed activities, goals, and anticipated results (both quantitative and qualitative). Briefly describe technical and managerial resources of your organization. Describe how the overall program will be managed. State the bottom line funding request from USAID and the bottom line funding secured from other sources (state sources and amounts) for the proposed program.

3. Program Narrative

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In 20 pages or less, please describe your proposed strategy and approach and the experience and personnel capabilities of the Applicant, excluding bio-data and other annexes. The narrative should provide a clear description of what the Applicant proposes to do and application's structure should reflect the evaluation criteria listed in Section V:

- I. Methodology and plan;
- II. Management capacity; and
- III. Past performance.

Methodology and Plan

The Applicant will describe the program and technically sound methodology for achieving MORE's objectives and each of the focal areas described in Section I.5, which are consistent with U.S. government's broader development goals that reflect women's empowerment, Afghan ownership and capacity and sustainability for the following:

1. Policy advice and advocacy at the sub-national level to ministries and other government and civil society entities on matters concerning the rights, opportunities and welfare of Afghan women;
2. Technical advice and monitoring at the national and sub-national level to ministries and other government entities on NAPWA;
3. Public education and awareness-raising efforts; and
4. Management and communication within MOWA, between MOWA and DOWAs and among DOWAs;

In addition, the Applicant will submit:

1. A preliminary three year work plan and task schedule detailing an integrated and sequenced achievement of the deliverables in the four focus areas identified above; and
2. A preliminary performance management plan (PMP) describing the proposed: 1) required and custom output, outcome and impact indicators; 2) data sources and method of data collection; and 3) Data Quality Assessment Plan.

Management Capacity

The Applicant is required to provide a full proposal package describing in detail the following:

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1. Organizational restructuring, capacity building and reform of government institutions' expertise, including any experience managing women's government institutions.
2. An integrated and holistic organizational plan to make strategic decisions, monitor, deal with security issues, overcome obstacles, identify entry points and maximize opportunities in its approach to working with a women's organization and ability to quickly evolve and respond to changes on the ground that takes into consideration the 'Afghan First' effort, which is the U.S. Government's strategic approach to support Afghan leadership, partnership, capacity building efforts, and increased local procurement. The graphic organizational chart will illustrate the relationships in Kabul and with the field offices. Include any experience managing government institutions in an armed conflict environment.
3. Mobilization Plan, with proposed phased in timeframes/benchmarks for setting up offices, training and deploying staff, procuring vehicles and office equipment, engaging with MOWA and key stakeholders, and initiating work activities at the central and sub-national levels in a realistic timeframe, is to be submitted as Annex E.
4. Strength of combined proposed key personnel based on the minimum qualifications and experience meeting the requirements of the program.

The following five positions are designated by USAID as key personnel:

1. Chief of Party (COP)
2. Deputy Chief of Party/Finance, Administration and Compliance (DCOP)
3. Gender Specialist
4. Policy Specialist
5. Organizational Development Specialist

According to ADS 303.3.11.b, USAID's policy limits key personnel to a reasonable number of positions, generally no more than five positions or five percent of Recipient employees working under the award, whichever is greater. The key personnel are expected to fulfill the following illustrative primary responsibilities to ensure quality programming in a fluid, complex operating environment.

USAID does not have any preference as to whether the key personnel are U.S., regional or Afghan staff. Given the size, scope, geographic reach, and complexity of this program, USAID expects these key personnel to have the appropriate qualifications and experience to work as a team to manage a complex U.S. Government program. The cost proposal will take into consideration the effectiveness of and transition from expatriate and third country national staff,

which is consistent with the Afghan First effort toward Afghan ownership and capacity and program sustainability.

The key personnel specified in the award are considered to be essential to the work being performed hereunder. Prior to replacing any of the specified individuals, the Applicant must notify both the USAID Agreement Officer reasonably in advance and must submit written justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the proposal. No replacement will be made by the Applicant without the written consent of the Agreement Officer.

The resumes must be no more than two pages each, and the letters of commitment must not exceed a single page each. Applicants are to attach to their proposal resumes and letters of commitment for each individual who will work at least 75% of his/her time on the program. The Applicant must submit signed letters of commitment by the proposed key personnel to work under the resultant award.

Past Performance

Include a description of all contracts, grants, and cooperative agreements that the Applicant has implemented involving similar or related programs over the past three years with organizations (commercial, governmental, and NGOs). Include the following:

- Agreement (or grant/contract) name and award number (if any), annual amount received for each of the last three years, and beginning and ending dates;
- Performance location;
- Name and address of organization for which the work was performed;
- Current telephone number of responsible representative of the organization for which the work was performed;
- Brief description of the program activity and a summary of results achieved, including:
 1. A description of experiences operating similar or related programs;
 2. A description of experiences collaborating with host government and other relevant stakeholders in a conflict environment; and
 3. A description of experiences focused on improving the status of women, especially in Afghanistan or a similarly restrictive country, and the results achieved.

4. Required Annexes to be Submitted by Applicant

- Annex A – Detailed draft work plan
- Annex B – Performance Management Plan and Strategic Framework
- Annex C – Organizational Chart

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- Annex D – Resumes of Key Personnel and Letters of Commitment from Key Personnel
- Annex E – Mobilization Plan
- Annex F – Security Plan
- Annex G – Past Performance References Contact Information

F. Cost/Business Application Format

The Cost/Business Application is to be submitted under separate cover from the technical application. Certain documents are required to be submitted by an Applicant in order for the Agreement Officer to make a determination of responsibility. However, it is USAID's policy not to burden Applicants with undue reporting requirements if that information is readily available through other sources.

The following sections describe the documentation that Applicants for assistance awards must submit to USAID prior to award. While there is no page limit for this portion, Applicants are encouraged to be as concise as possible, but still provide the necessary details. The budget shall be submitted in unprotected excel sheet.

1. The Cost/Business Application must be completely separate from the Applicant's technical application. The application must be submitted using SF-424 and SF-424A "Application for Federal Assistance."
2. The Cost/Business Application should be for a period of up to 36 months using the budget format shown in the SF-424A. If there are any training costs to be charged to this Agreement, they must be clearly identified.
3. The budget to be presented under the Cost/Business Application should relate to results while also showing the inputs (see item 10, below) for each result. A matrix format will probably be most suitable.
4. Applicants should assume notification of an award approximately sixty (60) days after the date established as a deadline for receipt of applications.
5. In the case of a group application, the Cost/Business Application must include a copy of the legal relationship between the prime applicant and its partners. The application document should include a full discussion of the relationship between the Applicant and its partners, including identification of the Applicant with which USAID will treat for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

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6. The required certifications should be included with the cost proposal.
7. The proposed budget should provide cost estimates for the management of the program (including program monitoring and communications and information sharing). Applicants should minimize their administrative and support costs for managing the project to maximize the funds available for project activities, particularly to Afghan civilian beneficiaries. Accordingly, those applications with minimal administrative costs may be deemed to offer a "greater value" than those with higher costs for program administration. Additionally, those applications with a greater proportion of cost share may be deemed to offer a "greater value."

Include a plan containing the main activities of the program. List on the vertical axis the activities, and on the horizontal axis the following information: (a) name of implementers; and (b) time frame, noting estimated dates of completion; and (c) the respective cost. This information would be added onto the Preliminary Annual Work plan requested under the Technical Application, but also including cost.

8. The cost/business portion of the application should describe headquarters and field procedures for financial reporting. Discuss the management information procedure you will employ to ensure accountability for the use of U.S. Government funds. Describe program budgeting, financial and related program reporting procedures.
9. To support the costs proposed, please provide detailed budget notes/narrative for all costs that explain how the costs were derived. The following section provides guidance on line items.

Salary and Wages - Direct salaries and wages should be proposed in accordance with the Applicant's personnel policies.

Fringe Benefits - If the Applicant has a fringe benefit rate that has been approved by an agency of the Government, such rate should be used and evidence of its approval should be provided. If a fringe benefit rate has not been so approved, the application should propose a rate and explain how the rate was determined. If the latter is used, the narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers compensation, health and life insurance, retirement, etc.) and the costs of each, expressed in dollars and as a percentage of salaries.

Travel and Transportation - the application should indicate the number of trips, domestic and international, and the estimated costs. Specify the origin

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and destination for each proposed trip, duration of travel, and number of individuals traveling. Per Diem should be based on the Applicant's normal travel policies

Other Direct Costs - This includes communications, report preparation costs, passports and visas fees, medical exams and inoculations, insurance (other than insurance included in the Applicant's fringe benefits), equipment (procurement plan for commodities), office rent abroad, etc. The narrative should provide a breakdown and support for all and each other direct costs.

Indirect Costs – The Applicant should support the proposed indirect cost rate with a letter from a cognizant U.S. Government audit agency or with sufficient information for USAID to determine the reasonableness of the rates. (For example, a breakdown of labor bases and overhead pools, the method of determining the rate, etc.).

Local institutions usually do not have a Negotiated Indirect Cost Rate Agreement (NICRA) letter with the US Government. Therefore no indirect costs should be included in the cost/business application submitted by local NGOs. Local institutions submitting applications should treat all indirect costs as direct costs.

Seminars and Conferences - The Applicant should indicate the subject, venue and duration of proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs.

Foreign Government Delegations to International Conferences: Funds in this agreement may not be used to finance the travel, per diem, hotel expenses, meals, conference fees or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences or as approved by the AOR.

Source and Origin Requirements - Code 935 (any area or country including the cooperating country, but excluding foreign policy-restricted countries) is the authorized Geographic Code for procurement of goods and services:

10. Please include information on the organization's financial status and management, including:
 - a. Audited financial statements for the past three years,
 - b. Organization chart, by-laws, constitution, and articles of incorporation, if applicable,

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- c. If the Applicant has made a certification to USAID that its personnel, procurement and travel policies are compliant with applicable OMB circular and other applicable USAID and Federal regulations, a copy of the certification should be included with the application. If the certification has not been made to USAID/Washington, the Applicant should submit a copy of its personnel (especially regarding salary and wage scales, merit increases, promotions, leave, differentials, etc.), travel and procurement policies, and indicate whether personnel and travel policies and procedures have been reviewed and approved by any agency of the Federal Government. If so, provide the name, address, and phone number of the cognizant reviewing official.
 - d. If applicable, approval of the organization's accounting system by a U. S. Government agency including the name, addresses, and telephone number of the cognizant auditor.
11. The application should include information that substantiates that the Applicant:
- a. Have adequate financial resources or the ability to obtain such resources as required during the performance of the Agreement.
 - b. Has the ability to comply with the Agreement conditions, taking into account all existing and currently prospective commitments of the Applicant, non-governmental and governmental.
 - c. Has a satisfactory record of performance. In the absence of evidence to the contrary or circumstances properly beyond the control of the Applicant, Applicants who are or have been deficient in current or recent performance (when the number of grants, contracts, and cooperative agreements, and the extent of any deficiency of each, are considered) shall be presumed to be unable to meet this requirement. Past unsatisfactory performance will ordinarily be sufficient to justify a determination of non-responsibility, unless there is clear evidence of subsequent satisfactory performance. The Agreement Officer will collect and evaluate data on past performance of Applicants using information from sources provided in accordance with "Past Performance" requirements referenced on page 33.
 - d. Has a satisfactory record of integrity and business ethics.
 - e. Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations (e.g., EEO).

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Applicants may submit any additional evidence of responsibility considered necessary in order for the Agreement Officer to make a determination of responsibility. Please note that a positive responsibility determination is a requirement for award, and all organizations shall be subject to a pre-award survey to verify the information provided and substantiate the determination.

12. Cost Sharing: Cost sharing is an important element of the USAID' recipient relationship. In addition to USAID funds, Applicants are encouraged to contribute resources from own, private or local sources for the implementation of this program. Contributions can be either cash or in kind and can include contributions from the NGO, local counterpart organizations, project clients, the Government of the Islamic Republic of Afghanistan (GIROA), and other donors (not other U.S. Government funding sources). This may be from program generated funds such as client savings, interest and fees in line with USAID standard provisions on cost sharing.

15. Unnecessarily elaborate applications: unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this RFA are not desired and may be construed as an indication of the Applicant's lack of cost consciousness. Elaborate artwork, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

G. Pre-Award Costs:

The award will not allow the reimbursement of pre-award costs.

[END OF SECTION IV]

SECTION V – APPLICATION REVIEW INFORMATION

A. Technical Evaluation Criteria

Proposals will be evaluated according to the following criteria. The relative importance of each criterion is indicated by the number of points assigned. A total of 100 points is possible. Applicants should understand these criteria serve to: a) identify the significant issues that applicants should address in their proposals and b) set the standard against which all proposals will be evaluated. The greater the equality of proposals, the more important price becomes in selecting the best value to the U.S. Government.

Methodology and Plan	50 points
Management Capacity	30 points
Past Performance	<u>20 points</u>
	100 points

I. Methodology and Plan – Total 50 points

1. Extent to which the Applicant’s proposal is technically sound and describes how meaningful *policy* advice at the national and sub-national level to ministries and other government and civil society entities on NAPWA implementation will be improved. (10 points)
2. Extent to which the Applicant’s proposal is technically sound and describes how providing meaningful *technical advice and monitoring* at the national and sub-national level to ministries and other government entities on NAPWA will be improved. (10 points)
3. Extent to which the Applicant’s proposal is technically sound and describes how meaningful *public education and awareness-raising efforts* will be improved at the national and sub-national level. (10 points)
4. Extent to which the Applicant’s proposal is technically sound and describes how *management and communication* within MOWA, between MOWA and DOWAs and among DOWAs will be improved. (10 points)
5. Extent to which the Applicant’s preliminary three year work plan and task schedule details an integrated, sequenced and realistic achievement of the deliverables in the four focus areas identified above. Attention will be paid to the organization, creativity and flexibility of the preliminary work plan. A detailed, preliminary work plan is to be submitted as Annex A. (5 points)

Extent to which the Applicant’s preliminary performance management plan (PMP) for planning, managing, and documenting data collection

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describes the proposed: 1) output, outcome and impact indicators and is also illustrated by a strategic framework that includes the required program areas and sub-element indicators identified in Section I. 3.1 and custom indicators for MORE; 2) data sources and method of data collection; and 3) Data Quality Assessment Plan against quality measurements (validity, reliability, integrity, precision and timeliness). The preliminary PMP and strategic framework is to be submitted as Annex B. (5 points)

II. Management Capacity – Total 30 points

1. Extent to which the Applicant's proposal is technically sound and describes their relevant organizational restructuring, capacity building and reform of government institutions expertise. Experience managing women's government institutions is highly desirable. (5 points)
2. Extent to which the Applicant's proposal is technically sound and describes an effective integrated and holistic organizational plan to make strategic decisions, monitor, deal with security issues, overcome obstacles, identify entry points and maximize opportunities in its approach to working with a women's organization, and ability to quickly evolve and respond to changes on the ground that takes into consideration the 'Afghan First' effort, which is the U.S. Government's strategic approach to support Afghan leadership, partnership, capacity building efforts, and increased local procurement. The graphic organizational chart clearly describes the relationships in Kabul and with the field offices, submitted as Annex C. Experience managing government institutions in an armed conflict environment is highly desirable. (5 points)
3. Strength of combined proposed key personnel based on the minimum qualifications and experience and a brief summary of how each individual meets the technical requirements to achieve the objectives and results of the program (15 points)

Minimum qualifications and experience for all key personnel:

- A graduate degree from an accredited university in a field relevant to the Chief of Party position is required. For all others, a graduate degree or a Bachelor's degree with 6-8 years of experience relevant to the intended position is required.
- At least six years of relevant *technical* experience for every proposed position in the region.
- At least six years of experience relevant to proposed position on *similar international, donor funded programs*. U.S. Government experience is highly desirable.

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- At least six years of relevant experience working with women's organizations. Experience with formal ministry institutions focused on women's affairs is highly desirable.
- Demonstrated familiarity with women and gender issues in Afghanistan or in a similar context.
- At least six years of progressively responsible experience *managing staff* in a conflict affected environment.
- Fluent oral and strong analytical, written English communications skills. Dari and Pashto skills highly desirable.
- Demonstrated interpersonal skills including diplomacy, tact, and the ability to negotiate and influence.
- Strong computer skills, including ease and skill in using word Excel spreadsheets, email, the Internet and Windows applications.
- Experience training local staff is highly desirable.

Key personnel resumes and letters of commitments are to be submitted as Annex D.

4. Applicant's Mobilization Plan, with proposed phased in timeframes/benchmarks for setting up offices, training and deploying staff, procuring vehicles and office equipment, engaging with MOWA and key stakeholders, and initiating work activities at the central and sub-national levels in a realistic timeframe, is to be submitted as Annex E. (5 points)

III. Past Performance – Total 20 points

Performance information will be used for both the responsibility determination and best value decision. USAID may use performance information obtained from other than the sources identified by the Applicant. USAID will utilize existing databases of Applicant performance information and solicit additional information from the references provided in Section IV of this RFA and from other sources if and when the Agreement Officer finds the existing databases to be insufficient for evaluating an Applicant's performance. However, the Applicant may submit a list of past performance references contact information to be submitted as Annex G.

If the performance information contains negative information on which the Applicant has not previously been given an opportunity to comment, USAID will provide the Applicant an opportunity to comment on it prior to its consideration in the evaluation, and any Applicant comment will be considered with the negative performance information.

USAID will initially determine the relevance of similar performance information in terms of size, scope and complexity as a predictor of probable performance

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under the subject requirement. USAID may give more weight to performance information that is considered more relevant and/or more current.

1. Extent to which the Applicant's proposal describes their experiences operating similar or related programs. (Sub-total 10 points)
 - a. Quality of product or service, including consistency in meeting program objectives and results (2 points);
 - b. Operational system and cost controls, including timely completion of all administrative requirements (2 points);
 - c. Timeliness of performance, including adherence to agreement schedules and other time-sensitive project conditions, and effectiveness of home and field office management to make prompt decisions and ensure efficient completion of tasks (2 points);
 - d. Business relations, addressing the history of professional behavior and overall business-like concern for the interests of beneficiaries and USAID, including coordination among developing country partners, collaborative attitude in remedying problems (2 points); and
 - e. Beneficiary and other stakeholders' satisfaction with performance, including the percentage of program activity budgets to Afghan government institutions as either direct or indirect assistance (2 points).

2. Extent to which the Applicant's proposal describes their experiences collaborating with host government and other relevant stakeholders in a conflict environment. (Sub-total 10 points = 5 points with host government; 5 points with relevant stakeholders).

In cases where an Applicant lacks relevant performance history, or information on performance is not available, or an Applicant is a member of a class of Applicants where there is provision not to rate the class against a sub factor, then the Applicant will not be evaluated favorably or unfavorably on performance. The "neutral" rating assigned to any Applicant lacking relevant performance history is a score commensurate with the percentage of points received vs. possible points. An exception to this neutral rating provision: the non-small businesses prime with no history of subcontracting with small business concerns. Prior to assigning a "neutral" past performance rating, the Agreement Officer may take into account a broad range of information related to an Applicant's performance.

IV. Cost Evaluation Criteria

No points are assigned for cost evaluation; however, each applicant's cost application will be evaluated separately from the technical application. The Applicant should have a structure that will allow it to provide the greatest value (highest results) at the lowest cost; minimizing and/or eliminating overall administrative costs, overhead, subcontract/sub grant pass-through costs, international staff benefits, home office communications and support, and other non- value added costs.

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Each Applicant's cost proposal shall be evaluated based on the following criteria in comparison with the cost proposal of other Applicants:

- 1) Effectiveness of proposed cost control structure
 - a. Budget transparency to effectively track expenditures
- 2) Reasonableness of proposed labor cost and structure
 - a. Expatriate salary structure and expense considering the Afghan First approach; and
 - b. Local salary structure and expense
- 3) Cost efficiency of proposed Other Direct Costs (ODCs)
 - a. Offers market competitive pricing estimates of tangible items to be used for Performance; and
 - b. Competitiveness of pricing and soundness purchase methods of international and in-country air travel and surface transportation.
- 4) Provides cost-sharing, matching arrangements, and value of in-kind contributions, if any is proposed.
- 5) Reasonableness of overall proposed price.
- 6) Cost Sharing, Matching Arrangement and/or In-Kind Contribution from the recipient is desired but not required. Any cost sharing proposed will be evaluated as part of "Best Value" consideration.

B. Security Plan

Points will not be assessed for evaluation purposes. Security plans will be reviewed in coordination with USAID's Security Office on the extent to which the plan demonstrates clarity, appropriateness, and feasibility of the proposed approach to ensure security for personnel and facilities. Plans will be assessed a pass or fail rating. If the deficiencies are deemed minor in nature, the Applicant will have an opportunity to address and correct them. The Applicant must have an acceptable plan prior to receiving an award, to be submitted as Annex F

C. Branding Strategy and Marking Plan

It is a federal statutory and regulatory requirement that all USAID programs, projects, activities, public communications, and commodities that USAID partially or fully funds under a USAID grant or cooperative agreement or other assistance award or sub award, must be marked appropriately overseas with the USAID Identity. See Section 641, Foreign Assistance Act of 1961, as amended; 22 CFR 226.91.

Under the regulation, USAID requires the submission of a Branding Strategy and a Marking Plan, but only by the "Apparent Successful Applicant," as defined in the regulation. The Apparent Successful Applicant's proposed Branding and Marking Plan may include a request for approval of one or more exceptions to marking requirements established in 22 CFR 226.91. The Agreement Officer is responsible for evaluating and approving the Branding Strategy and a Marking Plan (including any request for exceptions) of the Apparently Successful Applicant, consistent with the provisions "Branding Strategy," "Marking Plan," and "Marking of USAID-funded Assistance Awards" contained in AAPD 05-11 and in 22 CFR 226.91. Please note that in contrast to "exceptions" to marking requirements, waivers based on circumstances in the host country must be approved by the Mission Director or other USAID Principal Officers, see 22 CFR 226.91(j).

D. Award

Award will be made to the responsible Applicant whose application offers the greatest value. USAID reserves the right to fund any or none of the applications submitted. The final award decision is made, while considering the recommendations of the Technical Evaluation Committee (TEC), by the Agreement Officer.

The Agreement Officer's decision about the funding of an award is final and not subject to review. Any information that may impact the Agreement Officer's decision shall be directed to the Agreement Officer.

Authority to obligate the Government: the Agreement Officer is the **only** individual who may legally commit the U.S. Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either an Agreement signed by the Agreement Officer or a specific, written authorization from the Agreement Officer.

[END OF SECTION V]

SECTION VI – AWARD AND ADMINISTRATION INFORMATION

Notice of Award signed by the Agreement Officer is the authorizing document, which shall be transmitted to the Recipient for countersignature to the authorized agent of the successful organization electronically, to be followed by original copies for execution.

A. Roles and Responsibilities

The Recipient shall be responsible to USAID/Afghanistan for all matters related to the execution of the Agreement. Specifically, the Recipient shall report to the USAID Agreement Officer's Representative, or AOR, located within the Office of Program and Project Development/Gender Unit, Kabul.

B. Activity Performance Management Plan and Reporting

- **Performance Monitoring and Evaluation System**

The Recipient will maintain books, records, designs, other documents and evidences to demonstrate that funds are used in accordance with the terms of the Agreement and USAID's regulations. The Applicant to this RFA should also carefully review the USAID/Afghanistan Results Framework.

Within 90 days, the preliminary PMP must be approved with relevant indicators and baseline data before major project implementation actions get underway. The PMP would include the full set of performance indicators disaggregated; baseline values and targeted values; source of the data and method of collection; schedule for data collection; known data limitations, data quality assessment procedures, estimate of costs; possible evaluation studies; and a detailed calendar for the completion of each task.

- **Reporting Requirements**

The Recipient shall prepare and submit three copies of a final performance and financial report to the AOR which summarizes the accomplishments of this agreement, methods of work used, budget and disbursement activity, and recommendations regarding unfinished work and/or program continuation. The final performance and financial report shall also contain an index of all reports and information products produced under this agreement. The final report shall be submitted no later than 90 days after the estimated completion date of this Agreement, which will include but not limited to:

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- Basic identifying information, such as program name, award number, approval date, and country assisted;
- The total cost of the program funded by USAID, actual or estimated counterpart contributions, and the best available estimate of other host country or partner resources that contributed to results achievement;
- The principal implementing partner;
- A summary of activities/projects used to implement MORE and major outputs;
- Qualitative and quantitative evaluations of the design and impact of MORE's value as a stabilization program in the context of the larger U.S. Government effort in Afghanistan;
- Qualitative and quantitative evaluations of the impact and effectiveness of MORE;
- Prospects for long-term sustainability of MORE's impact and principal threats to its sustainability;
- Lessons learned from the program, so that they can be applied to other USAID programs, including a follow-on program in Afghanistan and similar programs in conflict affected environments;
- Significant changes in the Results Framework during the life of the program, if any;
- A summary of performance indicators used and an assessment of their relative usefulness for performance management and reporting;
- Charts and graphs that visually support evaluation of the program;
- A list and annexes of evaluations and special studies, training modules and courses, including materials, and public outreach tool kit materials conducted during the life of the program, including Performance Reports; and
- Names and contact point of individuals who were directly involved in various phases of the program (planning, achieving, and assessing and learning) and who would be good sources of additional information;
- A list and attachments of evaluations and special studies, training and course materials, and media tool kit materials conducted during the life of the program, including performance reports; and,
- Names and contact point of individuals who were directly involved in various phases of the program (planning, achieving, and assessing and learning), and who would be good sources of additional information.

- **Gender Requirements**

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Congress has mandated that USAID programs address the needs and protect the rights of Afghan women and girls, including efforts undertaken to prevent discrimination and violence against women and girls; provide economic and leadership opportunities; increase participation of women in the political process at the national, provincial and sub-provincial levels; improve security for women and girls; and any other programs designed to directly benefit women and girls. As required by USAID policies, the Recipient shall integrate assistance to women into all stages of development, planning, programming and implementation as a part of this assistance program, even if such integration requires separate but equitable programming approaches. Such integration shall focus on Afghan-led programs directly aligned with any or all the three pillars of development outlined in the National Action Plan for the Women of Afghanistan (NAPWA): 1) Security; 2) Government, Rule of Law, and Human Rights, including leadership and political participation); and 3) Economic and Social Development. The Recipient shall establish the necessary accounting and management systems to separately track and report to USAID fiscal year expenditures under the Agreement supporting issues of gender equality and women and girls as direct beneficiaries during each fiscal year of the Agreement.

The Recipient shall establish the necessary implementation, management and reporting systems to separately track and report to USAID data on female beneficiaries and measurable impacts of activities intended to address the needs of women and girls. Project quarterly implementation reports shall specifically include information on the following, to the extent that it is applicable to the Agreement: 1) the total number of women and girls supported through the Agreement on a quarterly basis through Afghan Info; 2) number of women accessing basic services, including education and health; 3) number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries; 4) number of interventions resulting in increased participation of women in government and civil society; 5) number of activities supporting legal rights and public access for women; and 6) qualitative outcomes, in addition to quantifiable outputs, for women who have benefited from the Agreement. The Recipient shall refer to USAID/Afghanistan's comprehensive Performance Management Plan (PMP) for list of gender indicators and may add customized indicators as needed. Indicators applicable to the Agreement shall be disaggregated by gender.

- **Database Reporting Requirements**

The demands for performance information are constant and various in a high profile program such as Afghanistan's. The Afghan Info database,

enabled to track performance indicators in addition to activity inputs and outputs, will be the basis for contributing to other regular, on-going reporting exercises and to the many ad-hoc requests for performance analysis that are a constant element of the environment of high profile program.

USAID/Afghanistan uses a management information system to track program and project information for all mission-funded activities at the provincial, district, and village levels. The purpose of this database is to track the location of project implementation to the nearest village or geospatial coordinate, document the use of funds at the district level, and monitor the performance of development projects, while maintaining coordination between USAID/Afghanistan, USAID/Washington, Congress, implementing partners, the Government of Afghanistan, and other donors. This reporting process supports the Government of Afghanistan's requirement that USAID provide information to the Ministry of Finance in order to track ongoing and completed donor-sponsored development activities.

The Recipient shall provide at least a quarterly update of information on the activities under the Agreement by entering this information into the USAID/Afghanistan management information system. The Recipient shall enter information via an Internet website or a Microsoft (MS) Access Database; USAID will provide the URL address or Access Database, and a user ID/password. A comprehensive user manual will be provided after that details information on the required information and processes needed for managing the information in USAID\Afghanistan information system.

[END OF SECTION VI]

SECTION VII – AGENCY CONTACTS

The Agreement Officer for this Award is:

Robert P. Schmidt, Jr.
Agreement Officer
USAID/Afghanistan
U.S. Embassy (CAFÉ) Compound
Great Massoud Road
Kabul, Afghanistan

Telephone: 202-216-6288 Ext: 4739
RSchmidt@usaid.gov

The A&A Specialist for this Award is:

Christopher Egaas
Acquisition and Assistance Specialist
Office of Acquisition and Assistance
USAID/Afghanistan
U.S. Embassy (CAFÉ) Compound
Great Massoud Road
Kabul, Afghanistan
Cell: +93-702-626-271
Telephone: 202-216-6288 Ext: 4339
cegaas@state.gov

For questions in relation to this funding opportunity, please contact:

Dan Ruge
Acquisition and Assistance Specialist
Office of Acquisition and Assistance
USAID/Afghanistan
U.S. Embassy (CAFÉ) Compound
Great Massoud Road
Kabul, Afghanistan
Cell: +93-702-323-271
Telephone: 202-216-6288 Ext: 4137
druge@usaid.gov

The AOR for this Award will be designated after the signature of the Award.

[END OF SECTION VII]

SECTION VIII – OTHER

A. Funding of Applications:

USAID reserves the right to fund any or none of the applications submitted under this RFA.

B. Branding Strategy – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
 - (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
 - (2) The intended name of the program, project, or activity.
 - (i) USAID prefers to have the "USAID Identity," comprised of the USAID logo and brandmark, with the tagline "from the American people" as found on the USAID Web site at transition.usaid.gov/branding, included as part of the program or project name.
 - (ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.
 - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

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(iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.

(v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos.

(3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

(4) Planned communication or program materials used to explain or market the program to beneficiaries.

(i) Describe the main program message.

(ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.

(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, "USAID is from the American People."

(iv) Provide any additional ideas to increase awareness that the American people support this project or program.

(5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

(6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

e. The Agreement Officer will consider the Branding Strategy's adequacy in the award criteria. The Branding Strategy will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

f. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement

(END OF PROVISION)

C. MARKING PLAN – ASSISTANCE (June 2012)

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- a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brandmark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://transition.usaid.gov/branding>.
- b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Marking Plan must include all of the following:
 - (1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:
 - (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
 - (ii) Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
 - (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
 - (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.
 - (2) A table on the program deliverables with the following details:

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- (i) The program deliverables that the applicant plans to mark with the USAID Identity;
 - (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
 - (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
 - (iv) What program deliverables the applicant does not plan to mark with the USAID Identity , and
 - (v) The rationale for not marking program deliverables.
- (3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:
- (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Strategic Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
 - (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
 - (iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
 - (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
 - (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
 - (vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.

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(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness in the award criteria, and will approve and disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

(END OF PROVISION)

D. MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE (JUNE 2012)

a. The USAID Identity is the official marking for USAID, comprised of the USAID logo and brandmark with the tagline "from the American people." The USAID Identity is on the USAID Web site at transition.usaid.gov/branding. Recipients must use the USAID Identity, of a size and prominence equivalent to or greater than any other identity or logo displayed, to mark the following:

(1) Programs, projects, activities, public communications, and commodities partially or fully funded by USAID;

(2) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other physical sites;

(3) Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;

(4) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

(5) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

b. When this award contains an approved Marking Plan, the recipient must implement the requirements of this provision following the approved Marking Plan.

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c. If a "Marking Plan" is not included in this award, the recipient must propose and submit a plan for approval within the time specified by the Agreement Officer (AO).

d. The AO may require a preproduction review of program materials and "public communications" (documents and messages intended for external distribution, including but not limited to correspondence; publications; studies; reports; audio visual productions; applications; forms; press; and promotional materials) used in connection with USAID-funded programs, projects or activities, for compliance with an approved Marking Plan.

e. The recipient is encouraged to give public notice of the receipt of this award and announce progress and accomplishments. The recipient must provide copies of notices or announcements to the Agreement Officer's Representative (AOR) and to USAID's Office of Legislative and Public Affairs in advance of release, as practicable. Press releases or other public notices must include a statement substantially as follows:

"The U.S. Agency for International Development administers the U.S. foreign assistance program providing economic and humanitarian assistance in more than 80 countries worldwide."

f. Any "public communication" in which the content has not been approved by USAID must contain the following disclaimer:

"This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient name] and do not necessarily reflect the views of USAID or the United States Government."

g. The recipient must provide the USAID AOR, with two copies of all program and communications materials produced under this award.

h. The recipient may request an exception from USAID marking requirements when USAID marking requirements would:

(1) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials;

(2) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent;

(3) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications;

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- (4) Impair the functionality of an item;
 - (5) Incur substantial costs or be impractical;
 - (6) Offend local cultural or social norms, or be considered inappropriate; or
 - (7) Conflict with international law.
- i. The recipient may submit a waiver request of the marking requirements of this provision or the Marking Plan, through the AOR, when USAID-required marking would pose compelling political, safety, or security concerns, or have an adverse impact in the cooperating country.
- (1) Approved waivers “flow down” to subagreements, including subawards and contracts, unless specified otherwise. The waiver may also include the removal of USAID markings already affixed, if circumstances warrant.
 - (2) USAID determinations regarding waiver requests are subject to appeal by the recipient, by submitting a written request to reconsider the determination to the cognizant Assistant Administrator.
- j. The recipient must include the following marking provision in any subagreements entered into under this award:

“As a condition of receipt of this subaward, marking with the Identity of a size and prominence equivalent to or greater than the recipient’s, subrecipient’s, other donor’s, or third party’s is required. In the event the recipient chooses not to require marking with its own identity or logo by the subrecipient, USAID may, at its discretion, require marking by the subrecipient with the USAID Identity.”

[END OF PROVISION]

E. CENTRAL CONTRACTOR REGISTRATION AND UNIVERSAL IDENTIFIER (OCTOBER 2010)

a. Requirement for Central Contractor Registration (CCR). Unless you are exempted from this requirement under 2 CFR 25.110, you as the recipient must maintain the currency of your information in the CCR until you submit the final financial report required under this award or receive the final payment, whichever is later. This requires that you review and update the information at least annually after the initial registration, and more frequently if required by changes in your information or another award term.

b. Requirement for Data Universal Numbering System (DUNS) numbers. If you are authorized to make subawards under this award, you:

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(1) Must notify potential subrecipients that no entity (see definition in paragraph C of this award term) may receive a subaward from you unless the entity has provided its DUNS number to you.

(2) May not make a subaward to an entity unless the entity has provided its DUNS number to you.

c. Definitions. For purposes of this award term:

(1) Central Contractor Registration (CCR) means the Federal repository into which an entity must provide information required for the conduct of business as a recipient. Additional information about registration procedures may be found at the CCR Internet site (currently at <http://www.ccr.gov>).

(2) Data Universal Numbering System (DUNS) number means the nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities. A DUNS number may be obtained from D&B by telephone (currently 866-705-5711) or the Internet (currently at <http://fedgov.dnb.com/webform>).

(3) Entity, as it is used in this award term, means all of the following, as defined at 2 CFR part 25, subpart C:

(i) A Governmental organization, which is a State, local government, or Indian tribe;

(ii) A foreign public entity;

(iii) A domestic or foreign nonprofit organization;

(iv) A domestic or foreign for-profit organization; and

(v) A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

(4) Subaward:

(i) This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.

(ii) The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see Sec. --.210 of the attachment to OMB Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations").

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(iii) A subaward may be provided through any legal agreement, including an agreement that you consider a contract.

(5) Subrecipient means an entity that:

(i) Receives a subaward from you under this award; and

(ii) Is accountable to you for the use of the Federal funds provided by the subaward.

ADDENDUM #1 (FEBRUARY 2012)

Effective February 13, 2012, and pursuant to a USAID impracticality determination under 2 CFR 25.110(d)(2)(ii), this provision does not apply to grants and cooperative agreements with a total value of less than \$25,000 awarded to foreign entities performing work outside the United States. In addition, subparagraph b. of this provision, requiring DUNS numbers for subawards, does not apply to subawards of less than \$25,000 made to foreign subrecipients performing work outside the United States.

**F. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION
(OCTOBER 2010)**

a. Reporting of first-tier subawards.

(1) Applicability. Unless you are exempt as provided in paragraph d. of this award term, you must report each action that obligates \$25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5) for a subaward to an entity (see definitions in paragraph e of this award term).

(2) Where and when to report.

(i) You must report each obligating action described in paragraph a.1. of this award term to www.fsrs.gov.

(ii) For subaward information, report no later than the end of the month following the month in which the obligation was made. (For example, if the obligation was made on November 7, 2010, the obligation must be reported by no later than December 31, 2010.)

(3) What to report. You must report the information about each obligating action that the submission instructions posted at www.fsrs.gov specify.

b. Reporting Total Compensation of Recipient Executives.

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(1) Applicability and what to report. You must report total compensation for each of your five most highly compensated executives for the preceding completed fiscal year, if –

(i) the total Federal funding authorized to date under this award is \$25,000 or more;

(ii) in the preceding fiscal year, you received—

(A) 80 percent or more of your annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(iii) The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/excomp.htm>.)

(2) Where and when to report. You must report executive total compensation described in paragraph b.(1) of this award term:

(i) As part of your registration profile at www.ccr.gov.

(ii) By the end of the month following the month in which this award is made, and annually thereafter.

c. Reporting of Total Compensation of Subrecipient Executives.

(1) Applicability and what to report. Unless you are exempt as provided in paragraph d. of this award term, for each first-tier subrecipient under this award, you shall report the names and total compensation of each of the subrecipient's five most highly compensated executives for the subrecipient's preceding completed fiscal year, if –

(i) in the subrecipient's preceding fiscal year, the subrecipient received—

(A) 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

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(B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal financial assistance subject to the transparency Act (and subawards); and ii. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/execomp.htm>.)

(2) Where and when to report. You must report subrecipient executive total compensation described in paragraph c.(1) of this award term:

(i) To the recipient.

(ii) By the end of the month following the month during which you make the subaward. For example, if a subaward is obligated on any date during the month of October of a given year (i.e., between October 1 and 31), you must report any required compensation information of the subrecipient by November 30 of that year.

d. Exemptions

If, in the previous tax year, you had gross income, from all sources, under \$300,000, you are exempt from the requirements to report:

(1) subawards, and

(2) the total compensation of the five most highly compensated executives of any subrecipient.

e. Definitions. For purposes of this award term:

(1) Entity means all of the following, as defined in 2 CFR part 25:

(i) A Governmental organization, which is a State, local government, or Indian tribe;

(ii) A foreign public entity;

(iii) A domestic or foreign nonprofit organization;

(iv) A domestic or foreign for-profit organization;

(v) A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

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(2) Executive means officers, managing partners, or any other employees in management positions.

(3) Subaward:

(i) This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.

(ii) The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see Sec. --.210 of the attachment to OMB Circular A- 133, "Audits of States, Local Governments, and Non- Profit Organizations").

(iii) A subaward may be provided through any legal agreement, including an agreement that you or a subrecipient considers a contract.

(4) Subrecipient means an entity that:

(i) Receives a subaward from you (the recipient) under this award; and

(ii) Is accountable to you for the use of the Federal funds provided by the subaward.

(5) Total compensation means the cash and noncash dollar value earned by the executive during the recipient's or subrecipient's preceding fiscal year and includes the following (for more information see 17 CFR 229.402(c)(2)):

(i) Salary and bonus.

(ii) Awards of stock, stock options, and stock appreciation rights. Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.

(iii) Earnings for services under nonequity incentive plans. This does not include group life, health, hospitalization or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.

(iv) Change in pension value. This is the change in present value of defined benefit and actuarial pension plans.

(v) Above-market earnings on deferred compensation which is not taxqualified.

(vi) Other compensation, if the aggregate value of all such other compensation (e.g. severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds \$10,000.

G. REPORTING

The awardee is required to report on indications of fraud in host-country institutions or other matters that could reasonably be expected to be of foreign policy interest to the U. S. Government's development and stabilization efforts. Corruption, real or perceived, may critically impact USAID programming objectives as might other knowledge the awardee acquires in its normal course of business. This provision must not be construed to require the awardee to conduct investigation for such information outside of its normal business practices or to report on matters not directly or indirectly related to USAID programming or the proper use of U.S. Government funds. In the event awardee has special non-disclosure requirements or confidentiality requirements (such as are prevalent in the legal and banking industries), or awardee determines such reporting would conflict with applicable laws, awardee must include a proposal to obtain any necessary waivers from the applicable host-country institution allowing such reporting to the maximum extent possible. Reports under this requirement must be submitted as a deliverable under the award.

H. SUB-AWARD REQUIREMENTS (MARCH 2012)

(a) Applicability: This section limits the number of tiers of sub-awards to two tiers below the awardee for all Contracts and Cooperative Agreements. The awardee must not allow lower-tier sub-awards without the express written approval of the Contracting/Agreement Officer.

(b) Definitions: The term "award" in this clause refers to either the direct contract between USAID and the prime contractor or a direct Cooperative Agreement between USAID and the recipient. A "first-tier sub-award" is a direct award between the awardee and a sub-awardee (the "first-tier sub-awardee"). A "second-tier sub-award" is a direct award between the first-tier sub-awardee and its sub-awardee (the "second-tier sub-awardee").

(c) USAID's objective is to promote, to the extent practicable, competitive, transparent and appropriate local sub-awards with legitimate and competent sub-awardees. Awardee will ensure that all sub-awardees at any tier are actively engaged in the performance of sub-awarded work. Awardee will ensure that sub-awardees do not engage in "brokering" or "flipping" their sub-awards under this award and that all sub-awardees at any tier self perform appropriate portions of the work. "Brokering" or "flipping" is the practice of a sub-awardee receiving a sub-award and either selling such sub-award or not performing a significant percentage of the work with the sub-awardee's own organization.

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(d) Should exceptional circumstances warrant sub-awards below two tiers, the Awardee will promptly request approval in writing from the Contracting/Agreement Officer, which for contracts may be done in conjunction with a request under FAR 44, provided that the additional information set forth in paragraph (e) below is also provided.

(e) Awardee's written request for approval to allow sub-awardees below the second tier will include the following information:

- (i) Sub-award number and title (or a general description of the sub-award work) of the existing sub-award;
- (ii) Detailed explanation regarding why the work to be performed by the lower-tier sub-awardee cannot be performed by the prime or the two levels of sub-awardees.
- (iii) The total value of the work and total value of the work to be self-performed by the existing sub-awardee;

(f) For purposes of calculating tiers, the following will not be considered a tier:

- (i) subsidiaries of the awardee;
- (ii) members of a joint-venture, provided the joint venture is either the awardee or otherwise a "tier" hereunder;
- (iii) employment awards for a single individual, provided that such individual issues no further sub-awards;
- (iv) suppliers/service providers for component parts for a sub-award issued for finished commodities purchased on the market. Only the sub-awardee supplying the finished commodity shall be considered a "tier" for purposes of this clause/provision;
- (v) suppliers of administrative or professional services incidental to the completion of the award nor their sub-awardees, such as legal or financial services, provided such suppliers or their sub-awardees do not perform substantive work related to the scope of work hereunder.
- (h) With exception provided in paragraph D above for sub-awards. The awardee will include this clause in all sub-awards, and will require sub-awardees to include this clause in all lower-tier sub-awards. The awardee will be responsible for compliance with this clause/provision by all sub-awardees and lower-tier sub-awardees.

I. 4-14.001 Information for Non-US contractors, subcontractors, and key individuals

- (a) The awardee must complete and submit the "Information Form" (Annex D), for:
 - (i) Itself, if it is a non-U.S. entity;
 - (ii) Each sub-award or sub-awardee of a sub-awardee, regardless of the tier, that is a non-U.S. entity; or
 - (iii) Each key individual that is a non-U.S. entity.

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(b) For purposes of this clause, the following definitions apply:

“Non-U.S. entity” means (1) any non-US citizen or non-permanent legal resident of the United States; or (2) any entity that is not formed in the United States or for which 50% or more of the equity is owned or controlled by persons who are not U.S. citizens or permanent legal residents of the United States.

“Key individuals” means (i) an individual or entity owning 10% or more equity stake in the organization, whether publically- or privately-held; (ii) principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer or secretary of the board of directors or board of trustees); (iii) the principal officer and deputy principal officer of the organization (e.g., executive director, deputy director; president, vice president); (iv) the program manager or chief of party for the USAID-financed program; and (v) any other person with significant responsibilities for administration of USAID financed activities or resources.

“Award” means any contract, grant, guarantee, cooperative agreement, or any other instrument that acts as any of the same awarded by USAID. Unless the context otherwise requires, an Award includes Sub-awards, as defined below.

“Awardee” means any individual or organization that receives an Award. Unless the context otherwise requires, an Awardee includes Sub-awardees, as defined below.

“Sub-award” means any grant, subgrant, guarantee, subcontract, or any other instrument that acts as any of the same awarded by an Awardee pursuant to an Award.

“Sub-awardee” means any individual or organization that receives a Sub-award.

(c) The requirements of paragraph (a) of this clause must be completed at prior to the Government’s acceptance of the contract and following that, at the earlier of:

- (i) Once a year; or
- (ii) When there is a change or addition to any entity or person identified in paragraph (a).

(d) The requirements of paragraph (a) must be sent via email to Kabul_usaid_vsu@state.gov. The subject line shall include the prime award number the awardee name and the awardee’s Joint Contingency Contracting Registration number.

(e) USAID reserves the right to rescind approval for a sub-award in the event that USAID subsequently becomes aware of information indicating that the sub-award is contrary to U.S. law or policy prohibiting support for terrorism, or facilitating criminal activity. In such cases, USAID’s Contracting Officer will provide written instructions to the recipient to terminate the sub-award.

J. Annexes

- A. National Action Plan for the Women of Afghanistan (NAPWA)
- B. MOWA National Priority Program

Ministry of Women's Affairs Organizational Restructuring and Empowerment (MORE)

- C. Certifications, Assurances, and Other Statements of the Recipient (June 2012)
- D. Information Form

[END OF SECTION VIII]

Islamic Republic of Afghanistan

**NATIONAL ACTION PLAN FOR THE
WOMEN OF AFGHANISTAN
(NAPWA)**

**THE GOVERNMENT'S MAIN VEHICLE FOR IMPLEMENTING
POLICIES AND COMMITMENTS TO ADVANCE THE STATUS OF WOMEN**

2007-2017

بِسْمِ اللَّهِ الرَّحْمَنِ
الرَّحِيمِ

In the name of Allah, the Merciful, the Compassionate

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ANNEXES 107



PRESIDENT'S MESSAGE

The advancement of women has always been central to our pursuit of national peace and reconstruction. From the Bonn Agreement to the Constitution, Afghanistan Compact and Interim Afghanistan National Development Strategy (I-ANDS), we have remained steadfast in our commitment to pursue gender equality and the empowerment of women in all spheres of life. As articulated in the I-ANDS, it is the goal of Government *to eliminate discrimination against women, develop their human capital, and promote their leadership in order to guarantee their full and equal participation in all aspects of life.*

It is time to work for the realization of this goal. I endorse the National Action Plan for the Women of Afghanistan (NAPWA) as an initial vehicle of government for implementing its gender commitments in the Afghanistan Compact, I-ANDS and other national and international policy instruments on women. I direct all ministries and instrumentalities of government, including provincial governments, to begin the implementation of this plan by including NAPWA in their ministry/provincial plans and budgets. All government instrumentalities are directed to report their performance on the implementation of this plan to my office every six months through the Ministry of Women's Affairs. I also enjoin all sectors of society and our international partners to help make the vision of this plan a reality.

Let it not be said that the status of women did not improve considerably under the reign of peace and reconstruction in our country. To the women of Afghanistan, the implementation of this Plan is a sacred pledge that I will unceasingly pursue throughout my term.

SGD. HAMID KARZAI
President



MINISTER'S MESSAGE

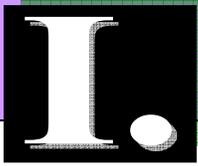
The full implementation of the National Action Plan for the Women of Afghanistan (NAPWA) is a high level benchmark under the Afghanistan Compact and the I-ANDS.

With this National Action Plan for the Women of Afghanistan, we are taking I-ANDS one step forward by translating its gender commitments and strategies into operational terms. This is also our vehicle for implementing the gender provisions of the Constitution, the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) that was ratified by our government in March 2003, and the Beijing Platform for Action (BPFA) that is the global framework for promoting the advancement of women. The National Action Plan for the Women of Afghanistan has benefited from nearly two years of consultations with all ministries, non-governmental organizations, the international community, and other sectors of civil society.

All of our society shapes and is shaped by the lives of women. We appeal to all sectors of society to do their share in identifying measures that they could implement over the short and long term to realize the vision set forth in the NAPWA.

The Ministry of Women's Affairs will assist ministries and provincial governments in implementing the actions agreed upon during the NAPWA ministerial planning workshops in 2005. Every action taken to implement this plan constitutes a step forward to a better life for all because what is good for women is good for the nation.

HUSSUN BANU GHAZANFAR
Minister



ANALYSIS OF CONTEXT

1. OVERVIEW OF WOMEN'S SITUATION

Women constitute roughly 49% of Afghanistan's 23.3 million people¹. The development of women's human capital is strongly articulated in principle 5 of the Afghanistan Compact (AC) and highlighted as one of the 3 goals of gender equity in the Interim Afghanistan National Development Strategy (I-ANDS). The importance of this imperative cannot be overemphasized because women constitute an enormous reservoir of human resources that could significantly bolster the government's effort to rebuild the nation.

The current situation of women in the country presents a serious challenge to human development. The women of Afghanistan are among the worst off in the world, both in comparison to Afghan men and with women of most countries. Their situation is particularly poor in the areas of health, deprivation of rights, protection against violence, economic productivity, education and literacy, and public participation. The average Afghan woman has a life span of 44² years, around 20 years short of the global average. While in general, women around the world live longer than men, women in Afghanistan die at a younger age than men. And despite the high level of male casualties during the 25 years of war, men still outnumber women by significant levels in the contemporary era, with an average ratio of 104 men to 100 women for all ages.

The women of Afghanistan are among the worst off in the world, both in comparison to Afghan men and with women of most countries. Their situation is particularly poor in the areas of health, deprivation of rights, protection against violence, economic productivity, education and literacy and public participation.

It is the unusually harsh realities for women in Afghanistan that circumscribe women's situation and consequently shorten their life. It should be noted, however, that such realities cannot be viewed in isolation from the circumstances that the country experienced during the past decades of conflict or from harmful traditional practices that have shaped the current position of women in the family and society.

¹ Pre-census 2004 results; Central Statistics Office (CSO).

² *Afghanistan National Development Report 2004: Security with a Human Face, Challenges and Responsibilities*; 2004, UNDP Report

The low life expectancy of women may be partly explained by recent data. For instance, underage marriages are reportedly high among girls, precipitating a high fertility rate which stands at 6.6³ children per woman. This is remarkably high, considering the global average of 2.65 children per woman in 2002-2005, and the average of 5.02 children per woman for least developed countries⁴. Early marriages and frequent births contribute to an extremely high incidence of maternal mortality which is estimated to be 1,600 to 1,900 per 100,000 live births, which equates to almost one maternal death every 30 minutes, one of the highest in the world. Almost half the deaths among Afghan women in the reproductive age group are from complications related to pregnancy and childbirth, 87% of which are reportedly preventable.

Afghanistan ranks among the lowest in the world in *human development* (173rd of 177 countries) and *human poverty indices* (3rd poorest). Thus, poverty and human deprivation are predictably experienced by the majority of the population. Widespread poverty, overall insecurity and harmful traditional practices affect women disproportionately and seriously limit their access to services, opportunities, and resources that are needed for the full development of their human potential and exercise of their rights. Currently, health services remain inadequate, substandard, or inaccessible to women. This may be partly attributable to low public expenditures in health. Compared to South Asia's average of 4.7%, Afghanistan spends only 0.6 percent of its **Gross Domestic Product (GDP)** on its public health program, and its per capita health expenditure is only \$1 compared to the region's average of \$21. Afghan culture prohibits treatment of women by male doctors, yet nearly 40 percent of the basic health facilities have no female health workers and basic reproductive health services are available only in 17 percent of health facilities in the country. Anemia is prevalent among women, occurring among 71% of pregnant women and 89% of non pregnant women⁵. The incidence of tuberculosis is also high for women, with three times as many women as men recorded as suffering from tuberculosis in the 25-34 year age group⁶. Restrictions to female mobility in seeking care and choosing their own treatment independent of male approval are also among the factors that prevent women from accessing quality health services.

Investment in education, especially for women, is important to human development. However, due to insecurity, inadequate facilities, lack of female teachers and lack of motivation to send girls to school, the status of women in education remains a matter of concern. The general lack of protection of schools from attacks, inadequate and distant facilities with few female teachers result in lower enrolment and higher drop out rates among girls. Early child and forced marriages are among other factors contributing to higher drop out rates among girls. Afghan women have one of the lowest literacy rates in the world and the worst disparity with men. The adult literacy rate in Afghanistan is estimated at 36% while for adult women, it is estimated at being 21%⁷. The literacy rate of Afghans between 15-24 years old is 34%, and can be broken down into 50% literacy for men and only 18% for women. Furthermore, the gross enrolment rate for females at

³ *Best Estimates of Social Indicators for Children of Afghanistan*; May 2006, UNICEF

⁴ *World Population Prospects: The 2004 Revision Highlights*; United Nations Secretariat, Department of Economic and Social Affairs

⁵ *Afghanistan Multiple Indicator Cluster Survey (MICS2) Volume 1. Situation Analysis of Children and Women in the East of Afghanistan*; September 2001, UNICEF

⁶ *TB Control in the Face of Conflict* (Ahmadzai, H.); November 2006

⁷ *Afghanistan: National Reconstruction and Poverty Reduction: The Role of Women in Afghanistan's Future*; March 2005, The World Bank

the primary school level was 54% in 2004, while the total gross enrollment rate was 94%⁸. Thus, boys are currently benefiting more from education than girls. Boys are twice as likely as girls to complete primary school, and this difference widens at the secondary school level, and widens further still in higher education⁹.

Afghanistan remains one of the poorest countries in the world. Discrimination against women manifested in imposition of limited social, economic and political roles makes women more susceptible to poverty and exacerbates the way women experience poverty. Local studies show that skewed power relations within the family result in uneven sharing of the hardships of poverty among members of the household. For example, female household members get a lower quality and quantity of food than male members¹⁰ and the percentage of girls aged 7-14 who work without pay tends to be higher than boys of the same age.¹¹ A measure of disparity in women and men's economic status in Afghanistan is provided by the comparison of the female-male Gross Domestic Product (GDP) calculated on the basis of Purchasing Power Parity-adjusted per capita GDP. This was estimated at \$402 for Afghan women and at \$1,182 for men in 2002¹². It means that men are approximately 3 times more economically well off compared with women in Afghanistan. The inadequate living amenities such as roads, transportation, power and water impede improvement in health and livelihoods of citizens, especially of rural women who are involved in mostly unpaid productive activities in addition to the routine reproductive and care duties they are undertaking.

The combined effects of poverty, dire state of health, and limited education seriously impair women's access to the paid economy. Afghan women's productive contributions in agriculture and livestock management are underestimated and underpaid, and limited access to economic resources such as capital, market, information, and technology hinders women's entry to the paid economy. Gender based wage discriminations were also found to be prevalent, particularly in harvesting, construction, commerce, and weaving¹³, and control over income by women is generally frowned upon in the country. Land, which is a highly valued economic capital, especially in an agricultural economy like Afghanistan, is generally owned by men. The loss of women's inheritance entitlements to male relatives upon the death of a husband is another reason why very few women own land, a factor that reinforces the economic vulnerability and dependency of women, especially those who are heads of households.

All these are linked to the subordinate status of women which in turn leads to the political disempowerment of women in the family and in society. The last three years has witnessed increasing participation of women in politics and public life. However, the conditions under which Afghan women exercise political rights remain constrained by social prejudices, violence,

⁸ "Ed Stats. 2006" World Bank Group Web site. [http:// devdata.worldbank.org/edstats/cd5.asp](http://devdata.worldbank.org/edstats/cd5.asp), accessed September 2006

⁹ *Millennium Development Goals, Islamic Republic of Afghanistan Country Report 2005: Summary Report*; 2005, UNDP

¹⁰ *Alingar, Laghman: a case study of rural livelihoods*; Kerr-Wilson, A. and Pain, A., 2003, Afghanistan Research and Evaluation Unit (AREU)

¹¹ Afghanistan Multiple Indicator Cluster Survey (MICS) 2003: Progress of Provinces; May 2004, CSO and UNICEF

¹² *Afghanistan Statistical Yearbook*/ Issue No. 24; September 2003, Central Statistics Office, Kabul

¹³ *Women at Work: Gender, Wealth, Wages and Employment in Rural Afghanistan, 2002-2003* (Maletta, H.); November 2003, Ministry of Agriculture and Animal Husbandry, Information Management and Policy Unit, Government of Afghanistan

and are otherwise subject to the control of men. For example, a report¹⁴ found that 87 percent of those surveyed believe that women needed the permission of their husband or the (male) head of family before they could vote. Of the men surveyed nationally, 18% said that they would not allow their wives to vote at all.

One area in which the new Government has supported women successfully has been in ensuring strong involvement of women in national institutions, including the civil service and the National Assembly. The 20% female representation in the Constitutional Loya Jirga led to significant advancements for women in Articles 83 and 84 of the Constitution, guaranteeing seats for women in the upper and lower houses. Some of these formal gains were realized in the elections, where, according to one report¹⁵, 19 women representing 7.6% of the seats in the lower house would have been elected without quotas, and affirmative action provisions in the Constitution allowed women to win an additional 49 seats. In the provincial elections, the results were similar. Out of the 124 seats reserved for them, women won 29 seats outright. In the civil service, 17.9% of the total posts are occupied by women,¹⁶ though many observe that they are largely consigned to traditional and marginal positions. At the community level, the government has mandated the National Solidarity Program (NSP) to ensure women's participation as actors and beneficiaries in the program. The concrete impacts of this policy to women's leadership and political participation remains to be determined.

The growing involvement of women in non-domestic activities and constant advocacy for equality with men may be fuelling increased violence in the home and public spaces. However, women's low status within society, disempowerment and the pervasive culture of female subordination remain the leading causes of violence against women (VAW). Forced marriage, especially for underage girls and widows, as well as physical, sexual and verbal abuse are rampant but the lack of formal reporting, recording and analysis of cases hinder the adoption of measures to address them. Domestic violence, perpetrated largely by intimate partners,¹⁷ is still a hidden phenomenon that necessitates education and legal measures such as improved family law, protection for women at risk, counseling, and support for the economic autonomy of survivors of violence. Public violence, assaults and verbal harassment that are specifically motivated to undermine women's advancement¹⁸ systematically deny women their rights to participation in Afghan society.

2. STATE MEASURES TO ADVANCE WOMEN'S STATUS

2.1 Progress during the era of Bonn implementation

Following the end of over two decades of armed conflict, Afghanistan worked with the international community to adopt the Bonn Agreement which served as a framework for the establishment of democratic governance in the country. The implementation of the Bonn

¹⁴ *Voter Education Planning Survey: Afghanistan 2004 National Elections*; 2004, The Asia Foundation

¹⁵ "The recent elections showed some surprising gains for women" by Wahidullah Amani and Salima Ghafari, (ARR No. 195, 15 Nov. 05) Institute for War and Peace Reporting

¹⁶ *Afghanistan Statistical Yearbook*/ Issue No. 24; September 2003, Central Statistics Office, Kabul

¹⁷ *Counted and Discounted: A Secondary Research Project on Violence Against Women in Afghanistan*; May 2006, UNIFEM

¹⁸ "The Situation of Women and Girls in Afghanistan", Report of the Secretary General, United Nations Economic and Social Council, Commission on the Status of Women, 48th Session; March 2004

Agreement resulted in the adoption of a national Constitution, and the reinstatement of the government apparatus with its executive, legislative and judicial bodies.

The Bonn process laid the foundation for increasing women's involvement in government and for more concerted action to advance the role of women in the country. The Agreement called for specific attention to the role of women, and established the Ministry of Women's Affairs to act as lead ministry for the advancement of women's status. The participation of women was deliberately ensured throughout the Bonn process, establishing a precedent for increasing women's involvement in decision-making and political life in the country. Women comprised around 6 out of 60 delegates to the Bonn negotiations held in November 2001, and during the emergency *loya jirga*, 12% of the participants were women. Furthermore, 20% of the seats in the Constitutional *Loya Jirga* were reserved and filled by female delegates.

Under Article 22, the national Constitution enshrined the policy of non-discrimination and equality in rights and duties between women and men. The democratic processes that were laid down by the Bonn Agreement also saw unprecedented levels of involvement of women as they made up 40% of the registrants for the presidential election and filled 27% of the seats in the National Assembly. The government ratified the Convention on the Elimination of all forms of Discrimination against Women, adopted gender mainstreaming as the strategy for advancing women's status under the Berlin Plan of Action, and positioned gender as a cross-cutting perspective in the national development framework. The era also witnessed developments in the lives of Afghan women as they joined the electoral and civil service reform processes and returned to economic, political and social fields that have been unjustly closed to them for over two decades. Girls and women went back to schools and government started to look into areas where women's rights are most seriously violated. The government established a Commission on the Elimination of Violence against Women, composed of 9 government ministries and institutions which were tasked to initiate policy and program measures that would strengthen the government's response to VAW.

2.2 Developments after the completion of the Bonn Agreement: The National Action Plan for the Women of Afghanistan

With the completion of the terms of the Bonn Agreement in 2005, the new Islamic Republic of Afghanistan and the international community signed the Afghanistan Compact during the London Conference of 31 January to 1 February, 2006. This event marked the continuation of partnership between Afghanistan and the international community to restore peace and reconstruct the country, building upon the gains of the past 5 years.

The Afghanistan Compact seeks to pursue an agenda for restoring peace and rebuilding the nation under the pillars of (a) Security, (b) Governance, Rule of Law and Human Rights, and (c) Economic and Social Development. Under this compact, the Afghan Government commits itself to building peace and prosperity while the international community commits to providing support for the realization of human development objectives.

Afghanistan Compact and ANDS Benchmark on Gender

By Jaddi 1389: the National Action Plan for Women in Afghanistan will be fully implemented; and in line with Afghanistan's MDGs, female participation in all Afghan governance institutions, including elected and appointed bodies and the civil service, will be strengthened.

To concretize this commitment, Afghanistan and the international community is developing the Afghan National Development Strategy (ANDS). The ANDS embodies an analysis of the priority problems affecting Afghan women and men and sets out policies, outcomes and benchmarks for measuring progress in the next four years. The Interim ANDS is currently being subjected to multistakeholder consultations nationwide and is expected to be finalized by 2008.

It is within this context that the development of the National Action Plan for the Women of Afghanistan (NAPWA) became a reality. Both the Afghanistan Compact and I-ANDS reiterate a commitment to implement the Constitutional guarantees of non-discrimination and equality of women and men in rights and duties. Within the Afghanistan Compact's principles of cooperation, both the Afghan Government and the international community committed to "*recognize in all policies and programmes that men and women have equal rights and responsibilities*" and to "*build lasting Afghan capacity and effective state and civil society institutions, with particular emphasis on building up human capacities of men and women alike.*"

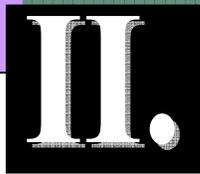
The I-ANDS positioned gender at the core of the national development agenda by recognizing it as a cross cutting theme and adopting a three-pronged goal for promoting gender equity as follows: (a) eliminating all forms of discrimination against women; (b) developing women's human capital; and (c) ensuring women's full participation and leadership in all aspects of life in Afghanistan. The I-ANDS also included 8 gender specific-benchmarks in various sectors and created within the I-ANDS structure three gender-specific mechanisms that would ensure the implementation of gender benchmarks and promote the mainstreaming of a gender perspective in the implementation of the rest of the sectoral benchmarks.

The NAPWA is a central component of Afghanistan's effort to implement its commitments to women in an organized, systematic, coordinated and sustainable way. It aims to bring together short and long term measures that Government and its partners will pursue to advance women's status.

The full implementation of the NAPWA is the main measurable benchmark through which government seeks to realize its three-pronged goal on gender equity and thus address the difficult situation of women ...

The NAPWA is a central component of Afghanistan's effort to implement its commitments to women in an organized, systematic, coordinated and sustainable way. It aims to bring together short and long term measures that Government and its partners will pursue to advance women's status. The full implementation of the NAPWA is the main measurable benchmark through which government seeks to realize its three-pronged goal on gender equity and thus address the difficult situation of women that was described above.

The NAPWA vision of a *peaceful and progressive country where women and men enjoy security, equal rights and opportunities in all aspects of life* is linked with the overall effort to restore peace and reconstruct the Afghan nation. NAPWA has been conceptualized within the context of the national vision of a better life for all and its implementation will therefore be pursued within the same context. Its full implementation is not only about fulfilling the benchmark of the Afghanistan Compact and ANDS. It is about attaining a better life for all – women and men alike.



VISION, MISSION, GOALS AND STRATEGIES

NAPWA is a policy framework with a ten year timeframe that ensures continuity and consistency of Government’s efforts to protect women’s citizenship rights in Afghan society. NAPWA is a major vehicle for consolidating Afghanistan’s gains over the past five years and using them as a foundation for institutionalizing a more coherent and comprehensive strategy to advance the status of women in Afghanistan for the benefit of all Afghan society. The Government of Afghanistan’s NAPWA vision, mission, goals, and strategies are presented in this chapter.

1. VISION

NAPWA envisions that *“Afghanistan will be a peaceful and progressive country where women and men enjoy security, equal rights and opportunities in all aspects of life.”*

This vision captures the three main themes of the United Nations Decade for Women - *peace, development, and equality*. Since the International Women’s Year of 1975, these themes have underlined the development of international policy instruments on women, including the Convention on the Elimination of all forms of Discrimination against Women and the Beijing Platform for Action. The themes are inextricably interlinked and are meant to be pursued in a holistic way. Inarguably, peace and equality are preconditions for development; and without equality, development and peace would not be sustainable.

VISION

*Afghanistan
will be a peaceful and
progressive country
where
women and men
enjoy
security,
equal rights
and opportunities
in all aspects of life.*

2. MISSION

As articulated in the I-ANDS, it is the *“collective responsibility of all sectors, institutions and individuals to include women or gender concerns in all aspects of government work – from policies, to budgets, programs, projects, services and activities, including recruitment, training, promotion and allocation of benefits and opportunities”*¹⁹.

The mission of NAPWA is to actively promote institutions and individuals to be responsible implementers of women’s empowerment and gender equality by providing clear focus and direction, coordinated action, and shared commitment to the Government’s vision.

¹⁹ *Afghanistan National Development Strategy: An Interim Strategy for Security, Governance, Economic Growth and Poverty Reduction*; 2006, Government of Afghanistan: p.153

This mission will be pursued at all levels of state apparatus, with the executive branch of government playing implementing and enabling roles under the leadership of the Ministry of Women's Affairs, which will continue to be the government's lead ministry for the promotion of women's advancement.

3. GOALS

NAPWA will pursue the twin goals of *women's empowerment and gender equality*.

Gender equality is a condition where women and men fully enjoy their rights, equally contribute to and enjoy the benefits of development, and where neither is prevented from pursuing what is fair, good, and necessary for living a full and satisfying life.

Women's empowerment, on the other hand, is a condition where women take control and determine the direction of their lives, develop their full potential, make enlightened decisions, and exert positive influence over processes, mechanisms, and decisions that affect their well-being.

4. STRATEGIES

Women's empowerment and gender equality can only be attained through participation, support, and partnership between and among women and men. The NAPWA goals will be pursued through a three-pronged, interlocking gender equity strategy that has been adopted by the Government under the Afghanistan Compact and the I-ANDS, which is "***to eliminate discrimination against women, develop their human capital, and ensure their leadership in order to guarantee their full and equal participation in all aspects of life***"²⁰. The first two strategies are preconditions to women's empowerment, and can be effectively pursued through partnership between women and men. The last is both an outcome and a facilitating factor for Government's goals of women's empowerment and gender equality. All three strategies are discussed in more detail below.

STRATEGY

To eliminate discrimination against women, develop their human capital, and ensure their leadership in order to guarantee their full and equal participation in all aspects of life.

4.1 Elimination of discrimination against women

The Government of Afghanistan recognizes that discrimination against women is a major obstacle to women's empowerment and gender equality. It violates the constitutional provision of equality of rights and respect for human dignity, and constrains women from accessing the means to improve their capacities and well-being.

CEDAW, one of the international conventions to which Afghanistan is a party, defines 'discrimination against women' as "*any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or*

²⁰ *ibid*: p.91

*any other field*²¹. Elimination of discrimination against women is a principle that is contained in the Universal Declaration of Human Rights which “*affirms the principle of the inadmissibility of discrimination and proclaims that all human beings are born free and equal in dignity and rights and that everyone is entitled to all the rights and freedoms set forth therein, without distinction of any kind, including distinction based on sex*”²².

Consistent with these, we affirm that the elimination of all forms of discrimination against women is a legal obligation of the Government of Afghanistan. In meeting this obligation, we will work towards dismantling individual and institutional biases and patterns of inequality, and will reform laws, policies, practices and beliefs that directly and indirectly result in women’s disadvantage. We will also adopt suitable sanctions, establish enforcement mechanisms, and develop capacities to report and deal with cases of discrimination, especially against women.

In the security sector, we will do a major assessment of security policies and programs to eliminate provisions that could result in discrimination against women. In all other sectors, we will undertake a comprehensive reform of laws, including commercial, criminal, family, and labour and trade laws to bring them into conformity with the Constitution. We will also enable justice institutions to efficiently deal with crimes against women and will ensure that women who are in conflict with the law receive legal support, fair trial, and humane correctional conditions. Since inequality in representation is considered a form of discrimination, affirmative action will be introduced in areas where women’s disadvantage is most serious. To create an environment that fosters non-discrimination, the government will initiate and support advocacy and public education campaigns in all levels.

4.2 Development of women’s human capital

The Government of Afghanistan believes that the full realization of human potential is the right of every woman and man, and is essential to the development of a dynamic and progressive nation. The Government is mindful of its obligation to provide its citizens with the environment and means to develop human potential.

The development of human capital is also an imperative of nation building. Being half of the country’s population, Afghan women constitute a great reservoir of human resources waiting to be tapped and strengthened. Investment in women’s human capital will have ripple effects on the well-being of families and Afghan society.

We, the Government of Afghanistan, recognize that the development of women’s human capital is currently challenged by severe depletion of women’s intellectual resources resulting from decades of exclusion and constraints, exposure to violence, and disadvantage in many spheres of life. We will therefore invest more on programs that will prolong their life expectancy; raise their health and educational status; develop economic skills, sharpen their political leadership and decision making capacities, increase their mobility, and promote a change of people’s attitudes regarding women and men’s roles in society, among other benefits. We will also eliminate

²¹ Article 1, *Convention on the Elimination of all forms of Discrimination against Women*; 1979, United Nations

²² Preamble, *Convention on the Elimination of all forms of Discrimination against Women*; 1979, United Nations

barriers to opportunities and give preferential access to women in trainings, exchange programs, hiring and promotion.

Moreover, we acknowledge that the development of human capital does not start or end with trainings or capacity building interventions. We will pursue the development of women's human capital throughout their life cycle and in all spheres of life. The government will build partnerships to create and expand innovative and sustainable opportunities for women in which their knowledge and skills can flourish and be optimized.

Through NAPWA, we will equalize access to health, education, training, and employment and improve the infrastructures and capacities that support the delivery of services for women in these areas. We will also address issues of safety and security for women in both domestic and public spaces and provide support to the performance of their reproductive duties. Strategies to obtain family members' support for the development of women's human capital will also be vigorously pursued.

4.3 Promotion of women's leadership

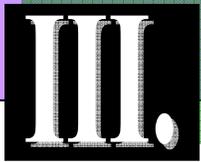
We acknowledge that the low status of women in Afghan society largely stems from unequal gender relations, with power tilted heavily in men's favour. Inability to decide for themselves and influence decision making robs women of self-confidence, weakens their self-image, and subjects them to practices that stunt the development of their full potential as human beings. The promotion of women's leadership in Afghanistan is bound to encounter resistance from those who are unaccustomed to women's exercise of leadership and power. The poor quality of women's human capital, coupled with insecurity, restrictions to mobility, multiple burdens and weak support systems are also going to be a great challenge to the implementation of this strategy.

The Government of Afghanistan is aware of these problems and remains committed to promoting women's leadership in both public and private sectors. It recognizes that women's leadership is both a means and an end in itself. The Afghan government is also mindful that promoting women's leadership constitutes one of the prerequisites for building a governance system that is responsive to interests and wellbeing of the citizenry, recognizing that such a governance system cannot be built if half of the population is excluded from taking part in it.

We will therefore vigorously work for the attainment of the Afghanistan Millennium Development Goals (MDGs) target of thirty percent representation of women in elected and appointed bodies at all levels of government by 2020. Thirty percent is deemed the minimum acceptable level of women's representation, recognized as a "critical mass" that may be capable of changing the status quo in a given context. This is based on a United Nations Economic and Social Council endorsed "target of having 30 percent of women in positions at decision making levels by 1995"²³. Considering that women's leadership is a necessary input to the promotion of women's advancement, we will fast track the attainment of thirty percent representation of women in the civil service, preferably within the next ten years. This will be done by adopting and implementing an affirmative action policy by the Civil Service Commission (CSC) within the framework of the Priority Reform and Restructuring (PRR) program of government. It will be

²³ Aide Memoire for Expert Group Meeting "Equal participation of men and women in decision-making processes," United Nations, 22 September 2005

implemented by the national appointments mechanism for senior level appointments to the government which is a high level benchmark of the Afghanistan Compact. The same will be done in other priority sectors like commerce, justice, finance, public administration, foreign relations, and agriculture. Identifying the brightest among Afghan women, providing them with enough training, and deploying them in the above mentioned sectors is a strategic step that the government will take to promote women's leadership. Moreover, leadership trainings will be started early among girls and young women to build a critical mass of potential women leaders for subsequent generations. NAPWA will pursue a comprehensive leadership and capacity building strategy for women. It will promote partnership building between and among women and men and increase opportunities and mechanisms for women's leadership and participation in communities and formal institutions.



POLICY FRAMEWORK

As the Government of Afghanistan, our commitments to our women constituents are embodied in many legal instruments and international treaties to which we are a party. This section briefly summarizes the binding obligations and frameworks²⁴ that shape the Afghan Government's gender policies, and how the NAPWA draws from and synthesizes into one framework all women-specific commitments made by the government under the Constitution, MDGs, CEDAW, BPFPA and the benchmarks and strategies outlined in the Afghanistan Compact and I-ANDS.

Declaration of the Essential Rights of Afghan Women:

Signed by President Hamid Karzai in January 2002, this declaration provides that there be equality between men and women, equal protection under the law, institutional education in all disciplines, freedom of movement, freedom of speech and political participation and the right to wear or not to wear the burqa or scarf.²⁵

The Bonn Agreement: This agreement served as a foundation for the establishment of sustainable and democratic governance in Afghanistan, and recognizes that the participation of women and attention to their rights and status are both a requirement and a vision of the national peace and reconstruction process.

The Afghan Constitution: Article 22 of the Constitution²⁶ outlaws discrimination and declares that women and men are equal in rights and duties. This article guarantees that the entire Constitution and all its provisions apply to both women and men on equal terms. In addition, it recognizes that the means and opportunities for women to benefit from all Constitutional guarantees may be less than that of men. This provision therefore serves as a constant reminder that equality and non-discrimination are

DECLARATION OF THE ESSENTIAL RIGHTS OF AFGHAN WOMEN Section III

The fundamental right of Afghan women, as for all human beings, is life with dignity, which includes the following rights:

1. The right to equality between men and women and the right to the elimination of all forms of discrimination and segregation, based on gender, race or religion.
2. The right to personal safety and to freedom from torture or inhumane or degrading treatment.
3. The right to physical and mental health for women and their children.
4. The right to equal protection under the law.
5. The right to institutional education in all the intellectual and physical disciplines.
6. The right to just and favorable conditions of work.
7. The right to move about freely and independently.
8. The right to freedom of thought, speech, assembly and political participation.
9. The right to wear or not to wear the chadari (burqa) or the scarf.
10. The right to participate in cultural activities including theatre, music and sports.

²⁴ Please see "Key References" in the Annexes for full bibliographic details of the documents discussed in this section.

²⁵ For the full text of the Declaration, visit <http://www.feminist.org/afghan/declarationtext.asp>

²⁶ "(1) Any kind of discrimination and privilege between the citizens of Afghanistan is prohibited. (2) The citizens of Afghanistan - whether man or woman - have equal rights and duties before the law." Constitution of the Islamic Republic of Afghanistan, 2004 (unofficial English translation).

mandatory principles that have to be observed in the interpretation and application of every provision of the Constitution, and in certain circumstances, affirmative measures need to be adopted for women's rights to be upheld on equal terms with men. Furthermore, by outlawing discrimination, the State makes it clear that violators can expect to be punished and women and men could count on the support of their government in the event that they are discriminated against.

In addition, the Constitution contains provisions that explicitly recognize the right of women without caretakers and seek to correct severe gender disadvantage in the areas of education, family, and policy and decision making. Article 53, section 2 provides that "*The State guarantees the rights and privileges of pensioners and disabled and handicapped individuals and as well renders necessary assistance to needy elders, women without caretakers, and needy orphans in accordance with the law.*" This policy underscores that women-headed households are entitled to certain assistance from the State. More importantly, it acknowledges that with some assistance, women have the capacity to take care of themselves and their dependents and to live independently as individuals in their own right.

Women's right to education was given emphasis under Article 44 in which the State committed to "*devise and implement effective programs for balancing and promoting education for women, improving of education of nomads, and elimination of illiteracy in the country.*" This recognizes the disproportionately low representation of women in all levels of education and the Government's concern to redress this imbalance. It also reflects the value that Government gives to female education, both as a right and as a requirement of development, the same value that underlines the requirement for compulsory education up to the intermediate level (Article 43). The implementation of this policy requires that the importance given by the State to female education be shared and supported by families and all sectors of society, along with potential sanctions for violations of the policy on compulsory education. It also includes addressing the obstacles that constrain women from accessing educational opportunities on equal terms with men. In addition, the State commits to eliminate illiteracy in the country, a move that will primarily target women since they constitute a larger percentage of the country's illiterates.

The government's commitment to support upbringing of children and mothering roles is expressed in Article 54, section 2, which provides that "*the State adopts necessary measures to ensure the physical and psychological well-being of the family, especially of child and mother, upbringing of children and the elimination of traditions contrary to the principles of sacred religion of Islam.*" This policy articulates the high regard accorded by the State to the well-being of women and children and its readiness to assist in the upbringing of children. This is a necessary guarantee considering that for the effective implementation of Article 22 (equal rights and duties of women and men), traditions that are harmful to women, children and the family's well being need to be abolished. This Article will be interpreted along with Article 16, item D of CEDAW, which states that responsibilities of parenting are equal between women and men. In an ideal situation, therefore, the State will promote shared parenting along with providing child rearing support to any parent, woman or man alike. This article will also be interpreted along with Article 2, item (f) of CEDAW in which State signatories commit to "*...take appropriate measures, including legislation, to modify or abolish existing laws, regulations, customs and practices which constitute discrimination against women.*"

The importance of women's representation in policy and decision making is highlighted in Articles 83 and 84 which recognize that the participation and contributions of women are

essential in national decision making. They further acknowledge the need to level the political playing field so that women can compete and win elective posts on equal terms with men. These provisions are by far among the most significant affirmative action policies ever adopted and the Social Protection section of the I-ANDS commits to implementing it in the civil service.

Gender and the MDGs: The Afghan Government has agreed to pursue 9 major goals under the MDG framework up to the year 2020, approximately 13 years from the adoption of NAPWA. These include women-specific targets in the fields of education, economics, health, and political participation. These were used as the basis for framing the benchmarks of the I-ANDS.

The MDG serves as a framework but does not impose a limit to government priorities. Thus, NAPWA liberally picks up all the women-specific commitments of the MDGs and positions them within a broader set of priorities that it seeks to achieve in the next ten years. While the I-ANDS takes a five year slice of the MDG targets, NAPWA either doubles the I-ANDS targets or attempts to shorten the period through which they are supposed to be attained.

The Way Ahead: Workplan of the Afghan Government:

The document was adopted in the 2004 Berlin Conference and reiterates the Constitutional guarantees of equality and non-discrimination with respect to women's participation in the civil service and in the elections as voters and candidates. It reinforces the MDG goal on education by declaring the need for Government to ensure that *“all girls and boys complete compulsory education (9 years) and have opportunities to continue at higher levels with special attention to the inclusion of girls who have been prevented from access to education.”* It further asserts that government will ensure that gender is mainstreamed within all sectors, programs, and policies. The first National Development Framework of Afghanistan also adopts gender mainstreaming as a strategy as it provides that, *“all programs must pay special attention to gender”* and that *“Afghanistan has to engage in societal dialogue to enhance the opportunities of women and improve cooperation between men and women.”*

Gender equity in the Afghanistan Compact and the I-ANDS: Two principles of the Afghanistan Compact directly support the vision of NAPWA. Principle 5 states that the Afghan Government and the international community will *“build lasting Afghan capacity and effective state and civil society institutions, with particular emphasis on building up human capacities of men and women alike.”* Principle 7 also provides that both parties will *“recognize in all policies and programs that men and women have equal rights and responsibilities.”* Its benchmarks and timelines declare that the National Action Plan for Women in Afghanistan will be fully implemented and in line with the Afghanistan's MDGs female participation in all Afghan governance institutions, including elected and appointed bodies and the civil service, will be strengthened.

WOMEN-SPECIFIC MDG TARGETS

Goal 2: Achieve universal primary education

- Ensure that by 2020, children everywhere, boys and girls alike will be able to complete a full course of primary schooling

Goal 3: Promote gender equality and empower women

- Eliminate gender inequality in all levels of education no later than 2020
- Reduce gender disparity in economic areas by 2020
- Increase female participation in elected and appointed bodies at all levels of governance to 30% by 2020
- Reduce gender disparity in access to justice by 50% by 2015 and completely by 2020

Goal 5: Reduce by 50%, between 2002 and 2015, the maternal mortality ratio, and further reduce the MMR to 25% of the 2003 level by 2020

The I-ANDS goal on gender equality is to “*eliminate discrimination against women, develop their human capital, and ensure their leadership in order to guarantee their full and equal participation in all aspects of life.*”²⁷ NAPWA adopts the three components of this goal as strategies as was elaborated in section II, Vision, Mission, Goals, and Strategies.

Gender in the I-ANDS is both separately discussed in a distinct section and tackled as a cross cutting theme of all pillars. As a distinct section, Gender Equity sets a goal and benchmarks, analyzes context and constraints and identifies strategies in the macro and sectoral levels. It identifies a ten-point strategy for sustaining gender equality as follows:

1. strengthen efforts to mainstream gender;
2. focus on the promotion of women’s leadership and capacity building;
3. undertake national advocacy campaigns;
4. improve women’s access to health services;
5. increase the enrolment and retention rate of girls in primary and secondary schools;
6. promote women’s economic empowerment;
7. address the needs of vulnerable women;
8. enhance women’s rights and political participation;
9. improve women’s access to community representation; and
10. adopt an affirmative action policy within the Public Administration Reform Program.

As a cross cutting theme, gender equity is considered in the analysis of issues and in the design of policies, strategies, and benchmarks. Being cross cutting means that its implementation is mandatory to all government agencies and is deemed “*fundamental to the success of all investment programs.*”²⁸ The I-ANDS makes a commitment to factor gender into the entire investment framework with a focus on mainstreaming gender issues through advocacy and practical investments to increase gender equity in all sectors. The I-ANDS also declares that the failure to address gender would effectively undermine the equity of the development process, and articulates the following political vision for women:

“Women will constitute an increasingly important voice in Afghan society and politics. The numbers of women in the legislature will increasingly reflect the gender balance of the population, and political representatives will address the barriers to access of economic and political opportunities for women. The rights of women in Afghanistan will be significantly improved in accordance with Islamic principles.”²⁹

Convention on the Elimination of all forms of Discrimination against Women: The ratification of CEDAW by the Government in March 2003 made it part of the country’s legal and policy frameworks. CEDAW implementation however requires that all laws be reviewed to abolish vestiges of discrimination and to screen all legislative bills for their explicit and implicit biases against women. Briefly stated, the obligation of the State consists of the following:

²⁷ *Afghanistan National Development Strategy: An Interim Strategy for Security, Governance, Economic Growth and Poverty Reduction*; 2006, Government of Afghanistan: p.91

²⁸ Ibid: p.90

²⁹ Ibid: p.16

“States Parties shall take in all fields, in particular in the political, social, economic, and cultural fields, all appropriate measures, including legislation, to ensure the full development and advancement of women, for the purpose of guaranteeing them the exercise and enjoyment of human rights and fundamental freedoms on a basis of equality with men.”

CEDAW calls for specific measures, among others, in

1. modifying social and cultural patterns of conduct of women and men;
2. ensuring shared responsibility of women and men in the upbringing of children;
3. suppression of trafficking in and exploitation of women;
4. elimination of discrimination against women in political and public life;
5. equal representation of women in international affairs;
6. retention of nationality;
7. equality in education;
8. elimination of discrimination against women in employment;
9. free choice of profession;
10. elimination of discrimination against women in health care;
11. right to family benefits, bank loans, mortgages and other forms of financial credit;
12. attention to the problems and contributions of rural women; and
13. equal rights in family relations and marriage.

Since the implementation of CEDAW is obligatory for government, NAPWA adopts CEDAW provisions in totality, with proper consideration of the processes needed to harmonize it with Shari’a law and Constitutional provisions.

The Beijing Platform for Action: The Platform was adopted during the Fourth World Conference on Women in Beijing. It provides for strategic measures that have to be adopted to advance the status of women and embodies an analysis of women’s issues and the measures to be adopted in 12 priority areas of concern:

1. Women and poverty;
2. Education and training of women;
3. Women and health;
4. Violence against women;
5. Women and armed conflict;
6. Women and the economy;
7. Women in power and decision making;
8. Institutional mechanisms for the advancement of women;
9. Human rights of women;
10. Women and the media;
11. Women and the environment; and
12. The girl child.

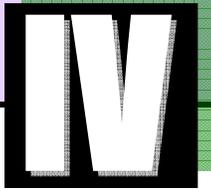
NAPWA will be implemented with the BPFA principles and platform in mind. The analytical perspective and the strategic measures of the BPFA have illuminated the identification of actions to be pursued under NAPWA and would continue to serve as frame of reference in its implementation.

PILLAR I: SECURITY

The Government recognizes that security is a prerequisite to women's overall well-being, their ability to enjoy their rights as well as their social and economic advancement. As women and girls in Afghanistan disproportionately bear the effects of overall insecurity within the country as well as domestic violence, tailoring security policies to the unique needs of women and girls is especially pressing. The security sector strategy includes

- (i) reviewing the major security policies and programs from a gender perspective,
- (ii) assessing existing gender tools, mechanisms and approaches,
- (iii) implementing an affirmative action policy,
- (iv) eliminating women-directed violence in public and private spaces,
- (v) raising awareness on human rights, especially women's rights, and gender-based violence within the security sector; and
- (vi) promoting a culture of peace and non-violence.

The NAPWA pillar on security presents the government's strategy in creating a secure environment for women within both the public and private spheres that is conducive to their empowerment and the attainment of gender equality.



SECURITY

1. OVERVIEW

The Government of Afghanistan takes a broad, holistic view of national and human security. For the Government of Afghanistan, security includes security sector reform, good governance, rule of law and peace-building. The Government recognizes the importance of putting all Afghan citizens - women and men alike - at the center of its approach to security concerns. Respect for human rights and the dignity of every person is the starting point of the Government's approach to security, which entails creating a life free from violence and fear for its citizens where basic needs are met and fundamental rights are respected and safeguarded. The government also recognizes and supports the implementation of UN Security Council Resolution 1325 in *"reaffirming the important role of women in the prevention and resolution of conflicts and peacebuilding, and stressing the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security and the need to increase their role in decision making with regard to conflict prevention and resolution."*

Lack of security continues to be a central obstacle to socio-economic development and establishing rule of law despite the government's initiatives to consolidate security throughout the country, its numerous development programs, and the support it receives from the International Security Assistance Force (ISAF) and Coalition forces. Factional and ethnic fighting, the on-going insurgency and organized crime present pervasive threats to the daily lives of Afghan citizens. Poverty, displacement, unequal development investment, the impunity under which military and political figures operate, powermongering, and trafficking of drugs, children, women and men further exacerbate Afghanistan's lack of security.

Women and girls bear the adverse effects of insecurity disproportionately. In periods of conflict and instability, armed groups often use violence against civilians as a tactic for intimidating the local population. While men and boys are also targets, women and girls are more commonly victims of gender-based violence, including rape, forced miscarriage, and sexual slavery. Insecurity allows powerful individuals to act with impunity in the face of women's vulnerability, including maltreatment of women in custody by police officers and other officials. Recent studies reveal that domestic violence increases during or after conflict due to a surfeit of weapons, the

GOAL

To build and sustain a secure environment that enables women to live a life free from intimidation, fear and violence and which supports their participation and leadership in promoting and maintaining peace and security.

repercussions of violence men have inflicted or suffered, unemployment, and inadequate access to shelter and basic services.³⁰

Women are not only victims of conflict but are also agents of peace. Afghan women worked tirelessly to counteract the devastation of Afghanistan’s two decades of war, keeping families together despite very limited resources and running underground home schools and medical help during the Taliban regime. The government, in its efforts to enable women’s participation in decision making processes, has recognized the important role women play in peacemaking. Government’s initiatives to include women have been remarkably successful in certain areas, especially in election processes and in the high level of women’s participation in the National Assembly. However, women are still underrepresented in security services, in the judiciary, and as penitentiary staff. Afghan women, as mothers, caregivers, and nurturers, play an underacknowledged role in maintaining social harmony and stability in the community, and would play a vital and natural role as advocates of peace and promoters of justice in official societal channels. Yet, women’s participation in traditional decision-making mechanisms is nearly non-existent. The restrictions and limitations women face in decision making processes deprives the government of the chance to fully involve women in peacemaking processes, especially as mediators and conveners of dialogue.

2. GOAL AND OBJECTIVES

For women, security means being free from intimidation, fear, threats, and violence in both the public and private spheres of life, allowing them to freely exercise their rights, and pursue activities that will develop their capacities and lead a full and satisfying life.

Because a secure environment is a vital precondition to women’s advancement, the government will endeavor to create such a condition for women. Attainment of the government’s goal will be measured in terms of both the increased security of women and their greater involvement in peace-making processes.

Goal	Key indicators
To build and sustain a secure environment that enables women to live a life free from intimidation, fear and violence, and which supports their participation and leadership in promoting and maintaining peace and security.	<ul style="list-style-type: none"> ▪ at least a 20 percent increase in the number of women participating in security service delivery over a period of 10 years ▪ progressive annual reduction in the incidence of violence against women in the public and private spheres ▪ progressive increase in the number of women actively participating in peace processes and promoting peace, justice and human rights at the national and community levels

³⁰*Women, War, Peace: Progress of the World’s Women* (Rehn, E. and Sirleaf E.J.); 2002, UNIFEM

In attaining this goal, the following objectives will be pursued within the overall framework of the government's work:

- a) Promote a gender perspective and women's participation throughout the security sector;
- b) Support the development of a culture of peace, justice, and respect for human rights with equal participation of women and men;
- c) Develop security measures with a special focus on individuals and institutions that are engaged in the promotion of women's advancement and delivery of public services to women; and
- d) Strengthen the level of communication and cooperation between and among legislative, the judiciary and the security sector in order to ensure the protection of women's rights and the availability of recourse for women at risk and survivors of violence.

3. ISSUES AND CONSTRAINTS

A number of issues and constraints stand in the way of attaining the above goal and objectives:

3.1 Lack of gender perspective in the security sector

The security sector lacks an institutional culture that is sensitive to women. As a result, the strategies developed to address insecurity and organize Afghanistan's security services are often formulated without provisions for women's needs. Emphasis on legal accountability, transparency, and human rights, particularly women's rights, in training programs for the military and police continues to be negligible despite the positive intent of addressing human security. To eliminate deeply rooted discriminatory practices and improve protection of women and girls, gender needs to be taken up at strategic and program levels of the security sector.

3.2 Low representation of women in the security sector

The number of women in the Ministries of Interior and Defense are too few, and women in these ministries are too outranked, and too marginalized to be able to influence the processes and substance of decision-making. There is a need for a critical mass of women, no less than 30 percent³¹, across ranks and positions in order to have a compelling presence in the work of the sector.

One of the main reasons for the low representation of women in the security sector is the lack of interested and qualified women to serve in the police and military. Families also discourage their female members from joining the security sector due to perceived risks, low pay, and concern over society's inacceptance of females being in a predominantly male apparatus of the

³¹ This benchmark of 30% is the ideal mass of women required across ranks and positions for women to effect positive change in the security sector. If Afghanistan attains the 20% increase in the number of women involved in security service delivery in 10 years set out by NAPWA, Afghanistan will be on its way towards reaching its commitment of having 30% women in the security sector in 15 years.

government. Changing mindsets is essential in addressing this issue, as is changing the environment of the government ministries to be more welcoming and conducive for women to work.

3.3 Rising threats to women's security in public spaces and obstacles to service delivery

A significant achievement over the past four years has been Afghan women's increasing contribution and participation in various aspects of life. However, women's presence in the public sphere has made them vulnerable to attacks, harassment and aggression. Laws and protective measures have not yet been developed in this regard, and women have to endure living in fear and anxiety in the course of fulfilling their civic obligations and contributing to nation building. Government is very concerned over the security problems experienced by institutions and individuals who work for women's advancement, as they present a direct obstacle to the implementation of this Plan and could potentially nullify the hardwon gains of the last five years.

In addition, lack of security impairs the ability of government to deliver services, especially to remote areas where women live in extremely dire conditions. Unless averted, such conditions will erode the faith of the people in government and could further fuel the deterioration of security. In addition, women's difficulties remain unalleviated from non delivery of services and their burdens such as caring for sick members of the family are multiplied, diminishing their ability to contribute to Afghanistan's progress.

3.4 Continuing exposure of women to violence in the domestic sphere

An alarmingly high incidence of violence against women has been unveiled in the last four years. Much of this violence occurs in the home with close relatives and family members – most of the times men, and at times women too - serving as perpetrators. Domestic violence, where women have their rights curtailed and can live in hostile environments, constitutes a serious threat to women's health and overall well-being, and even more seriously perpetuate the cycle of violence and subordination of women across generations through normalization of unhealthy, violence-based family relationships.

3.5 Insufficient involvement of women in promoting a culture of peace

Women's experience of armed conflict is different from that of men, and can offer insights and lessons with profound relevance to building a culture of peace. Women's experiences during the conflict in Afghanistan remain undocumented and marginalized in processes of transitional justice and in efforts to come to terms with the past for the sake of the future. Women can be trained to document experiences of conflict and act as agents of mediation, reconciliation, and non-violent conflict management. Over the longer term, women can be equipped with knowledge and skills as advocates of non violence, especially for the next generation, and can provide leadership for the attainment of the Government's vision of a 'peaceful and just society.'

4. POLICIES AND STRATEGIES

Peace and security are preconditions to the full implementation of NAPWA. Yet, in order to create a secure environment for women and men alike, the security policies of the government must be properly reformed and amended to meet the particular needs of women. The following policies and strategies are instructive of how to do so.

Government policies and strategies adopted for this sector are derived from the Constitutional guarantees of equality and non-discrimination, as well as the numerous principles articulated in the I-ANDS and the Afghanistan Compact, most notably the commitment to build human capacities of women and men alike.

4.1 Mandatory review of major security policies and programs from a gender perspective

The policies and programs identified in the I-ANDS security chapter, including the national Demobilization, Disarmament and Reintegration (DDR) program and the National Afghan Security Policy (NASP), will be reviewed from a gender perspective. The following dimensions of the government's security strategy will be examined on a periodic basis:

- (a) overall impact on women;
- (b) quantitative and qualitative assessment of the engagement of women as participants and leaders in policymaking, program development, implementation and security service;
- (c) contribution to development of women's human capital; and
- (d) gender capacities of policy makers, decision makers and implementers of such policies and programs.

Where necessary, corrective measures will be taken to ensure that such policies and programs work towards gender equality.

4.2 Assessment of existing gender tools, mechanisms and approaches

The content and implementation of existing tools and approaches on gender, such as the Gender Guidelines for Mine Action Programs, will be assessed with a view to strengthen their gender responsiveness and expand their implementation. "Gender" is not a "women's issue". Gender tools, trainings, mechanisms, and approaches will focus on promoting understanding of women and men's experiences in order to promote equal rights and power. The use of such tools and approaches will be incorporated into orientation and training programs of relevant staff, including policy makers in the sector, police and military, and will be monitored periodically as part of the regular monitoring work of the sector's ministries and agencies.

4.3 Affirmative action policy

Consistent with the Government's commitment to raise women's representation in all Afghan institutions and to institutionalize affirmative action in the civil service, the Ministries of Interior and Defense will devise a strategy to attain a minimum 20 percent increase over a period of 10 years in the current level of women's representation in their respective ministries. The government and its partners will undertake campaigns and provide scholarships, accelerated trainings and other measures to guarantee a sufficient supply of women applicants to both ministries. Accordingly, and using the same targets, the promotion of women to higher ranks, especially to decision making positions, will be pursued. Women in such positions will be given access to mentors and education to fill gaps in skills and knowledge. Furthermore, women working within government will be provided with access to family care facilities. The Central Statistics Office (CSO) is directed to track the progress achieved by both ministries in this regard and submit an annual report to the Office of the President through MOWA. Advocacy to implement affirmative action in other security-related mechanisms such as the Provincial Reconstruction Teams (PRTs) will also be pursued.

4.4 Eliminating women-directed violence in public and private spaces

The Ministry of Interior Affairs (MOIA) will lead the creation of an adhoc team to develop strategies that will curtail women-directed violence in public and private spaces. This team will work with MOWA and relevant ministries and organizations to analyze the extent of exposure to violence experienced by women and by the institutions and individuals delivering services and working for women's advancement. The team within the MOIA will also explore the possibility of developing emergency response mechanisms, such as a rapid reaction force, that could immediately address violent acts against women. It will also pay particular attention to developing a means of ensuring the safety of women and girls attending schools. A strategy will be piloted in tactical locations with a vision to scale up implementation after one year. Although gender balance is important in constituting the team, women will be given preference in the designation of its leader. The Ministry of Interior Affairs will designate a senior official to specifically pursue this strategy.

Mechanisms that can be utilized by female victims of violence will be established and strengthened throughout the country. To create units within police stations nationally with the ability to respond to cases of family violence, specifically cases of violence against women, Family Response Units (FRUs) will be set up across Afghanistan. Pilot referral centers, a joint initiative of MOWA and the MOIA, will be set up to refer women victims of violence to legal aid services, emergency shelters, police, hospitals, counselors, or other support agencies. The MOIA will conduct a public awareness campaign and public outreach to enable communities, families and those working in law enforcement to become aware of the existence of FRUs and referral centers and to encourage their use. The strengths and weaknesses of the FRUs and referral centers will be assessed to determine how they can most effectively meet the needs of female victims of violence. Policies regarding the FRUs and referral centers will be periodically reviewed and amended. In order to provide women with a secure place to go when they are facing and reporting violent acts against them, shelters for women will be built throughout the country. These shelters will be built close to FRUs. More transitional houses will also be built to help women who have been released from prisons to reintegrate into society.

The Ministry of Interior Affairs will work closely with institutions dealing with women's rights, health, and rule of law to identify areas of program support, synergy, or convergence. The government will also facilitate cooperation between the security sector, institutions and non-state organizations, specifically those dealing with violence against women, such as legal aid providers. This will facilitate women's recourse and help ensure that VAW perpetrators are held accountable. In addition to trainings, accountability will be clarified and strengthened among law enforcement agencies and officials, especially the police, to make them more responsive to VAW cases.

4.5 Raising awareness of human rights, especially women's rights, and gender based violence in the sector

The government will increase the capacities of police to address violence against women through training and raising awareness on the nature of gender based violence and the means to effectively handle them. Thus, trainings and awareness campaign will be carried out for public officials, police, and civil society on gender based violence and their responsibility to address it. These will include the topic of human rights, with emphasis on women's rights.

4.6 *Promoting a culture of peace and non-violence*

The sector will continue to strive for a society that rejects war and all forms of violence and that promotes justice and peace. Non-violent means of managing conflicts in all spheres of life will be taught and promoted and will include counseling to manage violent behavior. In partnership with educational, religious, cultural, media, and other organizations, the sector will develop and implement a peace education strategy mindful of the important role that women could play, both in the private and public spheres. Mechanisms for transitional justice and peace education will be pursued in all possible fields with a view to dealing with the past and building a new generation of citizens who can sustain the ideals of peace and justice that are enshrined in the Constitution. The government, in cooperation with the Afghan Independent Human Rights Commission (AIHRC), will continue to involve and seek the views of women from academe and the local community in truth-seeking mechanisms, especially on how to handle gender based violence and other crimes committed against women. The government will also support women’s involvement in conflict resolution initiatives and the establishment of reconciliation committees within existing structures, such as the Provincial and District Councils, as well as through other mechanisms such as reconciliation and mediation.

Detailed strategies on integrating women into the Action Plan on Peace, Reconciliation and Justice in Afghanistan as designers, implementers and participants will be adopted. Effective means of addressing crimes against women through this process will be developed. More specifically, the government will continue to consult with women from civil society, academia and community leadership to formulate recommendations for mechanisms for truth-seeking and documentation in Afghanistan, giving special consideration to handling gender-based violence and other crimes committed against women. Particular attention will be paid to ensuring that women who speak out about crimes committed against them are protected and assured of the confidentiality of their testimony. Noting that women have been and remain primary victims of the conflict in Afghanistan, once sufficient documentation has been gathered, a reparations program that benefits women will be developed. The Government will also explore how women can participate in promoting reconciliation and national unity. Additionally, the Government will support the development of a means of pursuing criminal justice to investigate and prosecute mass atrocities and systematic violations of human rights. Throughout this process, particular attention will be paid to crimes against women and children.

5. PROGRAMS AND PROJECTS

Policies and Strategies	Programs, Projects and Activities	Time Frame	Cooperating Ministries and Partners
Mandatory review of security policies and programs from a gender perspective	<ul style="list-style-type: none"> ▪ Creation of gender task force within the security sector to undertake a participatory gender review of security policies and programs 	Year 1	Ministry of Defense, Ministry of Interior Affairs, Ministry of Women’s Affairs, International Security Assistance Force, Afghan National
	<ul style="list-style-type: none"> ▪ Development and issuance of instructions on the security 	Year 1	

	<ul style="list-style-type: none"> Conducting of capacity building for officials who will participate in the review process Preparation and presentation of findings and implementation of agreements from the result of the assessment Adoption and implementation of recommendations 	<p>policies and programs to be reviewed</p> <p>Year 1</p> <p>Year 2 onwards</p> <p>Year 2 onwards</p>	<p>Army, Afghan National Police (ANP), National Security Council, Provincial Reconstruction Teams, Ministry of Counter Narcotics, Afghan Independent Human Rights Commission, human rights organizations, judicial bodies, the US Office of Strategic Cooperation, Representatives of donor countries/agencies involved in police reform</p>
Assessment of existing gender tools, mechanisms, and approaches	<ul style="list-style-type: none"> Collection of gender tools and approaches in the security sector Desk review and focused group discussions on the strengths and weaknesses of the content and utilization of gender approaches in the sector Development, review, adoption, and implementation of recommendations 	<p>Year 1</p> <p>Year 1</p> <p>Year 2 onwards</p>	<p>Ministry of Defense, Ministry of Interior Affairs, Ministry of Women’s Affairs, International Security Assistance Force, Afghan National Army, Afghan National Police, Afghan Independent Human Rights Commission, human rights organizations, the US Office of Strategic Cooperation, Representatives of donor countries/agencies involved in police reform</p>
Affirmative action policy	<ul style="list-style-type: none"> Development of affirmative action policy and implementation guidelines for 	<p>Year 1</p>	<p>Civil Service Commission, Ministry of Women’s</p>

	<ul style="list-style-type: none"> the security sector ▪ Validation of progressive targets on increasing women’s appointments in all positions ▪ Identification of constraints and adoption of measures to address the constraints in implementing the policy ▪ Implementation of affirmative action policy by concerned ministries and agencies in the sector ▪ Monitoring, reporting, and evaluation ▪ Development and implementation of program to implement campaigns, scholarships, accelerated trainings and other measures to guarantee sufficient supply of qualified female applicants in the Ministries of Interior Affairs and Defense 	<p>Year 1</p> <p>Year 1 and 2</p> <p>Year 2 onwards</p> <p>Year 2 onwards</p> <p>Year 2 onwards</p>	<p>Affairs, Ministry of Defense, Ministry of Interior Affairs, network of women in civil service, US Office of Strategic Cooperation, German Representative to Police Reform</p>
Eliminating women-directed violence in public and private spaces	<ul style="list-style-type: none"> ▪ Creation of an adhoc team in the Ministry of Interior Affairs to develop strategies to curtail women-directed violence in public and private spaces ▪ Establishing of pilot Family Response Units in police stations ▪ Establishing of pilot referral centers ▪ Conduct of public awareness campaign and public outreach to make communities, families and community-based organizations aware of family response units and referral centers ▪ Strengthening of the preventive component of security measures, including the provision of security briefing, security information, and emergency response tips for concerned women, 	<p>Year 1</p> <p>Year 1 onwards</p> <p>Year 1 onwards</p> <p>Year 1 onwards</p> <p>Year 2 onwards</p>	<p>Ministry of Defense, Ministry of Interior Affairs, Afghan National Police, Afghan National Army, Supreme Court, Ministry of Justice, Parliament, Ministry of Women’s Affairs, Afghan Independent Human Rights Commission, human rights organizations, Ministry of Information, Culture and Youth</p>

	<ul style="list-style-type: none"> ▪ individuals, and institutions ▪ Legislation of appropriate measures to curb domestic violence against women ▪ Establishment of close linkage with institutions dealing with women's rights, health and rule of law, and sectoral ministries to identify areas of cooperation, synergy, and support 	Year 2 onwards	
		Year 1 onwards	
Raising awareness of human rights, especially women's rights, and gender based violence in the sector	<ul style="list-style-type: none"> ▪ Development and implementation of trainings and awareness campaigns on human rights, especially women's rights, and gender based violence 	Year 1 onwards	Ministry of Defense, Ministry of Interior Affairs, Ministry of Women's Affairs, International Security Assistance Force, Afghan National Army, Afghan National Police, Afghan Independent Human Rights Commission
Promoting a culture of peace and non-violence	<ul style="list-style-type: none"> ▪ Use of consultations, which include women, to seek the public's perspective on how to establish truth seeking mechanisms ▪ Exploration of the potential for women's involvement in conflict resolution initiatives ▪ Development of strategy for continuing campaign to build a culture of peace and non-violence ▪ Inclusion of peace education in school curriculum and working with media for the promotion of a culture of peace 	Year 1 onwards	Academic institutions, schools, Ministry of Education, Ministry of Higher Education, peace advocates and organizations, Ministry of Interior Affairs, Ministry of Defense
		Year 2	
		Year 2 onwards	
		Year 2 onwards	

PILLAR 2:
**GOVERNANCE, RULE OF
LAW AND HUMAN RIGHTS**

“Stand out firmly for Allah, as witness to fair dealing, and let not the hatred of others to you make you swerve to wrong and depart from justice” (Sura 5, verse 8)³².

The pillar on Governance, Rule of Law and Human Rights focuses on reforming Afghanistan’s legal and judicial systems to uphold the government’s duty to protect the Constitutionally guaranteed rights of women, improving women’s access to justice, strengthening the involvement of women in governance as well as increasing their capacity and opportunities for leadership.

The government recognizes that increasing women’s participation in governance and in the administration of justice will strengthen the protection of women’s human rights and empower women more generally. The limited space for women’s leadership and participation in public life, the endemic abuse of women’s rights, and the plethora of discriminatory provisions in Afghan laws and policies highlight the importance of strengthening women’s status in this sector.

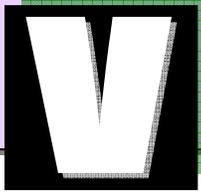
This pillar is divided into two chapters - one, on legal protection and human rights and another on leadership and political participation. The strategy to protect women’s human rights and their rights under the Constitution includes

- (i) eliminating discrimination against women in law;
- (ii) improving women’s access to justice;
- (iii) reforming law enforcement; and
- (iv) promoting legal and religious awareness of/on women.

³² This and all quotes of the Holy Koran which follow are from the English translation by Abdullah Yusuf Ali, in *The Meaning of the Holy Qur’an*, 5th ed, 1993

The strategy to advance women's leadership and political participation includes

- (i) adoption and implementation of comprehensive leadership and capacity building programs for women;
- (ii) eliminating violence against women in public and private spaces;
- (iii) partnership building between and among women and men; and
- (iv) increasing opportunities and mechanisms for women's leadership and participation in their communities.



LEGAL PROTECTION AND HUMAN RIGHTS

*“O ye who believe! Stand out firmly for justice, as witnesses to Allah, even as against yourselves, or your parents, or your kin, and whether it be (against) rich or poor”
(Sura 4, verse 135)*

1. OVERVIEW

The Afghan Government believes that the State’s guarantee that power will be used legitimately is best demonstrated by its legal and judicial systems. Without standard norms, rules, and regulations to limit and direct governance, justice will remain partial, and will continue to work for the benefit of the strongest groups and individuals in a society. Recognizing this, human rights and duties, including gender equality, are given very high priority within the new Constitution of Afghanistan. The Constitution has identified the rights to life, liberty, and human dignity as fundamental rights and has enshrined the principles of equality and non-discrimination in Article 22. In addition to identifying these human rights and responsibilities, the Constitution commits itself through Article 7 to observing human rights law via the United Nations Charter, the Universal Declaration of Human Rights and international human rights treaties.

However, the justice institutions responsible for upholding and applying laws remain in disarray, along with the education system that supplies the professionals to these institutions. Currently, the formal justice system has only limited legitimacy and reach, perpetuating Afghans’ reliance on customary mechanisms of dispute settlement. The depletion of financial and human resources has further harmed the legal system in Afghanistan, bringing the maintenance and extension of infrastructure, such as courts, to a halt and resulting in dependence on people with limited training to act as judges, lawyers and prosecutors within the formal justice system.

Consequently, equal, fair, and transparent access to justice is far from being realized in Afghanistan. Human rights violations remain rampant, especially violations of women’s rights. The majority of Afghan women are denied fair treatment before the law. Discriminatory provisions in laws and policies are still prevalent. Traditional

GOAL

The goal of the Afghan Government is to revise its legislative framework and judicial system to guarantee equality and non-discrimination as enshrined in the Constitution as well as within international conventions and standards, thereby enabling women and girls to exercise their rights on equal terms with men and boys.

practices are infused with customs that severely violate women’s human rights. The exchange of women for settlement of local and tribal conflict, forced and early child marriages, exchange of women for economic gains to the family, and denial of women’s inheritance rights are only a few examples of these practices. The impunity with which these acts take place is disturbing. Domestic and social violence against women is widespread, and women’s rights to education, health and decent employment are often denied both in rural and urban Afghanistan.

The Afghan government is mindful that the enormous challenges posed by the reestablishment of the legal and judicial system in Afghanistan must be addressed in light of the fact that the Afghan State has the obligation to respect, protect, and fulfill the rights of Afghan women and men. The State’s duty to uphold its citizens’ human rights will remain unfulfilled without a legal and judicial system that reaches the whole country, and which is able to guarantee and protect the rights of its female and male citizens.

2. GOAL AND OBJECTIVES

The establishment of equality under the law is critical to women’s struggle for equal rights. The extent to which women have been able to exercise their rights is dependent on the ability of the state to acknowledge, uphold and enforce these rights.

Goal	Key indicators
<p>The goal of the Afghan Government is to revise its legislative framework and judicial system to guarantee equality and non-discrimination as enshrined in the Constitution, as well as within international conventions and standards thereby enabling women and girls to exercise their rights on equal terms with men and boys.</p>	<ul style="list-style-type: none"> ▪ Absence of gender discriminatory provisions and procedures in the legal framework ▪ Enactment of gender specific legislation, including family law and an anti-VAW law ▪ Minimum 30% increase in participation of women in the justice sector and law enforcement bodies ▪ Increased number of judicial officials trained on citizen’s rights, with particular emphasis on women and children’s rights ▪ Inclusion of human rights, particularly women and children’s rights in the curricula of schools and universities ▪ Establishment of shelters, referral centers and transitional houses

- Increased access to free legal aid and representation for women and girls
- Increased availability of legal awareness programs
- Increased reporting and prosecution of violence against women cases

In attaining this goal, the following objectives will be pursued within the overall framework of the government's work:

- a) Strengthening women's participation in law making and administration of justice on equal terms with men;
- b) Criminalizing and prosecuting traditional practices harmful to women's emotional, social, and economic wellbeing, and reducing the occurrence of such activities, including early and forced marriages;
- c) Instituting formally defined boundaries within which traditional dispute mechanisms can be utilized for disputes pertaining to civil matters;
- d) Improving knowledge and awareness of Islamic and human rights, particularly the rights of women and girls, for people mediating disputes within traditional mechanisms;
- e) Institutionalizing gender analysis, gender programming, and gender indicators in the processes of legislation and administration of justice, and the linking of these to the budget processes;
- f) Improving knowledge and awareness of Islamic and human rights, particularly the rights of women and girls, among members of the judiciary, including judges, prosecutors, lawyers, legal aid providers, as well as law enforcement agents and penitentiary staff;
- g) Enhancing the accessibility of information to women for their better understanding, assertion, and defense of their rights and increased demands on state mechanisms for defending women's rights; and
- h) Implementing long term, inclusive, and consistent public campaigns on women's rights, targeting both women and men to reduce social acceptance of violence and impunity.

3. ISSUES AND CONSTRAINTS

3.1 Pervasive violations of women's human rights

Despite legislation forbidding underage marriage,³³ a study by the Ministry of Women's Affairs and women's non-governmental organizations (NGOs) reports that approximately 57% of girls are married before the age of sixteen³⁴. A large number of marriages in Afghanistan are forced, which affects both women and men negatively. Women, however, are the main victims of forced marriages related to settlement of tribal disputes (*bad*) or in exchange for economic gain of the family. These practices are condemned by Afghan law as well as Islam, which requires that marriage contracts be consensual. According to Sharia Law, if a marriage is not consensual, the marriage is *fassed* (understood in Islamic jurisprudence as being between correctness and void) and can be nullified. The government is concerned that communities that practice customary law do not act with awareness of the dictates of the sacred religion of Islam, which decrees that forcing a marriage is a crime that is as serious as soliciting adultery. Perpetrators of illegal marriages are not being prosecuted, thereby reinforcing and legitimizing unIslamic and illegal practices.

Women's rights under Afghan law, their property rights, and their rights to inheritance are often not upheld in Afghanistan. In some marriages, the bride's *Maher* (bride-price) is given to the families of the bride, regardless of the fact that Islam and the law requires that the *Maher* be given directly to the bride. In other cases, women's rightful inheritance is denied. Women are therefore rendered more economically dependent and vulnerable.

"From what is left by parents and those nearest related there is a share for men and a share for women, whether the property be small or large,—a determinate share"
(Sura 4, Verse 7)

Discrimination against women can also be found in Afghanistan's civil and criminal laws³⁵. Women in detention centers are often accused by spouses or male relatives of acts that do not constitute crimes under Afghan statutory laws, such as elopement. Furthermore, women are arrested as 'co-accusers' for crimes committed by male family members. In some cases, women are arrested for crimes known to have been committed by a male family member, hoping this will induce the alleged offender to surrender to the police.

³³ Yet, according to the Civil Law of the Republic of Afghanistan, under some circumstances the law allows a girl to be married at the age of 15 with the permission of her father or the competent court. According to Article 70, "*Marriage shall not be considered adequate until the male completes the age of 18 and the female the age of 16.*" Article 71(1) states that "*where the girl does not complete the age provided under Article 70 of this law, the marriage may be concluded only through her father and the competent court.*" Yet, according to Article 71(2) "*the marriage of a minor girl whose age is less than 15 shall never be permissible.*"

³⁴ 'Afghanistan: Child Marriage rate still high – minister'; July 2004, UN Office for the Coordination of Humanitarian Affairs (OCHA) Integrated Regional Information Network (IRIN)

³⁵ Article 249 of the Civil Code. "*The care period of a male child shall be ended when he attains the age of seven, and a care period of a female child shall be ended when she reaches the age of nine.*"

3.2 *Need to reconcile the relevant provisions for women in the various legal frameworks*

The Afghan Constitution guarantees equal rights for women and men. Equality, however, has yet to be reflected in other national laws of the country. Furthermore, some degree of affirmative action for women may have to be introduced to achieve the gender equality enshrined in **Islam (?????)** and the Afghan Constitution and to eliminate violence against women.

3.3 *Difficulties of women in accessing justice*

Women's inability to access the judicial system and protection services, such as shelters, remains a formidable obstacle to challenge to addressing violations of their rights.

Women are often not aware that they can seek redress through justice mechanisms in Afghanistan, and courts and other justice institutions often actively deny women access to justice. Women's inability to access the judicial system and protection services, such as shelters, remains a formidable obstacle to addressing violations of their rights. The restriction on women's movement without a male relative and limited number of female case officers severely limits women's ability to report abuse to the

authorities. Those working in the justice sector often lack awareness about human rights and gender issues, and are ill-prepared to deal with cases of violations of women's rights. Other factors denying women redress for violations of their rights include the lack of official reporting mechanisms, a high reliance on customary dispute resolution mechanisms, limited outreach of law enforcement due to Afghanistan's long-term conflict, factional and ethnic divisions and an institutionalized culture of impunity, and the perceived shame surrounding crimes of sexual violence. Women often have little recourse when searching for means of redress for violent acts committed against them. Moreover, women seeking protection from violence and a solution to their situation through the government will likely face significant challenges in returning to their families and communities even after the immediate threat to their safety is addressed. Most cases therefore remain unreported. Of those that are reported, perpetrators are typically not prosecuted. Further, the procedures related to cases of sexual violence are of such a nature that female victims of sexual violence are detained until proven not guilty, making it almost impossible for women to properly report such incidents.

3.4 *Need to understand the limitations and dangers of promoting traditional dispute resolution mechanisms*

Many criminal and civil cases are currently being settled through traditional dispute resolution mechanisms. Such mechanisms are suffused with practices that severely violate Afghan law, women's human rights, as well as women's rights under Sharia law. Thus, they cause serious setbacks for women's rights in Afghanistan. Further, traditional mechanisms often cross the line from mediation over to judgment and punishment, which is illegal. Only the formal justice system of the government has the legal right to determine whether a crime has been committed and to convict and mete out appropriate punishment in a proper court of law.

3.5 *Low representation of women in the justice sector*

Women are poorly represented in the justice sector and law enforcement bodies. Few women are currently working as judges, prosecutors, lawyers, or police officers. Reasons for the gender

imbalance in the justice sector includes women's restricted movement, limited opportunities for education, lack of recognition of women's professional capacity, and incorrect perceptions that women's understanding of Islam is limited. Low numbers of women working in the justice sector and in law enforcement bodies means that women's perspectives are not often included in laws and policies and further that Government is unable to appropriately respond to sensitive issues involving women due to lack of female police officers and counselors.

4. POLICIES AND STRATEGIES

4.1 Reform and amendment of legal frameworks to protect the rights of women and girls

All laws will be reviewed to bring them into conformity with the Constitution. Laws that are discriminatory against women - especially unfair laws on citizenship, marriage, divorce, property and inheritance - will be amended or abolished. Violence against women and harmful traditional practices, such as forced and early marriages, will be criminalized. Redress mechanisms for those women who have suffered violence will be made part of the reform agenda. In light of protection of the girl child against early marriages, compulsory registration of birth and marriages will be made part of the legal reform agenda. Affirmative action policies for ensuring women's participation in law making, administration of justice, and law enforcement bodies will be an important part of the reform agenda. The Government will comply with its obligations to international human rights treaties, most notably CEDAW and the Convention on the Rights of the Child (CRC), and will comply with the requirement for periodic submission of reports to the committees monitoring these Conventions.

4.2 Improving women's access to justice

Women need to have greater access to legal services, particularly at the district and provincial levels. To increase women's access to justice in rural areas, knowledge of family law and other key legislation will be imparted to judges in district and provincial courts. Legal aid clinics will be established throughout the country, and support will be given to organizations that provide legal counseling to women. Paralegal training will be provided to capable women in remote areas of the country to equip them with accurate and up to date legal knowledge. A national network needs to be established among defense attorneys to provide needed support to paralegal officers. MOWA's Legal Department, together with the Ministry of Interior Affairs, will provide a referral service to support female victims of violence. A larger number of protection and response services for women suffering from violence, such as shelter, will be made available to women seeking redress. Activities already developed to support women-at-risk will be expanded and strengthened. A public awareness campaign on the availability and purposes of protection services will be carried out. Establishment and strengthening of Family Courts at the provincial level and affirmative action policies for employment of legal professionals and law enforcement officers will further increase rural women's access to justice.

4.3 Reforming law enforcement

Law enforcement that respects the principles of equality and non-discrimination is an important element for increasing women's ability to depend on formal justice institutions. Advanced training on the details and correct application of laws will be provided to law enforcement agencies to ensure effective enforcement of laws. Special emphasis will be placed on laws related to gender based violence and child and forced marriages. Government institutions, including

hospitals, schools and universities, will be given instructions to refer cases of VAW and forced and child marriages to the law enforcement agencies. Legal provisions will be put in place for the State to provide compensation for women and men wrongly imprisoned or subjected to other forms of State violence. Where applicable, the real offenders - including law enforcement officers - will be prosecuted. Gender specific training of law-enforcement and judicial personnel will be conducted. Recording of violence against women cases into a central database will become part of the duties of law enforcement officers and prosecutors. To work towards preventing traditional dispute resolutions from violating the rights of women and girls, an assessment will be conducted to define the boundaries within which traditional dispute mechanisms can be utilized for civil matters, and a public awareness campaign will be conducted to disseminate information on Islamic and human rights, particularly the rights of women and girls.

4.4 Promoting legal awareness of/on women

Changing attitudes toward women’s rights will require concerted efforts in terms of public information and structural change, such as increasing the visibility of women in governance and business, and securing the backing of the judicial system, law enforcement and the religious establishment for definition and enforcement of women’s rights. Legal awareness of human rights, with special emphasis on women’s rights, will be promoted within government agencies and other constitutional institutions such as the Supreme Court, the religious establishment as well as civil society through trainings, dissemination of awareness raising materials, literacy courses and public information campaigns. These campaigns will target both women and men and will utilize the mass media, particularly in rural areas. The campaigns will also inform government agencies and the people on the public resources available for women suffering from violence, such as shelters or referral centers. Partnerships will be formed with organizations and ministries involved in public education and advocacy. Women’s rights, including the illegality of child and forced marriages will be included in the curricula of schools and universities. Initiatives to raise the public’s awareness of women’s rights will highlight women’s rights in Islam.

5. PROGRAMS AND PROJECTS

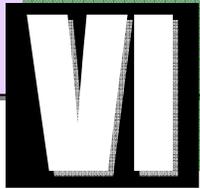
Policies and Strategies	Programs, Projects and Activities	Time Frame	Cooperating Ministries and Partners
Reform and amendment of legal framework to protect the rights of women and girls	▪ Review and amendment of all laws to bring them to conformity with the Constitution, international treaties, conventions and standards	Year 1 onwards	Ministry of Interior Affairs, Ministry of Defense, Ministry of Women’s Affairs, Afghan National Army, Afghan National Police, Members of the Judiciary, including the Ministry of Justice, the Attorney General’s Office, Supreme Court, Afghanistan, Independent Human
	▪ Amendment or abolition of all discriminatory laws	Year 2 onwards	
	▪ Criminalization of violence against women and traditional practices that are harmful to women and girls, including forced and	Year 2 onwards	

	<ul style="list-style-type: none"> child marriages ▪ Training of all members of the justice sector, ANA and the ANP on the application of laws, especially those related to women and children's human rights ▪ Fostering of cooperation among relevant ministries to ensure implementation of Afghanistan's laws ▪ Enactment of legal measures to provide compensation for illegally detained women and girls especially victims of State violence ▪ Revision of definition of <i>Zina</i> (adultery) to include clear definition of rape as non-consensual sex in or out of marriage ▪ Establishing of database of VAW cases ▪ Informing all government agencies about the legal provisions to eliminate violence against women, forced and child marriages, as well as the institutions in place to assist women facing such crimes ▪ Development and submission of regular reports on the implementation of CEDAW 	<p>Year 1 onwards</p> <p>Year 2 onwards</p> <p>Year 1-2</p> <p>Year 2 onwards</p> <p>Year 1 onwards</p> <p>Year 2 onwards</p> <p>Year 2 onwards</p>	<p>Rights Commission, Ministry of Foreign Affairs</p>
Improving women's access to justice	<ul style="list-style-type: none"> ▪ Promotion of affirmative action program to increase women's participation in justice sector ▪ Hiring, training, and promotion of women police officers ▪ Promotion of women's perspectives and participation in Islamic 	<p>Year 2</p> <p>Year 1 onwards</p> <p>Year 1 onwards</p>	<p>Ministry of Interior Affairs, Ministry of Hajj and Endowment, Ministry of Women's Affairs, Members of the judiciary, including Ministry of Justice, Attorney General's Office, Supreme Court, Afghan Independent</p>

	activities, particularly those related to improving understanding of women's rights in Islam		Human Rights Commission, religious institutions, local and international organizations
	<ul style="list-style-type: none"> ▪ Support of organizations that provide legal aid for women and assisting survivors of violence ▪ Establishing of legal aid clinics throughout the country ▪ Training of female paralegals and increasing access to women lawyers ▪ Establishing of family courts in the provinces ▪ Training of judges, legal aid providers and paralegals on Afghanistan's family law 	<ul style="list-style-type: none"> Year 2 onwards Year 1 onwards Years 1-2 Year 3 onwards Year 1 onwards 	
Reforming law enforcement	<ul style="list-style-type: none"> ▪ Working with justice sector to prosecute alleged perpetrators ▪ Establishing of redress mechanisms and support services for those who have suffered violence ▪ Support to organizations providing assistance to women victims of violence ▪ Conduct of public education campaign about the legal age of marriage ▪ Enforcement of compulsory registration of births, marriages, and divorces ▪ Advanced training on the correct application of laws to ensure proper enforcement of new and existing laws ▪ Provision of gender training to law enforcement and judicial personnel ▪ Assessment to define the boundaries within which traditional dispute 	<ul style="list-style-type: none"> Year 1 onwards Year 3 onwards Year 3 onwards Year 1 onwards Year 1 onwards Year 2 onwards Year 2 onwards Year 2 onwards 	Ministry of Interior Affairs, members of the judiciary, including Ministry of Justice, Attorney General's Office and the Supreme Court, Afghan Independent Human Rights Commission, local and international organizations, local media

	mechanisms can be utilized for civil matters		
	<ul style="list-style-type: none"> ▪ Conducting of public awareness campaign to disseminate information on human rights, particularly women and girls' rights and women's rights in Islam 	Year 1 onwards	
Promoting legal awareness of/on women	<ul style="list-style-type: none"> ▪ Public information campaigns and trainings targeting both women and men on human rights, placing particular emphasis on women and girls' rights in Islam ▪ Conduct of trainings on rights, particularly women and girls' rights, for government agencies, religious establishments and civil society ▪ Building of partnership with religious sector to define and help in promoting the rights of women and girls ▪ Conducting of trainings, developing awareness material, and undertaking public awareness campaign for men ▪ Formation of partnerships with relevant institutions involved in public education and advocacy ▪ Conducting of gender training for law-enforcement and judicial personnel ▪ Incorporation of human rights and women and girls' rights in Islam in the curricula of primary, secondary and tertiary education ▪ Conducting of literacy classes focusing on human 	<ul style="list-style-type: none"> Year 1-4 Year 1-4 Year 1 onwards Year 1 onwards Year 1 onwards Year 2 onwards Year 2 onwards Year 2 onwards 	Ministry of Justice, local and international organizations, Human Rights Commission, Ministry of Hajj and Endowment, religious institutions, local media

rights, particularly the
rights of women and girls
in Islam



LEADERSHIP AND POLITICAL PARTICIPATION

1. OVERVIEW

The Government of Afghanistan recognizes that women's leadership and participation in all spheres of life, especially in decision, policy, and law making, is both a right and an imperative of democratic governance. Equal participation of women and men reflects the composition of society and is required for enabling institutions to effectively meet their obligations to all citizens, women and men alike. The Government of Afghanistan believes that the influence of women in decision, policy, and law making in all institutions will promote greater understanding of both women and men's perspectives and needs in the nation and state building processes, as well as help elevate the concerns of family harmony and household – traditionally under women's purview – to the national agenda. For the good of all Afghan society, the Government has made commitments under the Afghanistan Compact and the I-ANDS to strengthen the voice of women in society and politics, increase their number in legislature, and assist political representatives (both women and men) in addressing women's difficulties in taking on economic and political duties in the public sphere.³⁶

The Government's efforts over the last three years have lead to strong progress in women's participation and leadership in public life. Women are now active in nearly all fields including commerce, medicine, higher education, agriculture, politics, law, media, and industry. In governance, the twenty percent female membership in the Constitutional Loya Jirga has been instrumental to the inclusion of a number of provisions in the Constitution that specifically target women's situation, including the guarantees of women's representation in the Parliament. Recently, Afghanistan's Parliamentary elections have made Afghanistan the country with the 20th highest representation of women in legislature in the world³⁷. Women have also joined and established civil society

GOALS

To attain a critical mass of women in high level decision, policy and law making positions in key government institutions including in the sectors of judiciary, security, and service delivery.

To promote an environment conducive to women's entrepreneurship and leadership in the private sector.

To attain a critical mass of women active in communities and in political life.

³⁶ *Afghanistan National Development Strategy: An Interim Strategy for Security, Governance, Economic Growth and Poverty Reduction*; 2006, Government of Afghanistan: p.16

³⁷ 'Afghanistan: Election campaigning ends, voter education continues'; September 2005, UN OCHA IRIN

movements and NGOs and are active in advocacy and development projects, among other activities. In business, the number of women entrepreneurs is increasing in many parts of the country.

However, women still lag far behind men in the number of leadership positions held and in their lack of freedom to engage in political and social activities. In the civil service, women's participation is reported to be only 17.9%³⁸ and women largely hold lower-level positions with limited decision-making power. The government has promoted the participation and leadership of women in the National Solidarity Program's Community Development Councils (NSP-CDC). Although a significant portion of NSP funding is earmarked for projects benefiting women, in reality, the number of women who participate in the CDCs is fewer than the Government would hope. Much remains to be done to strengthen the extent and quality of women's political participation and to enable women to hold leadership positions in the Afghan government and in society.

2. GOAL AND OBJECTIVES

Women's leadership and political participation are manifestations of women's empowerment, defined in the framework of this Plan as a condition where women take control and determine the direction of their life, make enlightened decisions, develop their full potential and exert positive influence over processes, mechanisms and decisions that affect their well-being. Women's leadership is one of the three components of the I-ANDS goal for gender equity.

The meaningful exercise of women's leadership necessitates partnership with men and support systems that enable women to acquire competence in their areas of involvement. Women's leadership and participation require environments in both the public and private realms that enable them to perform their roles effectively.

Goals	Key indicators
<p>To attain a critical mass of women in high level decision, policy and law making positions in key government institutions including in the sectors of judiciary, security, and service delivery.</p>	<ul style="list-style-type: none"> ▪ An affirmative action policy and strategy is adopted and implemented in key government institutions, including government administration and judiciary and in selected non-State establishments and organizations ▪ Strategies and programs that promote meaningful partnerships among women and men in decision, policy and law-making positions are adopted and implemented
<p>To promote an environment conducive to women's entrepreneurship and leadership in the private sector.</p>	<ul style="list-style-type: none"> ▪ Enabling mechanisms for women's participation and leadership in public life are provided
<p>To attain a critical mass of</p>	<ul style="list-style-type: none"> ▪ There is a progressive increase in the percentage of

³⁸ *Afghanistan Statistical Yearbook*; Issue No. 24; September 2003, Central Statistics Office, Kabul

women active in communities and in political life.

women in Afghan institutions and in decision, policy, and law making positions

To attain this goal, the following objectives will be pursued:

- a) Development and institutionalization of a strategic framework and policies that foster women's leadership and participation in public life, especially in the areas of policy and decision making; and
- b) Establishment of mechanisms and implementation of capacity building programs for improving women's effectiveness as participants and leaders in all spheres of national life.

3. ISSUES AND CONSTRAINTS

There have been impressive gains in women's status as leaders and political decision makers over the past five years. These gains will serve as a foundation for sustaining the government's efforts to engage women, both as leaders and participants, in all walks of life. However, the following issues and constraints continue to act as barriers to women's participation and their leadership:

3.1 Prevailing male dominance and attitudinal barriers to women's participation

Prevailing male dominance in many Afghan institutions contributes to negative perceptions of women's abilities as workers and leaders. Such institutional and at times societal beliefs and attitudes decrease women's chances to engage in political and public affairs.

3.2 Under representation and marginalization

In spite of progress in women's participation in various sectors, women remain underrepresented in most government and justice institutions, especially in the provinces. Lack of a critical mass of women in key institutions hampers women's chances to enter and develop their careers within an institution, resulting in their marginalization and limited attention to women's concerns in such institutions.

3.3 Lack of female self-determination

Although women have started to participate and exercise leadership in public life, they continue to be subject to the decisions and control of men in their family. For example, a report on the 2004 elections revealed that 87 percent of those surveyed believed that women would need the permission of their husband or the (male) head of family before they could vote. Approximately 18 percent of men surveyed said that they would not allow their wives to vote at all.³⁹ Obstacles to women's self-determination, both in private and public realms, must be addressed, if they are to serve as effective leaders and participants in policy and decision making in public life.

³⁹ *Voter Education Planning Survey: Afghanistan 2004 National Elections*; 2004, The Asia Foundation

3.4 Undermined starting point of women

Lack of education and skills, undervalued status, and traumatic experiences rob women of the knowledge and resources needed for meaningful leadership and participation in Afghanistan's reconstruction. Faced with the current policy of 'merit and fitness' in government institutions, women are usually not even given the chance to prove their potential in public life. Women's limited training reinforces the perception that people hold about women workers and leaders as being weak, incapable, or indolent. Women in rural areas face greater constraints as their education and exposure to political processes and public life are more limited. Women's male relatives or husbands often choose whether a woman will be informed or will participate in political or public events. Furthermore, gender norms constrain women from participating, influencing or controlling decisions at the community level. At the village level, there is often lack of interest in changing local power dynamics, which prevents new forms of leadership from emerging and often limits the extent to which women can participate in decision making bodies.

3.5 Violence and lack of security

As discussed in the chapter on Security, violence against women is one of the major obstacles to women's leadership and participation in public life. Fear and emotional stress can prevent women from asserting their ideas or taking on greater and more beneficial roles in Afghan society. The elimination of violence and insecurity will have tremendous effect in unleashing women's talents and energies which are direly needed in nation and State building.

The elimination of violence and insecurity will have tremendous effect in unleashing women's talents and energies which are direly needed in nation and State building.

3.6 Women's lack of economic base

Under Islam, women are accorded financial independence through provision of the *Maher* (financial resources to be given to the bride in the Islamic marriage contract) and inheritance. Further, the Prophet Mohammad's first wife, Khadija, was a successful businesswoman and the first person to convert to Islam. Despite these clear examples of the Islamic importance of women's financial independence, women in Afghanistan have traditionally had very little economic base, and this affects women's ability to participate in public life, run for public office, or engage in political activities to the fullest.

3.7 Women's multiple and competing burdens

Women take on the duty to care for family members, perform domestic chores, and cater to the needs of in-laws and other relatives. This alone is a full time job that exerts a lot of demands and pressures on the time and energies of women. Fully participating in public life would exert greater pressure on women in balancing their household and civic responsibilities effectively.

4. POLICIES AND STRATEGIES

The elimination of constraints on women's leadership necessitates strong linkage with policies, strategies and implementing measures in all other sectors along with a commitment towards

women's leadership from state and non-state actors. The Government will adopt and implement policies that will make women's leadership and participation in public life a collective undertaking as outlined below.

4.1 *Adoption and implementation of a comprehensive leadership and capacity building strategy for women*

The Government, under the leadership of MOWA and the Civil Service Commission will design, adopt, and implement a comprehensive leadership and capacity building strategy for women that will include specific measures to build women's capacity for leadership and encourage their participation in public life. This strategy will have the following sub-strategies:

- (a) *Creation of a body responsible for women's leadership* – A high level, multi-sector, multi-stakeholder task force under Cabinet and Presidential purview will be created. The task force will advocate for women's leadership, enforce institutional accountability, and monitor the implementation of affirmative action policy and other measures for the promotion of women's leadership and participation in governance at the central and provincial levels. This body will also investigate complaints of discrimination against women who are either in public office or seeking positions therein;
- (b) *Affirmative action policy* – Well-defined short and long term approaches for structured participation and leadership of women at the central and provincial levels, especially in government institutions, will be adopted;
- (c) *Career planning and capacity building program* - A program will be established for career planning for women and building of women's capacities. It will focus on assertiveness, methods and approaches for effective leadership and decision making, negotiation and alliance building, management and supervision, public administration, communication and public speaking, analysis, and critical and strategic thinking. Capacity building programs specifically targeted for women working with CDCs and Provincial Development Committees (PDCs) will also be carried out;
- (d) *Organizing and building of solidarity* - Support will be provided to women's professional and mentorship networks, as well as inter-agency initiatives aimed at building solidarity among women and meaningful partnership with men. Support will also be provided to those seeking to organize such networks or organizations. Particular attention will be given to building solidarity among women in rural areas as well as among women Parliamentarians and government officials and staff. Areas where only women are permitted to gather will be built or established to strengthen women's ability to articulate ideas and consolidate positions on important issues;
- (e) *Gender awareness* - Mandatory gender awareness raising courses for decision, policy, and law makers, planners and program managers, statisticians, and other key officials in the national and provincial governments, as well as judicial and law enforcement institutions will be implemented;

- (f) *Family care systems* – Family care systems for women and men workers including kindergarten or day care centers for pre-school children, after-school programs, transportation support, flexible time and work arrangements and counseling services on balancing work and life will be made available. These will be conceptualized in line with the government’s plan to establish a centrally located government center that will bring together government offices in a common location to make them more accessible to the people;
- (g) *Accountability* - Accountability, sanction and incentive systems for institutions and establishments in line with the goal of this sector will be instituted;
- (h) *Monitoring* - Career tracking for women and a database to monitor gender balance in accessing capacity building opportunities and services and promotion, and annual reports on the status of women’s leadership and participation in all walks of life will be instituted. The government will report, as required, on the measures that have been adopted to give effect to the provisions of Conventions to which it is a party, specifically CEDAW⁴⁰; and
- (i) *Civic education* - Civic education courses targeting women and girls will be implemented throughout the country. Opportunities will be provided for women to take part in trainings and seminars to improve women’s skills in community participation and leadership. Civic education courses will also be included in the curricula of schools and universities.

4.2 *Eliminating violence against women in public and private spaces*

Interventions in the sectors of security and legal protection will take into consideration the particular constraints experienced by women leaders and workers. In addition, government and its partners will help women and men acquire skills for negotiation and non-threatening, non-violent means of managing conflict. Counseling, preventive, protective, and remedial services will be provided, especially to women whose functioning is seriously threatened or impaired by violence. Adoption and implementation of a policy against sexual harassment will be a priority of government.

Women and men have to re-conceptualize their relations in the light of demands and challenges posed by national reconstruction.

4.3 *Partnership building between and among women and men*

Women and men have to re-conceptualize their relations in the light of demands and challenges posed by national reconstruction. Gender sensitivity trainings will be designed to culminate in

⁴⁰ Part II, Article 7 of CEDAW requires that, “States Parties shall take all appropriate measures to eliminate discrimination against women in the political and public life of the country and, in particular, shall ensure to women, on equal terms with men, the right: (a) to vote in all elections and public referenda and to be eligible for election to all publicly elected bodies; (b) to participate in the formulation of government policy and the implementation thereof and to hold public office and perform all public functions at all levels of government; (c) to participate in non-governmental organizations and associations concerned with the public and political life of the country.”

specific actions that participants will implement to promote more egalitarian and fulfilling relationships among women and between women and men. Women’s solidarity circles will also be encouraged, beginning with the civil service and in non-traditional sectors for women. A culture that encourages female leadership, male-female partnership, solidarity and mutual respect will be promoted within institutions.

4.4 Increasing opportunities and mechanisms for women’s leadership and participation in communities

The implementation of the ANDS in the next five years is expected to open a number of opportunities for people’s participation in public and political life. The targeted recruitment and deployment of more female teachers and health extension workers will be a starting point and will be expanded to other sectors that normally deploy field and community workers, such as local government, agriculture, labor, social and tribal affairs. An affirmative action policy that would assign more women in the field to work with women would give birth to more mechanisms and opportunities for women’s leadership and participation in community affairs. Initiatives to strengthen and expand the number of CDCs and MOWA’s cooperation in making women’s participation in CDCs a reality, and whenever needed, establishing women-specific CDCs will be widely pursued, including in tribal communities. A mentoring and coaching methodology will be introduced for women, to enable women leaders to help other women gain confidence as leaders and participants of community affairs. A study will be initiated to better understand gender relations at household and community levels and devise informed strategies to increase women’s participation in community development. Focused dialogues with male leaders and influential groups in the communities will be pursued to get their ideas and support on the new roles that women can assume to accelerate the development of their communities.

5. PROGRAMS AND PROJECTS

Policies and Strategies	Programs, Projects and Activities	Time Frame	Cooperating Ministries and Partners
Adoption and implementation of women’s leadership and capacity building strategy	<ul style="list-style-type: none"> ▪ Compilation and analysis of all Afghan studies and statistics on women’s participation and leadership, especially in government institutions 	Year 1	Academic and research institutions, Ministry of Women’s Affairs, Civil Service Commission, Central Statistics Office, private organizations, NGOs
	<ul style="list-style-type: none"> ▪ Analysis of women’s leadership and participation in major national programs, including the National Solidarity Program 	Year 1-2	
	<ul style="list-style-type: none"> ▪ Multi-stakeholder consultations to develop a national strategy for promoting women’s leadership and encouraging their participation in all Afghan institutions 	Year 1	
	<ul style="list-style-type: none"> ▪ Adoption, implementation and monitoring of the strategy 	Year 2 onwards	

Institutionalization of multi-stakeholder high level mechanism to oversee and monitor the implementation of national strategy for women's leadership and participation	▪ Consultations with stakeholders to conceptualize the mechanism and its Terms of Reference (TOR)	Year 1	Civil Service Commission, Ministry of Women's Affairs, Office of the Vice President, NGOs, private organizations
	▪ Selection of member institutions and briefing of members on the TOR	Year 1	
	▪ Adoption of working framework, action plan and provision of secretariat support to the mechanism	Year 1-2	
	▪ Work implementation, monitoring and evaluation of the mechanism's performance	Year 2 onwards	
Adoption and implementation of affirmative action policy	▪ Review of affirmative action models in other countries	Year 1	Ministry of Women's Affairs, Civil Service Commission, one pilot ministry per sector, private sector, research agencies, women's civil society organizations
	▪ Review of statistical profiles on women's representation in key Afghan institutions	Year 1	
	▪ Consultations to conceptualize and design models of affirmative action policies that will suit the needs and realities of various institutions	Year 1 onwards	
	▪ Piloting and replication of affirmative action models in various institutions	Year 1 onwards	
	▪ Adoption of accountability, monitoring and incentive systems	Year 2 onwards	
	▪ Continual tracking and reporting on quantitative progress, regarding women's participation and leadership	Year 2 onwards	
Development and implementation of career path and comprehensive capacity building program for women	▪ Development of database on women in government and selection of junior staff to be piloted for career path program	Year 1-2	Civil Service Commission, Ministry of Women's Affairs, National Assembly, women's networks, academic and training institutions, other stakeholders
	▪ Design and pilot implementation of career path program for women in civil service	Year 1	
	▪ Conducting of a study on the capacity building needs of (a) women in civil service and Parliament; (b) women in traditionally male fields; and (c)	Year 1 onwards	

	women in the religious sector		
	<ul style="list-style-type: none"> ▪ Development, implementation and monitoring of training programs for women designed according to the aforementioned study on women's capacity building needs 	Year 1 onwards	
	<ul style="list-style-type: none"> ▪ Institutionalization of training programs for women in relevant programs of government, including NSP, the civil service training program, and academic institutions 	Year 1 -2	
	<ul style="list-style-type: none"> ▪ Conducting of a feasibility study on the establishment of an institute for women's leadership and political participation 	Year 1	
	<ul style="list-style-type: none"> ▪ Development of national and local databases on women's leadership and political participation 	Year 1	
Organization and building of solidarity circles among women	<ul style="list-style-type: none"> ▪ Formal accreditation of women's shuras in civil service ▪ Development of a database on women's circles, networks and organizations ▪ Holding of solidarity meetings and women's congresses ▪ Adoption of a platform for women's networks and solidarity 	Year 1 onwards Year 2 onwards Year 1 onwards Year 2	Ministry of Women's Affairs, Civil Service Commission, women's organizations in ministries, other women's networks and organizations
Gender awareness raising of senior officials and decision makers	<ul style="list-style-type: none"> ▪ Mainstreaming of gender awareness in induction and training programs for civil servants and corporate managers, as well as in management courses ▪ Development of mass media materials on gender awareness and mainstreaming of gender awareness messages in relevant government newsletters and regular state publications ▪ Inclusion of gender awareness in promotion criteria and performance assessment frameworks of senior officials ▪ Training of trainers on gender awareness ▪ Development of sector-specific 	Year 1-2 Year 1-2 Year 2 onwards Year 1 onwards Year 2	All ministries, Civil Service Commission, Ministry of Women's Affairs, training institutions and networks, academic institutions, NGOs

	gender awareness tools and materials	onwards	
Establishment of workplace support systems	<ul style="list-style-type: none"> ▪ Creation of adhoc task force to design various types of support systems that would alleviate the difficulties of working couples, such as day care, kindergarten, flexible time and work arrangements, and after-class waiting centers for school children ▪ Pilot implementation and eventual replication of effective family support systems 	<p>Year 1-2 onwards</p> <p>Year 3 onwards</p>	All ministries and government bodies, national and international organizations
Eliminating violence against women in public and private spaces	<ul style="list-style-type: none"> ▪ Collaborative implementation of actions identified under the chapters on security, legal protection and human rights to eliminate violence against women ▪ Training of women in conflict prevention and management, negotiation, and behavior management ▪ Provision of counseling, preventive, protective and remedial services to victims of violence and to women and men who have difficulty in managing their own violent and aggressive behavior ▪ Drafting and advocacy for the adoption of organizational policies against sexual harassment or enactment of a law on sexual harassment 	<p>Year 1 onwards</p> <p>Year 2 onwards</p> <p>Year 2 onwards</p> <p>Year 2 onwards</p>	<p>Ministry of Defense, Ministry of Interior Affairs, Afghan National Police, Afghan National Army, Supreme Court, Parliament, Ministry of Women's Affairs, Afghan Independent Human Rights Commission, human rights organizations, US Office of Strategic Cooperation, Representatives to Police Reform, Members of the judiciary including the Ministry of Justice, Attorney General's Office, Supreme Court, Ministry of Public Health</p>
Partnership building among women and between women and men	<ul style="list-style-type: none"> ▪ Promoting mentoring relationships between groups of women and men working in the same field ▪ Mainstreaming of principles of gender equality in organizational 	<p>Year 1 onwards</p> <p>Year 2 onwards</p>	<p>Ministries and other government bodies, private establishments, NGOs</p>

	or corporate values		
	▪ Documentation and modeling of successful experiences	Year 2 onwards	
Increasing opportunities and mechanisms for women's leadership and participation in the communities	▪ Mandatory recruitment and deployment of women to provincial offices of government ministries	Year 1 onwards	All concerned ministries, Ministry of Women's Affairs; provincial government
	▪ Adoption or enactment of an affirmative action policy promoting leadership and membership of women in government initiated projects in rural and tribal communities	Year 1 onwards	
	▪ Full scale implementation and modeling of community women's groups	Year 1 onwards	
	▪ Introduction of mentoring and coaching program for community women leaders	Year 2 onwards	

Pillar 3:

ECONOMIC AND SOCIAL DEVELOPMENT

“And when the Prayer is finished, then may ye disperse through the land, and seek of the Bounty of Allah” (Sura 62, Verse 10)

The pillar on Economic and Social Development presents the government’s strategy for advancing Afghan women’s ability to fulfill their duties and enjoy their rights in the social and economic fields. The economic and social development strategy of the Government of Afghanistan aims to create an enabling environment that is conducive to the fulfillment of women’s economic potential. It includes increasing the enrolment and retention of women and girls at all educational levels, and ensuring that women enjoy the highest possible standard of emotional, social and physical well-being.

Successfully advancing women’s status in each of the sectors in this pillar cannot be achieved in isolation. Rather, the sectors in this pillar are mutually reinforcing and inextricably linked with the rest of the sectors in this Plan. For example, women’s health is a precondition to their effective participation in all aspects of life. Furthermore, the experiences of other countries reveal that higher education contributes to the growth of per capita income and reduction of fertility.

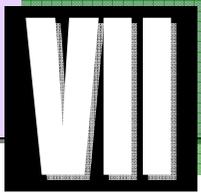
This pillar is divided into three chapters:

1. **Economy, Work and Poverty** - The strategy to improve women’s economic status includes
 - i. Increasing access to education, vocational training and employment;
 - ii. legal protection;
 - iii. promoting recognition of women as economic agents;
 - iv. developing and adopting a population policy;

- v. promoting leadership in the economic sector; and
- vi. developing and adopting policies that address the particular needs of women working in the informal economy.

2. **Health** - The strategy to improve women's health includes
 - i. improving and expanding medical services and infrastructure, particularly for rural women;
 - ii. promoting women's representation in the health sector;
 - iii. promoting a culture of health care and an understanding of basic health;
 - iv. reducing maternal mortality; and
 - v. promoting access to family planning.

3. **Education** - The strategy to increase the quality of education for women includes
 - i. creating an affirmative action approach and an incentive structure for female education;
 - ii. improving women's access to education and education infrastructures;
 - iii. improving the organization and structure of education;
 - iv. addressing issues of safety and security;
 - v. addressing social factors impeding women's access to education;
 - vi. reducing illiteracy; and
 - vii. promoting alternate education, accelerated learning, and vocational training.



ECONOMY, WORK AND POVERTY

*“To men are allotted what they earn, and to women what they earn”
(Sura 4, Verse 32)*

I. OVERVIEW

Even before the revolution that triggered its era of conflict, Afghanistan was already one of the poorest countries in the world. The years of war, instability and oppressive regimes, along with the ravages of nature, have only made the situation worse by most measures of human development and human security.⁴¹

Several indexes reveal the extreme economic underdevelopment of Afghanistan. The Human Development Index (HDI), which measures health, education and standard of living indicators, ranks Afghanistan near the bottom of the list of countries with low human development. In 2002, Afghanistan ranked as number 173 among 177 countries. The Human Poverty Index (HPI), which also measures health and education ranked Afghanistan third from the bottom, above two African countries, Burkina Faso and Niger.

Although poverty affects both women and men, there is evidence that women are poorer and their capacity to cope with poverty is more limited than men. Data emerging from Afghanistan demonstrates a feminization of poverty and an increase in the number of vulnerable women. In the Gender Development Index (GDI) which measures the difference in human development between women and men, Afghanistan again ranks above only the two lowest countries. This is significantly below its neighbors Iran, Pakistan Uzbekistan, Tajikistan and Turkmenistan. A measure of the gender disparity in Afghanistan is provided by the comparison of the female-male GDP based on PPP (Purchasing Power Parity) which is estimated at \$402 for Afghan women and at \$1,182 for men (2002).

The correlation between the worst three countries for both GDI and HPI, as well as the ranking of Afghanistan's neighbors on the two indexes, suggests an association of extreme poverty with an extreme disparity between women and men's economic status. Low incomes and low levels of living standards for women are manifested in their poor health, nutrition and education, which in turn lower their economic opportunity and productivity.⁴² Women's capacity to earn is also limited by domestic responsibilities. High fertility and low life expectancy place an added burden on women, who are traditionally the caregivers for the young, old, and the disabled. Women also

⁴¹ *Afghanistan Statistical Yearbook*; Issue No. 24; September 2003, Central Statistics Office, Kabul

⁴² *Afghanistan National Development Report 2004: Security with a Human Face, Challenges and Responsibilities*; 2004, UNDP Report

face multiple exclusions and obstacles manifested by restricted mobility, loss of women’s inheritance entitlements to male relatives and denial of their property rights which constitute other important causes of poverty among women.

Although women are often contributors to household economy, through agriculture, livestock management, handicrafts, involvement in small and medium enterprises and civil service, their contributions are either completely non-monetized, hugely underpaid (in the agriculture sector, women’s wages are often even lower than that of children) or undervalued. Many women who earn an income are not permitted to control their earnings.

Afghanistan’s economy has improved gradually in recent years, due in no small part to sound macroeconomic policies and conservative management of the national budget. The continuation of the macroeconomic reforms for creation of an enabling environment for economic growth is necessary. However, this alone will not be sufficient for achieving equitable development that can eliminate existing gender disparities. The extreme poverty found in Afghanistan places women in a poverty trap that causes their poor health, low education, deprivation of rights, and disempowerment, which then in turn collectively contribute to their continued poverty. Poor, uneducated, unhealthy mothers tend to raise poor, uneducated and unhealthy children. Unless counteracted by significant affirmative action policies and programs addressing each link of this cycle, poverty among Afghan women will be passed on to their children, especially girls, and across generations to come, thereby limiting Afghanistan’s potential for development.

2. GOAL AND OBJECTIVES

The improvement of women’s economic status is a priority for the Afghan government and on top of an agenda that is committed to promoting the status of women for optimizing their full potential and exercise of their rights and responsibilities.

Goal	Key indicators
<p>To create an enabling economic and social environment that is conducive to the full development and realization of women’s economic potential</p>	<ul style="list-style-type: none"> ▪ A gender sensitive legislative and regulatory framework, including inheritance, property and labor laws ▪ Equitable access of women to skills development programs and vocational training ▪ Progressive increase in the access of women to gainful employment ▪ Progressive increase in the access of women to micro-finance and business services

To attain this goal, the following objectives will be pursued:

- a) Gender analysis of macroeconomic policies, including trade policies, to make them responsive to women's particular needs as economic agents;
- b) Adoption of affirmative action policies in recruitment and allocation of opportunities for skill and vocational trainings and provision of financial and other business services to gradually bring parity in terms of economic opportunities available to women and men;
- c) Development of gender sensitive socio-economic surveys that pay special attention to sex disaggregated data and unconventional definitions of work in order to enable counting of women's productive work and non-monetized contributions to the economy;
- d) Development and strengthening of institutional mechanisms and reform of policies, procedures and laws to create an environment more conducive to women's economic empowerment; and
- e) Incorporation of critical gender concerns into the planning, programming, implementation, monitoring and evaluation of all programmes and activities designed to increase women's access to employment and income generating activities.

3. ISSUES AND CONSTRAINTS

3.1 *Limited access to education/vocational training*

Due to a number of factors, women have limited access to education resulting in a low skill base among women, reduction of economic productivity and impairment of access to economic opportunities. Women work long hours at home in agriculture and livestock management, handicraft production, and as caregivers. Yet, most of the time, women do not receive remuneration for such activities. As a result, the income generating activities that women do are not recognized as economic contributions at the national level and in their own households. Ignoring women's role as active economic agents represents a further obstacle to women's access to education and knowledge, mostly demonstrated by the exclusion of women in the planning and delivery of the agricultural and veterinary extension services to farmers. As a result of the conventional interpretation and definition of work in national surveys and census records, women's contributions as producers and workers are not recorded. Consequently, women are not accounted for in the design of vocational trainings or the vocational trainings that are available do not correspond to their existing livelihood strategies. At present, there has been insufficient analysis on the needs of the private sector and of potential employment growth areas. This limits the effectiveness of skills development projects for women and prevents a comprehensive strategy for education and skills training from being established.

3.2 *High fertility and inability to exercise reproductive rights*

Afghanistan is one of the countries that produce 1 million babies a year⁴³, and often, women are not able to decide on the frequency of their pregnancies and spacing of their children. Although

⁴³ *World Population Prospects: The 2004 Revision Highlights*; United Nations Secretariat, Department of Economic and Social Affairs

family planning was introduced in Afghanistan in the early 1970s, recent data on contraception reveals very low use at 2%. Other data shows that among married 15-19 year olds, only 2.8 percent are using a form of family planning. According to a study conducted in 2000, 95% of women were not using contraception.⁴⁴ Most of the time, women neither have the access to information nor the power to decide on the use or/and type of contraceptive. High fertility rate affects women's lives and health in a variety of ways. In many instances, frequent pregnancy impairs women's ability to pursue education or engage in gainful economic opportunities. High fertility and youthful populations also place an enormous burden on women's time and health. Frequent childbearing results in degraded health for mothers, demands more time for childcare and disrupts women's ability to contribute to the household economy. The high proportion of youth in Afghan society also strains the capacity of the government to provide education and health services, and leaves women sharing limited public resources available for health care and other needs.

3.3 *Limited access of women to work outside the house*

Although women are important contributors to household income, their contribution mostly takes place within the household, particularly in the fields of agriculture, livestock management and handicraft production, such as carpet weaving. The cultural constraints on women's movement, security concerns and limited transport, restrict their ability to work outside of the house. This limits women's access to information and technology, business services, financial services and marketing information. As a result, women are trapped within a cycle of low profitability, low quality of product and inability to scale up production. The restrictions in access to market and other business tools limit women's ability to control their profit stream.

Economic autonomy, which could be attained by generating and having control over one's own income, is a factor that greatly contributes to women's empowerment. However, there are indications that women earners have no or little control over their income. A study of Laghman Province⁴⁵ showed that the use of income from agricultural produce is, in most families, controlled by the men. The same applies to the income generated from the sale of wood which was the second most important source of income recorded, with 81 percent of the household surveyed earning money by selling wood to traders. Access to education, skill development and credit services are stated as top priorities by rural women for improving their welfare, and are requirements that can be difficult to meet unless women have more opportunity to move outside of the house.

3.4 *Limited access to productive assets*

Women play a critical role in agriculture and livestock management. In Afghanistan, even the most conservative estimates show that women make up approximately 30% of those working in the agricultural sector. However, loss of women's inheritance entitlements to male relatives and denial of property rights (mostly as a result of their limited control over individual/household income) make women and their children more vulnerable to poverty, especially in the event of a husband's death. The denial of women's property rights also prevents them from initiating even

⁴⁴ *Afghanistan Multiple Indicator Cluster Survey (MICS2) Volume 1. Situation Analysis of Children and Women in the East of Afghanistan*; September 2001, UNICEF

⁴⁵ *Alingar, Laghman: a case study of rural livelihoods*; Kerr-Wilson, A. and Pain, A., 2003, AREU

small business ventures. Denial of property rights also limits women's access to capital, especially since banks normally require collateral for loans.

3.5 *Wage discrimination*

Within the formal sector, especially the civil service that constitutes the largest formal sector at present, women are mostly employed in lower ranks, with very low pay. Within this sector, they are usually discouraged from rendering overtime services, and even when they do so, unlike their male counterparts, they do not get financial compensation for the time they spent. Because women do not have much experience and equal access to job training, they have also limited opportunity for promotions. Within the informal sector, women's work is either unpaid or extremely undervalued. For example, a woman wage worker in the agricultural sector often receives less pay than a child performing the same duties.

3.6 *Limited participation of women in governance*

The limited participation of women in governance, including the civil service, farmers' associations, chambers of commerce, and community level organisations denies women the opportunity from participating in major decision making processes that have significant bearing on their economic wellbeing. Most of such exclusion results in investment and decisions that either do not meet women's particular needs or entrench power relations that prevent women from fully exercising their social and economic rights.

3.7 *Weak position of women in the informal economy*

The Afghan economy is dominated by the informal sector, with 80 to 90% of economic activity occurring within the informal sector. For example, exchange of services and products between rural households is widespread and women perform a large part of this work.⁴⁶ Statistics do not currently capture the size or extent of the economic contributions made by women working within the informal economy and its links to both the formal and informal economy. Developing a policy approach that supports those who work in the informal economy and which addresses risks and enables such women to seize opportunities in their particular working environment, is particularly difficult.⁴⁷ Because home-based work and the work of female workers in the agricultural sector are largely unregulated, payment is low or largely in-kind, and the work of such women is largely invisible. This makes it particularly difficult to structure programmes of social protection to benefit and protect women working within the informal sector.

4. POLICIES AND STRATEGIES:

4.1 *Access to education, vocational training and employment*

The Afghan Government is committed to building women's human capital as economic producers. Affirmative action policies for the allocation of opportunities for education, skills

⁴⁶ *Afghanistan National Development Strategy: An Interim Strategy for Security, Governance, Economic Growth and Poverty Reduction*; 2006, Government of Afghanistan

⁴⁷ *Supporting Workers in the Informal Economy: A Policy Framework/Working Paper on the Informal Economy* (Chen, M.A., Jhabvala, R.A., Lund, F.); 2002, Employment Sector, International Labor Office (ILO), Geneva

development and employment will be adopted and implemented. Particular attention will be given to strengthening women's involvement and providing them with vocational skills that will meet the demands of infrastructure, agriculture, and livestock production. An analysis of how best to provide women with skills in agriculture and livestock production will be carried out and skills trainings will be developed and provided to women accordingly. Attention will also be given to training of women to work in the sector of rural enterprise, which is a priority area for growth and employment in the I-ANDS. Incentives and recognition will be given to private firms that promote the employment of women. Young women will also be provided with career counseling to encourage them to take non-traditional courses such as engineering and mining.

4.2 *Legal protection*

All commercial, family, labor and trade laws will be subject to gender assessment. The amendment or abolition of all discriminatory laws that impair women's potential to fulfill their social and economic rights and duties will be undertaken. This is especially important in terms of property, inheritance and labor rights of women, as denial of such rights makes women more vulnerable to poverty. Reconsideration of trade laws will increase the possibility of protecting sectors and industries on which women's livelihoods are dependent. Family laws and enforcement of those laws will provide the opportunity for development of women's human capital in harmony with the market economy. The labor law will be reviewed to include women's rights in accordance with international standards. A labor inspectorate program will be established which will formulate standards and policies to promote the wellbeing of wage earning women, improve their working conditions and expand their opportunities for profitable employment.

4.3 *Promoting recognition of women as economic agents*

The government will promote women's full economic participation and increase their productivity through facilitating access to capital, marketing and other skills development. Business development services, training, marketing opportunities, and micro-finance schemes will be developed to cater to women. Specific strategies include the following:

1. targeting female urban unemployment through job placement and promotion of sustainable self-employment and women-owned businesses;
2. introducing safety standards and support services such as day care facilities;
3. securing economic opportunities for women, promoting women-friendly policies and services in the workplace, and advocating for equal rights as workers;
4. promoting public understanding aimed at the importance of women's contributions to economic development, women's right to work, and the enormous albeit largely unrecognized contribution that they already make to the economy;
5. analyzing women's economic opportunities and market advantage in various regions and developing policies and projects accordingly; and
6. developing mechanisms to monitor the progress of women's economic participation.

Collecting data on women's work is essential to developing more sophisticated indicators of social welfare and human development. A systematic means of carrying out surveys across the country to collect statistical data on women's work in (a) subsistence production, (b) informal paid work, and (c) domestic production and related tasks will be developed so that such information can be included in labor force statistics and national income accounts. The

possibility of collecting this information as part of the national census and/or existing household livelihood surveys will be further explored.

4.4 Development and adoption of a population policy

Success in family planning programs has been shown to have a significant impact on women's social and economic development. Through freeing women's time to participate in gainful economic activities and lifting the growing pressure on education and health services, lower fertility rates have the potential to contribute to growth in GDP and per capita income. The economic and health sectors will jointly study whether investment in family planning would be a cost-effective development expenditure. On the basis of such research, the government will consider developing a comprehensive population policy and the means to implement it.

4.5 Promoting women's leadership in the economic sector

The government will actively advocate and provide incentives for public and private sector initiatives that will foster women's leadership and participation in the economic sector, with particular emphasis on:

1. membership of women in economic bodies, such as chambers of commerce and labor and trade unions;
2. women's ownership and scaling up of business ventures;
3. promoting advanced studies in business management and commerce, mines and industries and agriculture;
4. organizing and capacity building of women business leaders; and
5. providing support in terms of market acceptability, product handling techniques and marketing methods.

Women's business organizations will be supported to establish provincial branches and link with networks overseas. A website dedicated to Afghan women in business will be instituted to facilitate countrywide exchange of information. An assessment will be conducted on how the government's macroeconomic policy can promote and/or protect the markets in which women dominate.

4.6 Development and adoption of policies to address the needs of women working in the informal economy

The government will involve women working in the informal economy in the formulation of policies that will improve their status and working conditions. In order to do so, the government will support the creation of organizations that involve, represent, or work with women in the informal economy to ensure that their voices are heard in government policy and decision making. There is growing evidence that concerted action by organizations of low-income informal workers, especially women's organizations, has improved the working conditions of poorer informal workers and the welfare of their families⁴⁸. A study will be conducted to assess the advantages and disadvantages of adopting trade and industrial initiatives that may help women working in the informal economy. This could include initiatives to support women making high quality products by funding research on designs and technologies and establishing budgets to promote their continued and better production.

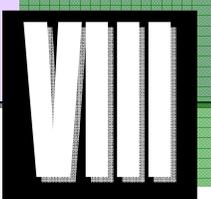
⁴⁸ *ibid*

5. PROGRAMS AND PROJECTS

Policies and Strategies	Programs, Projects and Activities	Time Frame	Cooperating Ministries and Partners
Improving access to education, vocational training and employment	<ul style="list-style-type: none"> ▪ Adoption and implementation of an affirmative action policy in the education, vocational training and employment sectors. 	Year 1-2	Ministry of Economy and Labor, Ministry of Women’s Affairs, Ministry of Education, Ministry of Higher Education, Central Statistics Office, Ministry of Public Information, Culture, Youth and Tourism
	<ul style="list-style-type: none"> ▪ Conducting of assessments and trainings to ensure that vocational training and job placement services are cognizant of potential growth sectors and are able to identify market opportunities that will bring women to more lucrative sectors of the economy 	Year 1-2	
	<ul style="list-style-type: none"> ▪ Establishment of a database to monitor the attainment of the government’s quantitative targets for women in education, vocational trainings, and employment ▪ Development and implementation of an advocacy program to promote the gender perspective in the business sector 	Year 1 onwards	
Legal protection	<ul style="list-style-type: none"> ▪ Gender assessment of commercial, family, labor and trade laws and adoption of gender sensitive provisions 	Year 2 onwards	Ministry of Economy and Labor, Ministry of Women’s Affairs, Ministry of Commerce, Ministry of Justice, National Assembly
	<ul style="list-style-type: none"> ▪ Adoption and implementation of labor rights education program for women workers 	Year 1 onwards	
	<ul style="list-style-type: none"> ▪ Development and enforcement of gender sensitive labor inspectorate program 	Year 2 onwards	
	<ul style="list-style-type: none"> ▪ Review of laws to identify, amend and abolish provisions that impair women’s exercise of their social and economic rights, particularly property, inheritance and labor rights 	Year 1 onwards	

Promoting recognition of women as economic agents	▪ Development and provision of business development and job placement services to women	Year 2 onwards	Ministry of Commerce, Ministry of Economy and Labor, Central Statistics Office, Ministry of Agriculture, Ministry of Rural Rehabilitation and Development, Ministry of Public Health, Civil Service Commission, Ministry of Information, Culture, Youth, and Tourism
	▪ Creation of a women's bureau or equivalent mechanism in the Ministry of Economy and Labor	Year 2 onwards	
	▪ Adoption of a comprehensive economic assistance program for women to include essential assistance for self-employment, income generating projects, and entrepreneurship	Year 1 onwards	
	▪ Conduct of a public information campaign on women's roles in the economy and the importance of women's contributions to economic development	Year 1 onwards	
	▪ Promotion of safety standards and support services such as day care facilities in public and private offices	Year 2 onwards	
	▪ Assessment of women's economic opportunities and market advantage in various regions and development and implementation of pertinent policies and projects	Year 1 onwards	
	▪ Development of a mechanism to monitor the progress on women's economic participation	Year 1 onwards	
	▪ Conduct of nationwide surveys to collect statistical data on the non-monetized income generating activities of women such as (a) subsistence production, (b) informal work, and (c) domestic production and related tasks; and inclusion of such information into labor force statistics and national income accounts	Year 2 onwards	
Development and adoption of a population policy	▪ Research on family planning and its impacts to women's economic productivity	Year 1 onwards	Ministry of Economy and Labor, Central Statistics Office, Ministry of Commerce and
	▪ Development and advocacy for the adoption of a population policy	Year 2	
	▪ Creation of an inter-ministerial	Year 2	

	<ul style="list-style-type: none"> population management task force Improvement of Afghanistan's institutional capacity for demographic survey and analysis 	Year 2 onwards	Industries, Ministry of Women's Affairs, Ministry of Public Health, Ministry of Hajj and Endowment
Promoting women's leadership in the economic sector	<ul style="list-style-type: none"> Development and adoption of an affirmative action policy for women's participation and leadership in policy and decision making within agencies dealing with economic and trade policies Development and implementation of a support program for organizations of women leaders in business Establishment of a database on women business leaders Advocacy for women's participation in non-traditional economic fields Integration of program courses for product handling techniques into existing skill building and vocational trainings for women 	Year 1 onwards Year 1 onwards Year 1 onwards Year 1 onwards Year 1 onwards	Ministry of Education, Ministry of Higher Education, Ministry of Public Information, Ministry of Women's Affairs, Central Statistics Office, Ministry of Economy and Labor; Ministry of Commerce and Industries, Business women's organizations
Addressing the particular needs of women working in the informal economy	<ul style="list-style-type: none"> Development of a program to support the creation of organizations that involve, represent, or work with women in the informal economy to ensure that they have a voice in government policy and decision making Assessment of the advantages and disadvantages of adopting trade and industrial initiatives that may help women working in the informal economy 	Year 2 onwards Year 2	Ministry of Commerce and Industries, Ministry of Economy and Labor, Ministry of Women's Affairs



HEALTH

1. OVERVIEW

Health is an essential prerequisite for the effective participation of women and men in all areas of life. According to the Beijing Platform for Action, women's health involves their emotional, social, physical, and biological wellbeing and is determined by the social, political, and economic context of their lives. Afghan women's health and mortality, as measured by a number of interrelated indicators, deviates strongly from global standards. Afghan women are among the worst off women in the world as measured by high fertility, low relative and absolute life expectancy, extremely high Maternal Mortality Rates (MMR), malnutrition, and other indicators. Article 54 of the Afghan Constitution provides that the State will adopt "necessary measures to ensure physical and psychological well-being of the family, especially of child and mother." The Government of Afghanistan believes there is a need to take dramatic measures to make good on this obligation in light of the disastrous state of women's health.

The high fertility rate affects women's life and health in a variety of ways. In many instances, frequent pregnancy impairs women's ability to pursue an education or engage in economic opportunities. Early and frequent pregnancies increase the risks of maternal and infant deaths. The high fertility rate and youthful population not only places an outsized burden on women and women's health. It also strains the capacity of the government to provide education and health services to its young population. This leaves women with inadequate public resources available for health care and other needs. Afghanistan's total health expenditure was only 0.6% of the GDP compared to the South Asian average of 4.7%. Health expenditure per capita was only \$1, compared to South Asia's average of US\$21.0.⁴⁹ Preventing the death of one Afghan woman every 30 minutes will require significant increase of female community health specialists trained to treat women and respond to their reproductive health concerns.

GOAL
The Government aims to ensure women's emotional, social and physical wellbeing and their reproductive rights.

Lack of good reproductive health services causes an exceedingly high number of preventable maternal deaths. Many rural women do not have access to any form of reproductive health care.

⁴⁹ *Afghanistan National Development Report 2004: Security with a Human Face, Challenges and Responsibilities*; 2004, UNDP Report

Even where reproductive facilities are available, the quality of service is generally poor. Basic reproductive health services are available only in 17% of health facilities in the country⁵⁰.

Traditions in Afghanistan raise many barriers to women accessing health services: women's restricted mobility impedes their ability to seek care, they are further restricted in choice of health treatments when these are subject to male approval, and treatment of women by male doctors is largely unaccepted. Nearly 40% of basic health facilities have no female workers, and as a consequence, only 14.3% of births are attended by trained attendants. Furthermore, only 11% of deliveries take place in a health facility. In 8 out of 32 provinces, this figure goes down to 1%⁵¹.

In addition, women's access to basic health information and their opportunities to apply basic health skills have been undermined by discrimination against women in education. Women also run higher health risks due to discrimination that is decidedly manifested by a high prevalence of violence against women. Violence and the constant fear of violence adversely affect their psychosocial wellbeing. Years of exposure to violence, conflict, loss of family members, public executions, and other oppressive and violent private and public treatment have left many Afghan women psychologically traumatized. Women suffer from psychological problems disproportionately to men⁵². Suicides and damaging suicide attempts among women have increased international pressure on Afghanistan to meet the comprehensive health needs of women. Other health conditions that women suffer include anemia, tuberculosis, sexually transmitted diseases (STDs), including HIV/AIDS, and malnutrition.

In March 2002, the Afghan Ministry of Public Health (MOPH) began a process to determine its major priorities for rebuilding the national health system. For this endeavor, the Ministry sought to identify the greatest health problems within Afghanistan, and based on this information, determined the basic services needed by all Afghans. These crucial services were deemed the Basic Package of Health Services (BPHS). The BPHS is the foundation of the Afghan health system and is the basis for the primary health care (PHC) system in Afghanistan⁵³. The BPHS clearly delineates the services that should be provided by each type of primary health care facility in the Afghan health system – health posts, basic health centers (BHC), comprehensive health centers (CHC) and district hospitals (DH) – and specifies the staff, equipment, diagnostic services, and medications required to provide those services. The BPHS furthers the ultimate objectives of the Ministry of Public Health, one of which is “Giving priority to groups in greatest need, especially women and children.”⁵⁴

As of mid-2005, the Ministry of Public Health has increased the proportion of the population with basic access to BPHS to nearly 77%⁵⁵. Yet, as the data on women's health and access to health care reveals, the BPHS still needs to make great strides to fulfill the objectives of the Ministry of Public Health and to meet the health care needs of women throughout Afghanistan.

⁵⁰ Afghanistan Multiple Indicator Cluster Survey (MICS) 2003: Progress of Provinces; May 2004, CSO and UNICEF

⁵¹ *Best Estimates of Social Indicators for Children of Afghanistan*; May 2006, UNICEF

⁵² *Afghanistan: Country Gender Assessment*; August 2004, The World Bank

⁵³ *A Basic Package of Health Services for Afghanistan, 2005/ 1384*; Ministry of Public Health, Government of Afghanistan

⁵⁴ *ibid*

⁵⁵ *ibid*

2. GOAL AND OBJECTIVES

The improvement of women's health is a priority for the Afghan government and holds top priority in an agenda that is committed to promoting the status of women and building their human capital.

Goal	Key indicators
The Government aims to ensure women's emotional, social, and physical wellbeing and to protect their reproductive rights.	<ul style="list-style-type: none">▪ Reduction from 1,600 to 400 maternal deaths per 100,000 births by 2015▪ Increased reproductive health services in country health facilities▪ 30% increase in participation of women in the health sector▪ At least 90% of women have access to the Basic Package of Health Services

Achieving these targets in the health sector will yield measurable results towards the goal of reducing poverty and improving the wellbeing of all Afghans. This in turn will improve the wellbeing and productive capacity of families. The following objectives will be pursued within the overall framework of the government's work:

- a) Strengthening the quality and improving women's access to the Basic Package of Health Services;
- b) Increased investment in training women health workers including doctors, nurses, and midwives;
- b) Increased resources for and effective implementation of the National Reproductive Health Strategy, placing particular emphasis on reduction of fertility rates; and
- c) Enforced policy of mandatory capacity on reproductive health services, family planning and handling of violence against women cases in all health facilities.

3. ISSUES AND CONSTRAINTS

3.1 *Inadequate medical services and infrastructure*

Years of conflict have left few functioning medical facilities. Pre-existing medical facilities are in need of repair and many more need to be constructed. Further, there are insufficient health facilities and services for women, particularly at the provincial level. It is estimated that 81% of the population lacks access to basic health services. Overall, only 30% of the population has

access to health care⁵⁶. There is also a lack of a culture of preventive health and self-care, which leads to poorer overall health of the population and greater demand for health care.

3.2 Lack of human resources and low representation of women in the health sector

One of the most significant challenges facing the health sector is human resources. Doctors make up a quarter of the health providers in the country with an average ratio of 4 doctors per 1,000 people. The majority of these physicians are located in Kabul and other city centers. Furthermore, only 24% of the overall number of doctors in the country and 21% of the nurses are female. Only 21% of BPHS facilities have a midwife and about 40% of such facilities do not have a female health care provider. A shortage of skilled female staff is one of the biggest constraints to improving health service delivery for women⁵⁷. Under-representation of women in the health sector has direct consequences on women's health, as traditions in Afghanistan make treatment of women by male doctors largely unaccepted. Further, increased understanding of women's health concerns - particularly violence against women - is needed among medical staff.

Cultural beliefs and traditions are preventing women from accessing health services, as well as making their treatment by male doctors very difficult. This is perhaps one of the most difficult barriers to confront because it is a cultural issue that is deep-rooted and widespread.

3.3 Cultural constraints in accessing health care

Cultural beliefs and traditions are preventing women from accessing health services, as well as making their treatment by male doctors very difficult. This is perhaps one of the most difficult barriers to confront because it is a cultural issue that is deep-rooted and widespread.

3.4 High Maternal Mortality Rate

Afghanistan suffers from one of the highest maternal mortality rates in the world. Overall maternal mortality is estimated at 1,600 to 1,900 deaths per 100,000 live births⁵⁸. In Badakhshan province, one in three women can die from complications of pregnancy or childbirth. Death of women during pregnancy and childbirth is often a direct consequence of the young age at which girls and women give birth, and thus a consequence of the young age of marriage of women and girls. Only 14.3% of births are attended by skilled health personnel, and only 12% of women receive professional ante-natal care. In 2002, 40% of facilities providing the Basic Package of Health Services did not have female health workers⁵⁹. Almost half the deaths among Afghan women in the reproductive age group are from complications of pregnancy and childbirth. It is estimated that 87% of these deaths are preventable.

⁵⁶ *Best Estimates of Social Indicators for Children of Afghanistan*; May 2006, UNICEF

⁵⁷ *Health Policy in Afghanistan: two years of rapid change, a review of the process from 2001-2003* (Strong, L., Wali, A. and Sondorp E.); 2005, London School of Hygiene and Tropical Medicine

⁵⁸ *Best Estimates of Social Indicators for Children of Afghanistan*; May 2006, UNICEF

⁵⁹ *Afghan National Health Resource Assessment*; December 2002, Ministry of Health, Government of Afghanistan

3.5 *Need to focus on women's health beyond maternal health*

The health needs of women are not limited to their child-bearing function. Post-war trauma is rampant, yet there is currently limited access to psychological or psycho-social support. Female malnutrition is also a significant problem. According to Afghanistan's MDG Report for 2005, Afghanistan is one of the 22 countries with the highest rates of tuberculosis, with young women constituting a majority of the cases. Data from the World Health Organization (WHO) reveals that 67% of Afghanistan's registered tuberculosis cases are women. There is further need for attention to anemia, tetanus, and sexually-transmitted diseases, including HIV/AIDS.

3.6 *Limited practice of and access to family planning*

Afghanistan's fertility rate is estimated at 6.6 children per woman. Family planning is a major component of population policy. Certain programs have been successful and have resulted in a decline in total fertility rate. However, high fertility rates continue to exist in the country, particularly in rural areas, reflecting a lack of knowledge of and access to family planning services. Only one third of married women are aware of one or more methods to delay pregnancy. Awareness is greater in urban areas (45%) than in rural areas (22%). Of those who are aware, less than half are practicing some method of delaying pregnancy.⁶⁰ Furthermore, basic reproductive health services are only available in 17% of the health facilities in the country. Reduced fertility and population growth will likely provide increased opportunities for investment in women's capital and productivity.

4. POLICIES AND STRATEGIES

4.1 *Improving and expanding health services and infrastructures, particularly for rural women*

The Ministry of Health will continue to support and promote the creation and repair of adequate medical facilities that are able to attend to the particular health needs of women. Efforts will be made to improve access to health services, particularly at the provincial level. This will include the creation and increased use of mobile clinics to serve villages and more remote rural areas. Enforcing the BPHS policy that at least one female health practitioner will work in each health care facility will significantly impact on women's ability to access medical services. The Ministry of Public Health will enforce its policy that all women who are from rural areas and trained elsewhere as midwives return to serve their villages for a specific period of time, except in justifiable circumstances. A policy of mandatory service in the provinces for other health practitioners will be explored.

The *National Reproductive Health Strategy, 2006-2009*, which is part of the Basic Package of Health Services, states that regarding reproductive health, the Ministry of Public Health is "committed to [increasing] accessibility of mothers and women of childbearing age to quality reproductive health services including antenatal care, intrapartum care, routine and emergency obstetric care and postpartum care, counseling and modern family planning services through skilled birth attendants working with community and other health workers." Through this

⁶⁰ Afghanistan Multiple Indicator Cluster Survey (MICS) 2003: Progress of Provinces; May 2004, CSO and UNICEF

strategy, the Ministry of Public Health aims to improve the supply of quality reproductive health services and demand for these services. In order to meet this goal, the MOPH will work to

1. increase the number of facilities that provide reproductive health services, specifically CHCs and BHCs;
2. increase the number of providers able to deliver reproductive health services. Special emphasis will be given to increasing the number of midwives and female community health workers (CHWs), in order to expand services through the country; and
3. improve the quality of care at all facilities.

In order to increase demand for services, special attention will be paid to

1. creating community-facility linkages including outreach activities from the facilities to the community,
2. behavior change communication activities which increase the dissemination of appropriate health messages,
3. mobilization of the community to address reproductive health issues, and
4. activities that encourage women and families to improve and maintain their own reproductive health⁶¹.

Resources and capacities of the MOPH will be increased to make sure that this strategy is strengthened and successfully implemented. The BPHS has been amended to address health issues, in addition to reproductive health, that are particularly important for women. According to the BPHS, identification of psychosis and, for example, treatment of anxiety disorders and depression will be available at BHCs. Furthermore, according to the BPHS, short course therapy for tuberculosis will be made available in all health facilities, a significant step towards tackling a disease that women disproportionately suffer from, compared with men. The government will support the strengthening and implementation of these initiatives alongside the BPHS as a whole. Although a national nutrition strategy has been developed, the Ministry of Public Health will finish developing a strategy specifically designed to address the poor nutritional status of women.

Priority for improving the quality and amount of health care will be given to the provinces with the highest maternal mortality rates. In order to improve the quality of health services for women, capacity on reproductive health issues and handling of cases of violence against women will be made mandatory in all health facilities, building national capacity for mainstreaming gender and women's rights in health service delivery. Collection of sex-disaggregated data to monitor key health indicators such as infant mortality, women's usage of health facilities, household medical/health expenditures, and nutritional status will become an indispensable part of the health system.

4.2 Promoting women's representation in the health sector

The government is committed to increasing the number of skilled female health practitioners - particularly in rural areas - through increased education facilities for women and an incentive system. Increased training for midwives, female health practitioners, including community health workers, midwives, nurses and doctors countrywide will be provided. Particular attention will be paid to ensuring that

⁶¹*National Reproductive Health Strategy, 2006-2009*; May 2006, Reproductive Health Task Force, Ministry of Public Health, Government of Afghanistan

1. at least one female is available to work as a community health worker in all community health posts,
2. at least one midwife can work in each basic health center,
3. comprehensive health centers are able to have female doctors, nurses and midwives, and
4. district hospitals will be staffed with female nurses, doctors, and obstetrician/gynecologists (OB/GYNs).

All health workers – female and male – will receive training in women’s health care needs, including addressing cases of violence against women in health facilities, recording the cases and handling referral systems. An incentive system will be put in place to ensure adequate staffing of health facilities in rural areas, particularly ensuring availability of qualified female staff and psychological counseling. Furthermore, medical schools will institute an affirmative action policy for female students to increase the number of female students who enrol. Increasing the presence of women in the health sector will help ensure that women will be able to access health services in urban and remote rural areas. It will also contribute to promoting an understanding of women’s issues, increasing gender sensitivity among medical staff, and incorporating women’s concerns into the delivery of health services.

4.3 Promotion of a culture of health care and an understanding of basic health

Health interventions will address holistic needs of women across the life spectrum and reaffirm women’s right to control all aspects of their health. This entails extensive work with both women and men who could serve as advocates of women’s health care. Female and male community health workers, nurses and doctors will be trained in general health care, the home environment as a factor in perpetuating poor health, nutrition, reproductive health and basic hygiene in order to teach the population about such subjects during visits to the clinic and during seminars on basic health care. Furthermore, health posts will remain responsible for community-based malnutrition management and basic health centers for working to improve sanitation within communities. Periodic health services will be provided in schools and universities to ensure access of children, especially young girls and women, to health care.

The government will implement public information campaigns and trainings to raise awareness regarding reproductive health rights and launch media campaigns to promote women’s health, with a focus on the regional, provincial and local levels. This public information campaign will include topics such as forced and early marriages and their negative impacts on women’s health, as well as the importance of encouraging, accepting and appreciating the work of female practitioners. District Hospitals, which are the service providers responsible for community outreach, will be in charge of implementing this public information campaign. Literacy classes which include basic health and hygiene will be provided. Such topics will also be included in school curricula at all levels.

4.4 Reducing maternal mortality

Afghanistan is committed to reducing the maternal mortality rate by 15%. This is consistent with the country’s commitments in the I-ANDS and MDGs. The MDGs mandate a reduction in maternal mortality by three-quarters in 15 years. Afghanistan has 10 remaining years to meet this goal. This requires a reduction from 1,600 to 400 deaths per 100,000 births by 2015, meaning a reduction of 120 deaths per 100,000 births each of the next 10 years. Achievement of this goal will require dramatic improvements in health conditions and further research on factors that

contribute to the high MMR in Afghanistan. Meeting the challenge of reducing maternal mortality will require education, communication, and changes in cultural practices.

4.5 Promoting access to family planning

The Ministry of Public Health developed a Family Planning/Birth Spacing Strategy (FP/BSS) as part of the National Reproductive Health Strategy. The objectives of the strategy are to

1. increase availability of high quality family planning by strengthening the capacity of providers to counsel, provide services and manage side effects and complications, especially for people in rural and hard to reach areas, and nomad populations,
2. improve the enabling environment for the provision of high quality family planning services,
3. promote involvement of males, religious and community leaders and communities to achieve higher demand for and use of family planning services by couples,
4. strengthen Behavioral Change Communication (BCC) to increase demand for and use of family planning, and mobilize different sectors and populations to support a rapid demographic transition, and
5. expand the variety of ways that couples can access family planning services both within and outside of the health sector.

The Ministry of Public Health will ensure that women and men have access to family planning services through providing birth spacing services as part of BPHS. Family planning services will be available at all levels as part of BPHS. The programme will also ensure that each individual and couple gets adequate and correct information to enable them to use appropriate family planning methods. Family planning methods will be available at the district and provincial levels as well as at hospitals⁶². The government is committed to ensuring that this strategy is successfully implemented. The success of family planning programs is directly related to the status of women in terms of health, literacy, education, economic status, and other social indicators. The development of a population policy, as mentioned in the section on Economy, Work and Poverty, will be pursued to promote women’s access to education, health services, and economic opportunity in the country.

5. PROGRAMS AND PROJECTS

Policies and Strategies	Programs, Projects and Activities	Time Frame	Cooperating Ministries and Partners
Improve medical services and infrastructure, particularly for rural women, and promote a culture of health care and an	▪ Outlining of areas that are under-served by health facilities	Year 1	Ministry of Public Health, Ministry of Women’s Affairs, Ministry of Information, Culture Youth and Tourism, international and local organizations in the health sector, local media
	▪ Improvement of existing health facilities for women	Year 1 onwards	
	▪ Establishing of mobile clinics for health outreach	Year 2 onwards	
	▪ Building the capacity of	Year 2 onwards	

⁶² *ibid*

understanding of basic health	MOWA's Department of Women's Health		
	<ul style="list-style-type: none"> ▪ Training and information campaign for women and men to promote knowledge of basic health care, hygiene, the home as a factor in promoting good health practices, reproductive health, and nutrition 	Year 2	
	<ul style="list-style-type: none"> ▪ Production and implementation of media campaign promoting and linking women's health to family health and productivity 	Year 1-2	
	<ul style="list-style-type: none"> ▪ Support to organizations working on psycho-social health 	Year 1 onwards	
	<ul style="list-style-type: none"> ▪ Implementation of programs to address women's health conditions such as malnutrition, tetanus, anemia, and tuberculosis 	Year 1 onwards	
	<ul style="list-style-type: none"> ▪ Collection and processing of sex-disaggregated health data 	Year 1 onwards	
Promote women's representation in the health sector	<ul style="list-style-type: none"> ▪ Increasing women's representation in the health sector by at least 30% 	Year 3 onwards	Ministry of Public Health, Ministry of Higher Education, international and local organizations in the health sector
	<ul style="list-style-type: none"> ▪ Increasing and providing incentives for the local level presence of trained female community health workers 	Year 3 onwards	
	<ul style="list-style-type: none"> ▪ Creating incentives (such as job placements) for female students to enter the 	Year 2 onwards	

	<ul style="list-style-type: none"> ▪ Upgrading the capacity of the recruited workforce for the medical field ▪ Gender-sensitivity training of female and male practitioners and including it in medical school curriculum 	<p>medical field, particularly nursing and midwifery</p> <p>Year 2 onwards</p> <p>Year 2 onwards</p>	
Reduce maternal mortality and VAW	<ul style="list-style-type: none"> ▪ Strengthening the delivery of services that will reduce the maternal mortality rate ▪ Building the capacity of health professionals to deal with reproductive health and VAW ▪ Designing and implementing refresher course for health professionals with a focus on reproductive health ▪ Identifying and developing new strategies and necessary budgeting to increase basic reproductive health services to rural women ▪ Monitoring indicators (MMR, access to services, use of health facilities, medical/health expenditures, nutritional status, etc.) and collecting sex-disaggregated data ▪ Facilitating the development of public awareness raising and training programs on reproductive health, 	<p>Year 3 onwards</p> <p>Year 1 onwards</p> <p>Year 2 onwards</p> <p>Year 3 onwards</p> <p>Year 1 onwards</p> <p>Year 1 onwards</p>	<p>Ministry of Public Health, Ministry of Interior Affairs, Attorney General's Office, Ministry of Women's Affairs, Ministry of Information, Culture, Youth and Tourism, international and local organizations in the health sector</p>

	reproductive rights, early marriage, safe motherhood, psycho-social health, and nutrition		
	<ul style="list-style-type: none"> ▪ Researching women and STDs, including the prevalence of HIV/AIDS 	Year 2-3	
Promote access to family planning	<ul style="list-style-type: none"> ▪ Strengthening campaigns to promote family planning 	Year 1-2	Ministry of Public Health, Ministry of Women's Affairs, Ministry of Information, Culture, Youth and Tourism, international and local organizations in health sector, local media
	<ul style="list-style-type: none"> ▪ Developing a population policy and implementation strategies (as mentioned in the section on Economy, Work and Poverty) 	Year 2 onwards	
	<ul style="list-style-type: none"> ▪ Awareness raising for women and men on breast feeding, maternal health, and birth spacing 	Year 2 onwards	
	<ul style="list-style-type: none"> ▪ Improving access to contraception 	Year 1 onwards	
	<ul style="list-style-type: none"> ▪ Making reproductive health services available in all health facilities in the country 	Year 2 onwards	

IX

EDUCATION

“Read in the name of thy Lord and cherish her” (Sura 96, Verse 1)

I. OVERVIEW

Education is a human right and duty. It is a means to fully realize human potential. Women’s education is a cornerstone for building women’s human capital and a requirement for their meaningful participation, effective leadership, and equal enjoyment of rights in Afghanistan. As shown in East Asian experiences, female education also contributes to reduced fertility rates and a corresponding rise in the growth of per capita income. Afghan women have been long deprived of their right to education. Today, this right is legally protected under Article 44 of the Constitution but the participation of girls and women in various levels and fields of education continues to be limited and beset with numerous constraints.

Afghan women have one of the lowest literacy rates in the world and the worst disparity with men. The adult literacy rate in Afghanistan is estimated at 36%, while for adult women, it is estimated at being 21%⁶³. The literacy rate of Afghans between 15-24 years old is 34%, with 50% for men and only 18% for women. Furthermore, the gross enrolment rate for females at the primary school level was 54% in 2004, while the total gross enrolment rate was 94%⁶⁴. These low literacy and primary school enrolment rates for women indicate that males are currently benefiting more from education than

GOAL

To increase the enrolment and retention of girls and women at all levels of education, including vocational and non-formal education, and to create an enabling environment where girls and women have equal access to all levels of education, equal treatment in the classroom and equal opportunity to complete the highest possible level and quality of education within the appropriate time period

⁶³ *Afghanistan: National Reconstruction and Poverty Reduction: The Role of Women in Afghanistan’s Future*; March 2005, The World Bank

⁶⁴ “Ed Stats. 2006” World Bank Group Web site. [http:// devdata.worldbank.org/edstats/cd5.asp](http://devdata.worldbank.org/edstats/cd5.asp), accessed September 2006

are females. Boys are twice as likely as girls to complete primary school, and this difference widens at the secondary school level, and widens further still in higher education⁶⁵.

Despite a marked improvement in recent years, women still face a number of obstacles to education such as early marriage; restricted movement; cultural, security, and transport constraints; shortage of female teachers (at only 27% of the total number of teachers) and facilities; competing demands on girls' and women's time; and the lower value attached to girls' and women's education.

Underage marriage inhibits girls' opportunity to complete their education due to early childbearing and household duties. It also affects the education of their offspring who are raised by uneducated children rather than educated women. Women's poor education has a negative impact on Afghanistan's economy, as "countries with poor literacy rates and gender gaps in literacy tend to be less competitive in terms of attracting foreign direct investment"⁶⁶. Gender inequality in education is self-perpetuating with consequences of continued high fertility and low economic growth. Thus deliberate interventions to reduce the gender gap in literacy and education will contribute to elevating Afghanistan's extremely low GDP. Other studies confirm that gender discrimination in the non-agricultural economy has a significant adverse impact on per capita GDP⁶⁷.

Afghanistan has the highest proportion of primary school age children in the world with 19.6% of the population in the 7-12 age group. The development task for Afghanistan's education sector is daunting as education is crucial for the country's political and economic development. In order to bring about equitable socio-economic development, the Afghan government will make dramatic strides in strengthening education and improving women and girls' access to education.

2. GOAL AND OBJECTIVES

Goal	Key Indicators
To increase the enrolment and retention rates of girls and women at all levels of education, including vocational and non-formal education, and to create an enabling environment where girls and women have equal access to all levels of education, equal treatment in the classroom and equal	<ul style="list-style-type: none"> ▪ 50% increase in girls' enrollment share in primary, secondary and tertiary schools ▪ At least 70% net enrollment in primary schools for girls ▪ 50% female net enrolment in universities ▪ 50% increase in retention rate of females in education

⁶⁵ *Millennium Development Goals, Islamic Republic of Afghanistan Country Report 2005: Summary Report*; 2005, UNDP

⁶⁶ *Afghanistan: Country Gender Assessment*; August 2004, The World Bank

⁶⁷ *Afghanistan: National Reconstruction and Poverty Reduction: The Role of Women in Afghanistan's Future*; March 2005, The World Bank

opportunity to complete the highest possible level and quality of education within the appropriate time period.

- 50% reduction in female illiteracy
- Minimum of 150,000 women trained in marketable skills through public and private means and approximately 40% of them utilizing the skills acquired
- 50% representation of women in teaching and non-teaching positions including policy and decision-making

In attaining this goal, the Government of Afghanistan will pursue the following objectives:

- a) Reducing the constraints to girls' and women's access to education, with special emphasis on early child marriages, sexual harassment, and physical access;
- b) Increasing girls' and women's access to quality education in rural and urban areas;
- c) Implementing a public outreach campaign to raise awareness in communities of the importance of female education to the well-being of girls and women, families and the development of Afghanistan;
- d) Attaining equal participation of women in all positions and levels of the education system, from teaching to policy making;
- d) Adopting and implementing affirmative action policies for the recruitment of female teachers and for the entrance examination of girls and women in tertiary education; and
- e) Strengthening the quality and quantity of in-service training for teachers, especially female teachers.

3. ISSUES AND CONSTRAINTS

3.1 Gender disparities in school enrollment and retention rates

Despite the success of Afghanistan's Back to School campaign, girls' education still lags behind that of boys, and this gap increases as children grow older. The tasks for the education sector remain daunting due to the country's combination of having both one of the world's lowest participation rates (especially for girls) and the highest proportion of school age children in the world. At the university level, only 6 out of 19 universities met the minimum threshold of 30% female students in 2005. Women pursuing higher education tend to specialize in traditionally female areas, and are barely represented in non-traditional fields such as computer science, journalism, and business.

3.2 Lack of access and poor educational infrastructure

Lack of access and insufficient facilities, including inadequate girl's schools, are some of the primary obstacles to school enrolment of girls. Of the existing schools in Afghanistan, far fewer admit girls than boys. Schools are officially designated as either boys' or girls' schools, and 29% of Afghanistan's 415 educational districts have no designated girls' schools at all. Yet, data from the Ministry of Education indicates that 49% of Afghanistan's schools admitted girls at some level, compared with 86% that admitted boys.⁶⁸ Furthermore, both urban and rural families refer to distance as the most common reason for not sending their daughters to school. Other factors impeding girls from attending school are lack of latrines and water in schools. Approximately one third of schools have no identifiable water source, and less than 15% have latrines for children's use.

3.3 Insufficient female teachers and discriminatory education curricula

Women's participation and leadership in the education sector remains weak. Women are under-represented as teachers at all levels, and this is compounded by a lack of educated and employable women to fill positions in various sectors. Given that girls are segregated from boys and there is social and cultural preference for girls to be taught by female teachers, there is a greater demand for female teachers than the available supply. Further, gender discrimination remains entrenched in curricula and teaching practices, with learning materials and school curricula reinforcing traditional female and male roles.

3.4 Increasing safety and security concerns

Safety and security continues to be a concern for girls attending school, particularly in rural areas. School burnings and other forms of violence are increasing. Such attacks have a greater impact on girls and women, largely because there are fewer girls' schools. Parents are wary of sending daughters to school due to the distant location of many girls' schools and overall lack of security. Public violence, assaults, and verbal harassment – either specifically targeted to undermine women's advancement or due to lack of law enforcement – often deny girls and women the right to access education.

3.5 Social resistance to female education

Socio-cultural norms and biases discourage female education, as there is a pervasive belief that women's primary role is in the domestic sphere. On the other hand, society perceives that men have a greater need for education because they are the main breadwinners and are in charge of public affairs. As a result, girls are discriminated against in both formal education and vocational training. Family commitments, early marriage, and demands on girls' time also serve as obstacles. Generally, parents, families, and communities undervalue girls' education. Poverty is another major constraint to girl and women's education. Although education is free, for poor families, the cost of school uniforms and stationery is an impediment to sending girls to schools. Furthermore, girls' energy and time are normally appropriated for domestic chores or income generating activities.

⁶⁸ *Education Management Information System* (draft); 2004-2005, Ministry of Education

3.6 Insufficient access to accelerated learning and vocational training programs

Other forms of education and training for women, such as non-formal or informal education and vocational training remain inadequate. Vocational training and livelihood initiatives are done on a project basis and are often piecemeal, not adapted to the local context or market demands and usually unsustainable. Vocational training programs for women often focus on traditional crafts for which there are no profitable markets. Furthermore, women are not provided training in economic management or marketing.

4. POLICIES AND STRATEGIES

4.1 Adopting an affirmative action approach and an incentive structure for female education

The Government will intensify its efforts to promote female education. Affirmative action measures will be put in place to encourage women to pursue careers as teachers, particularly in remote areas. Moreover, women will be provided with added incentives, such as higher salaries and opportunities for training, to become and remain teachers. Such incentives will be provided until the representation of women in the teaching profession nationwide has reached 50%. Increasing the number of female teachers at all education levels will encourage girls and women to pursue education and remove one substantial obstacle to female education. Incentives designed to reduce the dropout rate for girls will also be provided. An affirmative action policy will also be adopted to promote education of girls in traditionally male fields and vice versa. A policy of gender equity in allocation of scholarships and training opportunities will be adopted.

4.2 Improving women's access to education and educational infrastructure

The government will provide adequate educational infrastructure to girls by building girls' schools, developing relevant curriculum, and providing textbooks and adequate water and latrine facilities. The Ministries of Education, Transport and Interior will create a task force to explore how best to provide girls with adequate transportation to schools and will develop policies and programs accordingly. Possibilities for informal education will be explored to reach women in the most remote and sparsely populated provinces of Afghanistan and measures will be taken for official recognition of informal education, and linking informal education to the formal education system.

4.3 Improving the organization and structure of education

All schools will be enabled to collect sex-disaggregated administrative data on school enrollment, performance and retention rates, and recruitment of teachers. To combat gender discrimination, appropriate measures will be instituted to ensure a non-discriminatory classroom atmosphere and curricula. Further, gender-sensitive education models that include appropriate curricula and flexible scheduling to take women's and girls' time and obligations into account will be piloted. Teacher training models that instruct teachers on educating their female students about the opportunities available to them and emphasize the importance of empowering their female students will also be piloted.

4.4 Addressing issues of safety and security

Concerted government efforts will be set in place to ensure safety and security of schools. The Ministry of Interior Affairs along with the Ministry of Education will be central to this effort. The Ministry of Transport will assist with transportation for girls and boys to schools. Female dormitories will be available in universities, and other necessary measures will be taken to ensure that girls and women can pursue their education. The Ministries of Education, Higher Education, and Interior Affairs will conduct an assessment and take appropriate actions on increasing security in female educational facilities. The Ministry of Transportation and Aviation will work with educational institutions and MOWA to address the issue of safe and accessible transportation facilities for woman and girl students.

4.5 Addressing social factors impeding women's access to education

Overcoming socio-cultural obstacles to women and girls' education will require a major investment in time and a concerted effort by government, civil society and the international community. The government will enforce the policy on compulsory education and monitor the status of married girls and young women's participation in schools. Schools and universities will be mandated to monitor sexual harassment and violence against girls and women in schools, including cases of early and forced marriages and violence committed by teachers against students. A vigorous campaign on the value of female education and training will be pursued. Parents and communities will be a particular focus along with mothers of school-age children, who will be encouraged to form support groups to ensure their involvement in girls' education. Information campaigns will make the public aware of Islamic principles that support female education and will advertise the protective measures of girls' schools to increase parents' comfort levels.

4.6 Reducing illiteracy

Women's literacy is a fundamental right and an essential component of promoting progress and development in Afghanistan. Increased literacy will improve women's participation in all aspects of life. Literacy campaigns are an even more pressing need in rural areas. In line with Article 44 of the Constitution and Articles 10 and 14 of CEDAW, the government will work to increase adult and functional literacy programs, particularly those aimed at reducing gaps in education between women and men. Distance learning programs, especially for functional and adult literacy, designed and administered by a national university will be considered. The use of media for such programs will also be promoted.

In line with the provision of the Constitution (Article 44) and principles of CEDAW (Articles 10 and 14), the Afghan government will work to increase adult and functional literacy programs, particularly those aimed at reducing gaps in education between women and men.

4.7 Promoting alternate education, accelerated learning, and vocational training

Alternate education, accelerated learning, and vocational training opportunities will be made available to women on a larger scale to ensure equal coverage of all women in education and to promote non-formal means of skills building and enriching knowledge. Accelerated learning

classes and alternate education will be provided to ensure that women and girls are able to reach the level of education appropriate for their age in the most expeditious and efficient manner possible. The Ministry of Education, in cooperation with relevant partners including NGOs, will consider providing alternate education through informal education, distance learning, and educational broadcasting in radio and television. Interventions providing vocational training will be based on market research and gender analysis. A labour market study will be completed to assist in developing an effective skills development strategy that is responsive to market needs. This will entail a paradigm shift from ‘quick fix’ solutions that reinforce traditional skills for women and focus on low-paid gender stereotyped occupations such as tailoring, embroidery, and handicrafts. Instead, initiatives and corresponding trainings will focus on larger-scale, longer-term, profit-oriented ventures. The Government’s National Skills Development Program will ensure that there is gender equity across the program and that women are given access to appropriate opportunities to strengthen their livelihood security. MOWA will ensure that this includes vocational institutes for women and the collection of data to determine how many women have benefited from non-formal education.

4.8 Utilizing education to promote the overall well-being of women

Human rights, including the rights of women and girls, will be included in the curriculum of schools and universities at all levels. Civic education will also be included in the curricula of schools at all levels and universities to enable women and girls to be politically active and to better fulfill their civic duties. Information on basic health and hygiene will also be included in the curricula of schools and universities. Textbooks and educational materials will be revised accordingly.

5. PROGRAMS AND PROJECTS

Policies and Strategies	Programs, Projects and Activities	Time Frame	Cooperating Ministries and Partners
Improving women's access to education and educational infrastructure	<ul style="list-style-type: none"> ▪ Improving infrastructure in girls' schools, with emphasis on building adequate water and latrine facilities 	Year 1 onwards	Ministry of Education, Ministry of Higher Education, Afghan Independent Human Rights Commission, Ministry of Justice, Ministry of Information, Culture, Youth and Tourism, Ministry of Economy and Labor, Ministry of Rural Rehabilitation and Development
	<ul style="list-style-type: none"> ▪ Reforming curricula, textbooks and educational materials to include women's rights and other relevant gender concerns 	Year 1 onwards	
	<ul style="list-style-type: none"> ▪ Conducting a study on whether and how informal education can be utilized for women in remote areas 	Year 2 onwards	
	<ul style="list-style-type: none"> ▪ Accelerating the building and rehabilitation of girls' schools to ensure that women's needs are taken into account in the construction of such facilities and that they are adequate, accessible, and safe 	Year 2 onwards	
	<ul style="list-style-type: none"> ▪ Promoting the establishment of childcare and kindergarten facilities 	Year 2 to 3	
	<ul style="list-style-type: none"> ▪ Reducing female illiteracy for ages 7-33 	Year 3 onwards	
	<ul style="list-style-type: none"> ▪ Conducting literacy campaigns, especially in rural areas 	Year 3 onwards	
	<ul style="list-style-type: none"> ▪ Expanding non-formal education programs 	Year 4 onwards	
	<ul style="list-style-type: none"> ▪ Ensuring gender equity in the National Skills Development Program 	Year 4 onwards	
	<ul style="list-style-type: none"> ▪ Development of a database for tracking the number of women 	Year 2 to 3	

	benefiting from informal education		
Addressing issues of safety and security	<ul style="list-style-type: none"> ▪ Conducting a study on how best to assist girls to safely attend schools and how to improve security in educational facilities for women and girls 	Year 1	Ministry of Transportation and Aviation, Ministry of Education, Ministry of Interior Affairs
	<ul style="list-style-type: none"> ▪ Increasing the number of female dormitories available at universities 	Year 1 onwards	
	<ul style="list-style-type: none"> ▪ Conducting an assessment of how to improve security at educational facilities for women and girls 	Year 1	
Reducing illiteracy	<ul style="list-style-type: none"> ▪ Holding literacy campaigns and literacy courses, especially in rural areas 	Year 1 onwards	Ministry of Education, Ministry of Higher Education
Promoting alternative education, alternative learning and vocational training	<ul style="list-style-type: none"> ▪ Expanding informal education programs to provide accelerated learning classes and alternative education; tailoring some of these programs for women and girls who have not yet completed school 	Year 1 onwards	Ministry of Economy and Labor, Ministry of Education, Ministry of Higher Education, Ministry of Women's Affairs
	<ul style="list-style-type: none"> ▪ Conducting labour market research and gender analysis of vocational training programs 	Year 1 to 2	
	<ul style="list-style-type: none"> ▪ Mainstreaming gender in the National Skills Development Program 	Year 1 onwards	
	<ul style="list-style-type: none"> ▪ Collecting and analyzing data to determine how many women have benefited from non-formal education 	Year 1 onwards	

Addressing social factors impeding women's access to education	▪ Monitoring married girls' participation in school	Year 1 onwards	Ministry of Education, Ministry of Higher Education, Ministry of Interior Affairs, Ministry of Justice, Ministry of Information, Culture, Youth and Tourism, Ministry of Hajj and Endowment, international and local organizations in the education sector, local media, religious groups
	▪ Monitoring sexual harassment and violence against women, especially early and forced marriages within schools and universities	Year 1 onwards	
	▪ Conducting para-legal training for teachers regarding VAW cases	Year 1 to 5	
	▪ Enforcing compulsory education policy	Year 1 onwards	
	▪ Implementing public information campaign and community outreach to promote the importance of female education and vocational training to parents and communities	Year 1 onwards	
	▪ Disseminating information on Islamic principles on rights and the importance of education for women and girls in collaboration with religious groups	Year 1 onwards	
	▪ Forming parents' associations that are linked to schools to ensure community and parents' interest and involvement in girls' education	Year 1 to 5	
	▪ Disseminating information on the availability of dormitories and other safety mechanisms in girls' schools	Year 1 onwards	
	▪ Building partnerships with community leaders to convince parents and men to accept female literacy programs	Year 1 onwards	
Improving the	▪ Collecting and analyzing	Year 1 onwards	Ministry of Education,

structure of education	sex-disaggregated administrative data on school enrollment, performance and retention rates, and recruitment of teachers	Year 2 onwards	Ministry of Higher Education, Central Statistics Office, Ministry of Women's Affairs
	<ul style="list-style-type: none"> ▪ Ensuring non-discriminatory classroom atmosphere and curricula 	Year 4 onwards	
	<ul style="list-style-type: none"> ▪ Piloting gender-sensitive education models including appropriate curricula and flexible scheduling 		
Creating an affirmative action approach and an incentive structure for female education	<ul style="list-style-type: none"> ▪ Developing and adopting an affirmative action policy to encourage women to pursue careers as teachers, particularly in remote areas 	Year 1 onwards	Ministry of Education, Ministry of Higher Education, Ministry of Women's Affairs, academic institutions
	<ul style="list-style-type: none"> ▪ Developing and offering incentives to encourage women to become and remain teachers 	Year 1 onwards	
	<ul style="list-style-type: none"> ▪ Designing and offering incentives to encourage girls to go to school and university and to raise retention rates 	Year 1 onwards	
	<ul style="list-style-type: none"> ▪ Adopting an affirmative action policy to promote education of girls in traditionally male fields and vice versa 	Year 1 onwards	
	<ul style="list-style-type: none"> ▪ Ensuring gender equity in allocation of scholarships and training opportunities 	Year 2 onwards	
	<ul style="list-style-type: none"> ▪ Holding classes to improve the skills and relevant knowledge of female teachers in order to prepare them for competency testing 	Year 2 onwards	
	<ul style="list-style-type: none"> ▪ Holding of refresher courses to former teachers to bring them back in service 	Year 1 onwards	

	<ul style="list-style-type: none"> ▪ Promoting scholarships and training programs for women teachers 	Year 1 onwards	
Utilizing education to promote the overall well-being of women	<ul style="list-style-type: none"> ▪ Inclusion of human rights, particularly women and girls' rights, civic education and basic health and education in the curricula of girls' schools 	Year 1 onwards	Ministry of Women's Affairs, Ministry of Education, Ministry of Higher Education, Ministry of Public Health
	<ul style="list-style-type: none"> ▪ Amending of educational materials and textbooks accordingly 	Year 1 onwards	



IMPLEMENTATION STRATEGY

1. OVERVIEW

NAPWA's implementation strategy is anchored on the principle of the Constitution and the Afghanistan Compact that women and men have equal rights and duties. It pursues the I-ANDS principle that the *"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 government work – from policies, to budgets, programs, projects, services and activities, including recruitment, training, promotion and allocation of benefits and opportunities"*⁶⁹.

The implementation of the gender strategies in the I-ANDS and other policy instruments on women is facilitated through NAPWA, which supports all ministries in incorporating gender into their respective implementation plans and sets up ministry-wide processes and mechanisms to ensure the participation of both women and men in the mainstreaming of gender. At the macro level, certain processes and mechanisms will be instituted outside of the ANDS to allow a more inclusive and in-depth discussion on women's situation and women's empowerment as necessary component of achieving gender equality as outlined in NAPWA and the ANDS.

In all these processes, MOWA will act as a key partner for other ministries - providing leadership and policy advice on gender mainstreaming, coordinating actions, and facilitating the flow of resources to concerned implementers whenever necessary. Government ministries and instrumentalities will be accountable for implementing gender concerns under their respective areas of operation while strategically partnering with NGOs, academia, media, religious groups, business, and the international community, among other stakeholders.

Budgeting will be in accordance with established procedures of the government. Monitoring will be done separately at the inter-ministerial level with a view to mainstreaming its outputs into the monitoring, coordinating, reporting and implementing processes of the Afghanistan Compact and the ANDS.

2. THE NAPWA PROCESSES

The main aim of this chapter is to ensure that NAPWA is budgeted, implemented, monitored and evaluated as part of routine processes of government and other relevant stakeholders. NAPWA will be managed through a cycle of five (5) iterative stages that will run parallel and intersect with existing government processes, namely

⁶⁹ *Afghanistan National Development Strategy: An Interim Strategy for Security, Governance, Economic Growth and Poverty Reduction*; 2006, Government of Afghanistan: p.153

1. planning;
2. programming and budgeting;
3. implementation;
4. monitoring, coordination and reporting; and
5. assessment, evaluation and updating.

2.1 Planning

To start the planning process, MOWA will issue planning guidelines and hold consultations with ministries and key stakeholders where annual priorities and targets will be set. Based on these outcomes, ministries will determine and submit to MOWA their respective work targets for the year. These individual plans will be consolidated and presented for discussion and approval at the inter-ministerial level. The Cabinet will decide which ministry or government body would be responsible for consolidation of all ministry plans. A decision may be taken on whether such responsibility will be shared by two or more ministries or assigned to a particular ministry. The output of this process would be the following:

1. an annual plan for each ministry which will be deemed integral to its own organizational plan; and
2. an annual government plan which will be a compilation of all ministry plans.

Technical assistance on the ministries' planning processes may be provided by MOWA, international agencies and other relevant stakeholders as may be necessary.

2.2 Programming and Budgeting

Programming and budgeting of projects and activities to be funded under the NAPWA will be done within each ministry as part of its annual budget preparations for the National Development Budget (NDB). The NDB guidelines will incorporate instructions on how projects and activities for NAPWA will be budgeted. Ministries are encouraged to spend no less than thirty percent of their development and operations budget for policies, programs and activities that will promote the advancement of women based on NAPWA and ensure that women are mainstreamed across ministry activities. Apart from funding development projects, the thirty percent baseline will include expenditures for personnel services, establishing gender statistical and data systems, review and integration of gender components into key policies and programs, gender training, and affirmative action to solve serious gaps in women's participation. MOWA and the inter-ministerial coordinating and monitoring body will facilitate coordination among ministries to follow up on budget allocations and provide updates on their utilization.

2.3 Implementation

The implementation of NAPWA will run parallel to the implementation of ANDS within each ministry. In this connection, each ministry/agency will designate the Planning Department as overseer and coordinator of all processes related to the implementation of NAPWA at the ministry level. The highest official of each ministry/agency will have the ultimate accountability for ensuring that NAPWA is effectively implemented. All ministries will establish a Gender Working Group (GWG) composed of representatives from key departments. The GWGs will support the implementation of projects and activities for women or mainstreaming of gender within their respective ministries and will work with other established mechanisms in the ministry

such as gender units and women's representatives. Such activities will address both the issues and concerns of women inside the ministry/agency and its constituents or clientele.

The implementation of NAPWA programs and projects by ministries/agencies will include the provinces. Representatives of the Departments of Women's Affairs (DOWAs) and other departments within the provincial administration will be provided with gender training and orientation on the NAPWA. In accordance with the ANDS, gender will be a cross-cutting component of all their provincial projects and activities.

The DOWA in each province is mandated to execute MOWA's policies and functions in its geographic area of coverage. It will be responsible for facilitating and coordinating the implementation of NAPWA and for installing enabling mechanisms for its implementation at the local level. To sharpen the relevance of NAPWA to provincial realities, the Office of the Governor will facilitate the development of a Provincial Plan of Action for Women and make it integral or companion to the Provincial Development Plan. The DOWA, Provincial Development Committee, provincial branches of ministries, local organizations - especially women NGOs, women leaders, and other civil society stakeholders - will be actively engaged in the planning process and their roles in its implementation will be clarified.

Together with DOWAs, the PDC will have a key role in facilitating the implementation of NAPWA. The PDCs were set up by the Ministry of Economy to improve coordination between provincial offices of line ministries, NGOs, donors, international organizations and PRTs at the local level, to establish an effective mechanism for communication between the central government and the provinces, and for controlling and supervising projects at the local level. It is headed by the Governor's office with members composed of the Secretariat and the sectoral groups, such as finance, commerce, transport, education and health. Each group is led by the relevant provincial ministerial department.

MOWA and the Provincial Governor will ensure that DOWAs are included in the PDCs as the lead for the Sectoral Group on Women's Affairs and that the DOWA actively advises sectoral groups on how to implement the NAPWA and report on the progress of its implementation. DOWAs will prioritize the sectors, and will consider the situation of women in the province, particularly in the following areas:

1. finance and commerce,
2. agriculture and irrigation,
3. education,
4. health,
5. social services, and
6. judicial and social affairs.

The PDC will be the central mechanism through which MOWA in coordination with the DOWAs can coordinate, monitor, evaluate as well as budget for the implementation of the NAPWA at the provincial level. Because the Central Office of the Development Committee will be responsible for preparing the draft of the provincial policy and economic development strategy as well as for drafting the provincial development budget, the DOWAs will work with the Central Offices of the Development Committees to put priority on integrating the NAPWA into the provincial policy and economic development strategy. Given that the Governor is the head of the Secretariat, the DOWAs will also work closely with Governor's office to ensure that the sectoral groups give priority to the implementation of NAPWA.

Furthermore, to ensure that the NAPWA is simultaneously implemented at the central and provincial levels, MOWA and the DOWAs will play a central coordinating, advisory and monitoring function by working with line ministries at the central and provincial levels through the Consultative Groups (CG) mechanism and the PDC structure. The PDCs will also be utilized as a forum through which the sectoral groups for women’s affairs can plan, make preparations and alert line ministries at the central level of the capacities and resources needed to implement NAPWA locally. MOWA will support provincial and district level initiatives that can serve as potential models on how NAPWA can be implemented locally. The development of a Provincial Gender Code, Women’s Consultative Council, and other mechanisms that would strengthen coordination and facilitate implementation at the provincial and district levels will be supported. Gender analysis of provincial, district and village level statistics and its use in development planning is hereby declared mandatory for provincial governments.

2.4 Monitoring, Coordination, and Reporting

Monitoring, coordination and reporting will be a collective endeavor of the ministries and the international community, and will be an integral part of monitoring, coordination and reporting under the Afghanistan Compact and the ANDS. MOWA, the specific ministries and the coordination and monitoring bodies of the Afghanistan Compact and the ANDS (including the Consultative Group mechanisms) will ensure agreements on priority indicators that would track the attainment of benchmarks under the Afghanistan Compact, the NAPWA and the ANDS, and would institute a data system to support such indicators. MOWA and the ministries will consolidate and submit reports on the indicators to the Joint Coordination and Monitoring Body (JCMB) of ANDS. These reports may be used in preparing government reports on international treaties and human rights instruments, particularly CEDAW and BPFA.

2.5 Assessment, Evaluation and Updating

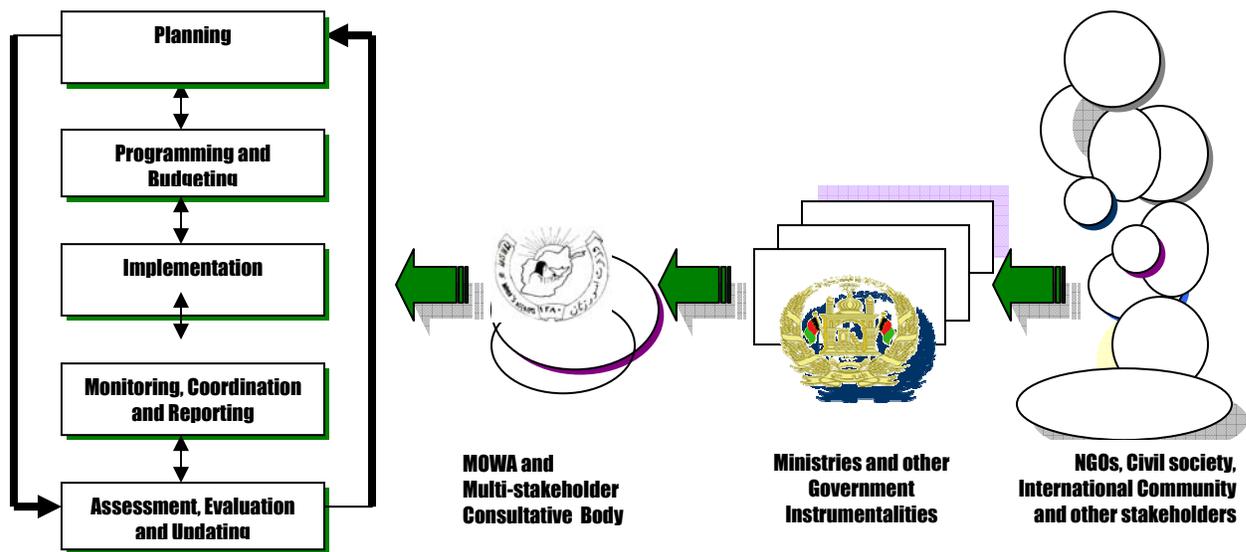
NAPWA will undergo periodic assessments to track the status of its implementation and ensure its relevance to changing situations. MOWA, in cooperation with the ministries, will initiate the updating process and ensure the active participation of as many stakeholders as possible. The table below summarizes the major activities under each of the stages described above, along with the participants, outputs and envisioned time frame. It should be noted, however, that more specific guidelines and checklists on gender will be issued by MOWA on how NAPWA will be mainstreamed in provincial development planning, budgeting, implementation, reporting and monitoring processes.

PROCESS	ACTIVITIES	PARTICIPANTS	OUTPUTS	TIME FRAME
PLANNING	<ul style="list-style-type: none"> ▪ Setting of common priorities and targets ▪ Development and adoption of implementation plan by ministries and partners ▪ Consensus on coordination and monitoring processes and responsibilities 	<ul style="list-style-type: none"> ▪ MOWA (Convenor) ▪ Ministries/agencies ▪ Other stakeholders 	<ul style="list-style-type: none"> ▪ Annual government plan ▪ Implementation plans of ministries 	Annually, before the beginning of each year

BUDGETING/ RESOURCE MOBILIZATION	<ul style="list-style-type: none"> ▪ Project listing and preparation of proposals ▪ Integration of proposals into ministry submissions to NDB 	<ul style="list-style-type: none"> ▪ MOWA ▪ Ministries ▪ Ministry of Finance ▪ Other stakeholders 	<ul style="list-style-type: none"> ▪ Budget proposals 	Annually, in time with the national budgeting cycle
IMPLEMENTATION	<ul style="list-style-type: none"> ▪ Actions on the planned measures 	<ul style="list-style-type: none"> ▪ Ministries ▪ MOWA (to provide technical assistance) 	<ul style="list-style-type: none"> ▪ Implementation results 	Periodic, year-round
MONITORING, COORDINATION, AND REPORTING	<ul style="list-style-type: none"> ▪ Meetings and consultations ▪ Data collection ▪ Report preparation, consolidation and review 	<ul style="list-style-type: none"> ▪ MOWA (Convenor) ▪ Ministries ▪ Other monitoring and coordinating bodies ▪ Other stakeholders 	<ul style="list-style-type: none"> ▪ Government report on women and gender ▪ Ministry reports on women and gender 	Semi-annual
ASSESSMENT, EVALUATION AND UPDATING	<ul style="list-style-type: none"> ▪ Focus group discussions ▪ Meetings ▪ Report preparation 	<ul style="list-style-type: none"> ▪ Ministries ▪ MOWA (convenor) ▪ Independent evaluators ▪ Other stakeholders 	<ul style="list-style-type: none"> ▪ Assessment and evaluation reports ▪ Feedback to monitoring and coordination mechanisms ▪ Plan update 	Bi-annually

3. SUSTAINING MECHANISMS

The success of NAPWA implementation will depend on the active participation of a variety of stakeholders, the effective management of the government's women's advancement and gender-mainstreaming processes, and the effectiveness of mechanisms that support and monitor such processes. Below is an overview of the main mechanisms needed to run the processes described above.



Macro Processes and Mechanisms

3.1 Macro-level Oversight and Coordination

The overall responsibility for managing the government’s macro NAPWA processes rests in the hands of MOWA as the government’s lead ministry for promoting women’s advancement and gender mainstreaming. However, as gender equity is mandated as a cross-cutting issue in the I-ANDS, the active participation of other ministries and oversight by the ANDS monitoring and coordination mechanisms is necessary. To ensure wide ownership and participation, MOWA will organize a multi-stakeholder consultative body which will be its primary vehicle for collective decision making and leadership, and which will ensure the implementation of NAPWA. The selection of the members of this body will be based on a criterion that MOWA will adopt in consultation with ministries. Its terms of reference will be approved by the members and will include the following:

1. To assist MOWA in developing guidelines and recommendations pertinent to all aspects of NAPWA’s processes;
2. To identify strategies, and if necessary, advocate to ensure that the implementation of NAPWA is mainstreamed into the government’s implementation of the Afghanistan Compact and the ANDS; and
3. To review the consolidated reports of ministries/agencies and to draw up recommendations to further improve the government’s overall performance on gender equality.

3.2 Ministry/agency-level Coordination, Implementation and Monitoring

Although the implementation of NAPWA is an obligation of all government instrumentalities, the bulk of the measures are expected to be implemented by the Executive Branch. Government Planning Departments will be responsible for ensuring that the measures taken on NAPWA by their ministry are adopted as integral components of their regular work processes - from policy

making to planning, programming, budgeting, implementation, monitoring, and the preparation of reports. As mentioned above, each ministry will establish an inter-departmental Gender Working Group, which will include the head of the Planning Department and senior officials responsible for policy, programs, budget, personnel, training, statistics, and field operations. The GWG will be headed by a very senior official, preferably the Deputy Minister who is directly involved in the ANDS, and will report to the minister or agency head. The GWGs will work with MOWA on the implementation of NAPWA and will be given priority in capacity building programs that MOWA will conduct for such purposes. A detailed Terms of Reference of the GWG will be developed by MOWA in consultation with stakeholders.

3.3 NGO Participation

The ANDS political vision provides that the Government of Afghanistan “*continues to see Non-Governmental Organizations (NGOs) as essential partners in our development efforts and will continue to support their work in Afghanistan*”⁷⁰. The NAPWA process will help support NGO efforts in promoting gender issues and, conversely, their cooperation will be proactively sought in implementing NAPWA. The NGO Coordination Council (NCC), an umbrella organization for NGO coordination bodies⁷¹, will be a main vehicle for the government’s NAPWA consultation and implementation processes, and the Memorandum of Understanding that defines the NCC’s terms of partnership with MOWA will be revisited and will be adjusted accordingly. In addition to the NCC’s current membership, new NGO coordination bodies would be welcome to join the NCC. Gender training will be provided for NCC members along with assistance in implementing projects that support the vision of NAPWA. The NCC will be provided with access to decision making and other processes of NAPWA and will be linked to ministries or agencies with which they could cooperate in certain projects or activities. The NCC will also be assisted in developing guidelines that would enable its members to be more responsive to women’s concerns. The Ministry of Economy and Labor will include in its policies a requirement for NGOs to recruit at least thirty percent women as members and officers and target women as participants and beneficiaries of their programs and projects. The establishment of a women’s watch group will be encouraged to keep the gender agenda on top of government priorities.

3.4 Partnership with the International Community

The Afghanistan Compact embodies a commitment from the international community to support the Government of Afghanistan in realizing the vision it articulates in the ANDS and to improve the effectiveness and accountability of international assistance. NAPWA will be a major platform for building partnerships between ministries and the international community around the goal of women’s empowerment and gender equality. The Cross Cutting Thematic Group on Gender (CCTG-Gender) the Consultative Group (CG) 2 Working Group on Gender will serve as consultative mechanisms for discussing gender policy issues and facilitating their mainstreaming in various aspects of the government’s work. They will also feed pertinent information to the JCMB. MOWA will adopt a clear policy and strategy for relating with international partners both

⁷⁰ *ibid*: p.16

⁷¹ The NGO Coordination Council or NCC was organized in 2003 by MOWA and three major NGO coalitions to strengthen the partnership between MOWA and NGOs in addressing the needs of women, particularly in the areas where NGO members of such coalitions operate. The NCC is composed of the Afghan Women’s Network (AWN), Agency Coordinating Body for Afghan Relief (ACBAR), and Afghan NGOs Coordination Bureau (ANCB).

in Afghanistan and internationally and will maintain a data bank of international partners with active assistance to women-related programs and projects. MOWA's International Relations Unit will be strengthened to provide leadership and support to continuous partnership-building with the international community.

3.5 Engagement of Civil Society

The ANDS defines civil society as including “all individuals and groups not considered to be part of the government or the private sector who organize themselves in any non-violent form to protect or promote their interests. In Afghanistan, civil society includes *shuras*, *jirgas*, elders' councils, Sufi movements and *khanqahs*; religious institutions such as mosques, *madrassas* and *takiakhana* (shi'ite mosques); water management committees, cultural associations; artistic and professional associations; non profit NGOs (both Afghan and international), grassroots associations of women, youth, teachers, workers, disabled and professionals, journalists, peace committees/councils, university student groups, community based organizations, human rights advocates and organizations and [Community Development Councils]”⁷². For NAPWA implementation, influential groups will be deliberately engaged in gender advocacy and public awareness-raising. Existing partnerships between ministries and civil society groups will be strengthened to include the implementation of relevant measures under NAPWA.

4. ENABLING STRUCTURES

4.1 Gender Analysis

In accordance with the I-ANDS, major policies, programs, and budgets will be analyzed from a gender perspective to identify ways in which they could deliberately address gender issues. This will also ensure that the spirit of gender equity as a cross-cutting theme is effectively translated into operational terms. Gender assessment processes, tools, and skills will be developed for this purpose, model approaches will be tested and replicated in various sectors, and a pool of gender experts will be organized for each sector to assist ministries in their gender mainstreaming with the involvement of women and NGOs. Capacity for gender analysis will be part of the criteria for recruiting and promoting staff for positions involved in policy and decision making, programming, budgeting, monitoring, and implementation. Successful initiatives will be documented for the purpose of building a knowledge base on gender sensitive policy making, planning, and programming.

4.2 Gender Data and Statistics

NAPWA will support the ANDS effort to develop data and indicators that will track advancements on situation of women and men over short and long-term periods. Evidence-based planning and monitoring will be promoted by strengthening the government's capacity to generate, process and use statistics in a gender-sensitive way. The statistical task forces on women in the Central Statistics Office and in MOWA will both be strengthened to lead in this process. The inter-ministerial working group on gender and statistics will also be strengthened to promote collaboration in collecting and processing gender-sensitive statistics at the inter-ministerial level and influencing major statistical undertakings of the government, including the

⁷² *Afghanistan National Development Strategy: An Interim Strategy for Security, Governance, Economic Growth and Poverty Reduction*; 2006, Government of Afghanistan: p.194.

national census. Statistical publications on the situation of women and men in various sectors will be periodically released to serve as a reference to planners, policy makers and advocates. The gender data framework developed by MOWA with the support of the Economic and Social Commission on Asia and the Pacific (ESCAP) and United Nations Development Fund for Women (UNIFEM) and the gender indicator system that MOWA developed with the support of the CSO will be used as starting points for institutionalizing a gender data system for the government which both NAPWA and ANDS can use. A comprehensive strategy for building government-wide capacities for gender and statistics will be developed and implemented.

4.3 Gender Trainings

Capacity building for government officials, staff and their partners will be implemented to support the effective implementation of NAPWA. These trainings include the following:

1. gender planning;
2. gender statistics collection, analysis, and dissemination;
3. training of gender trainers; and
4. gender policy analysis which will target planners, policy makers, budget officers, statisticians, and trainers.

MOWA will work with concerned organizations in implementing these trainings. To meet the expected increase in demand for gender trainings, MOWA will initiate the establishment of a gender institute in the academic community. Existing NGO training programs on gender will also be optimized to meet gender training demands, especially from the provinces. Special attention will be given to designing gender trainings to suit the particular mandate of ministries. Whenever possible, as part of the training, a gender checklist will be developed for each ministry, relevant to their mandate.

4.4 Gender Advocacy and Public Information Campaign

A nationwide advocacy and public information campaign will be undertaken to generate massive support for the women's agenda. Islamic scholars and religious leaders, media, academe, NGOs and other sectors will be engaged in promoting people's understanding of women's rights, reproductive health, the importance of girls' education, social and economic impacts of violence against women, gender issues in poverty and the adverse consequences of underage marriages.

ANNEXES

A – Gender Mainstreaming Policy

B - Plan Formulation Process

C - List of Consultations and Participants

D - Glossary of Terminologies

E - Key References

GENDER MAINSTREAMING POLICY

Annex A

Islamic Republic of Afghanistan MEMORANDUM ORDER NO. 02-06

SUBJECT: Policies and guidelines in institutionalizing gender mainstreaming as an official function of all government ministries and instrumentalities

Introduction

The Islamic Republic of Afghanistan has made strong commitments to promote the equal status of women in all spheres of life. This commitment is enshrined in the Constitution and in various policy instruments of the State. Among others, it binds all public service bodies to an obligation of examining the difficulties encountered by women in their respective areas of work and implementing measures to promote women's status and well-being.

The responsibility to implement the State policies on women has been recognized as a collective responsibility of all government instrumentalities. For this purpose, the Government adopts **gender mainstreaming** as its main strategy, as outlined in *The Way Ahead: Work Plan of the Afghanistan Government* and the Interim Afghan National Development Strategy (I-ANDS). Gender mainstreaming is an approach where the actual and potential differential impacts of policies, programs, and budgets on the lives of women and men are examined and addressed in all aspects of government work – from policies, to budgets, programs projects, services, and activities. In addition, it calls for women's participation in all levels of policy and decision making, ensuring that their views are considered and opportunities are created to develop their leadership capacities. The actual participation and leadership of women is a required component of gender mainstreaming.

The Government's gender mainstreaming policy guides ministries and agencies in implementing the National Action Plan for the Women of Afghanistan by mainstreaming gender into their respective areas of work.

Article 1. Declaration of policy - The Islamic Republic of Afghanistan is committed to promoting the advancement of women in all spheres of life. All agencies of Government, both in the national and provincial levels, will be responsible for ensuring that their policies, programs, projects and services contribute to the promotion of women's status and well-being. It is the

policy of Government to coordinate and develop capacities of all government instrumentalities in responding to the concerns of their women constituents. It is also the policy of Government to promote women's leadership and participation in policy and decision making at all levels.

Article 2. Strategy to implement the policy - The policies described in Article 1 will be pursued under a strategy called gender mainstreaming, which is defined here as a development approach where the actual and potential impacts of policies, programs, and budgets on the lives of women and men are examined and addressed in all aspects of government work – from policies, to budgets, programs projects, services, and activities. In addition, the strategy calls for women's participation in all levels of policy and decision making, ensuring that their views are considered and opportunities are created to develop their leadership capacities. The actual participation and leadership of women is a required component of gender mainstreaming.

Article 3. Coverage - All government instrumentalities (public institutions that are maintained through public funds) in the national and local levels, hereinafter referred to as "agencies", are covered by this policy.

Article 4. Approach and guidelines

Section 4.1 Roles and accountability of agencies - All agencies are responsible for addressing the concerns of women within their respective sector. The highest official of each agency is the ultimate accountable official for promoting the status of women in the sectoral area of coverage of her/his agency. "Women", as used in this paragraph, refers to women as participants and beneficiaries of the policies, programs, or projects of the agency, including the agency's women staff and personnel.

The Ministry of Women's Affairs (MOWA) is responsible for, among other duties, providing leadership and guidance, issuing policy guidelines, coordinating inter-ministerial efforts, and monitoring the implementation of actions to promote the status of women.

Section 4.2 Mechanism - All agencies will establish a Gender Working Group (GWG) that will work with MOWA in mainstreaming gender into all phases of the agency's work. The technical deputy ministers will head the GWGs and will designate a lead senior official responsible for ensuring that the GWGs function effectively. The GWGs will be composed of women and men whose current functions are suitable to the work of the GWGs as described under Section 4.3 herein. The GWGs will be accountable to the Minister and will report directly on their progress and work to him/her every month.

MOWA will conduct regular coordination and consultation meetings with the GWGs. It will also provide direct assistance to each agency on the basis of need. MOWA will promote the implementation of a capacity building program for gender mainstreaming with due consideration of common and particular needs of the concerned agencies.

Section 4.3 Responsibilities and approach of the GWG - The GWG will develop its own work approach based on the following responsibilities:

- a) To understand the situation of women in its agency's sectoral area of operation, and identify, prioritize, and develop an agency action plan for women to address

its sector's gender issues. The agency action plan will be a companion to the existing main plan of the agency until the revision or updating of the main plan, at which point the plan for women will be incorporated in it;

- b) To identify the staff and officials whose positions are crucial in promoting women's status, and ensure that they are provided with adequate gender trainings in order that they mainstream gender in their respective areas of responsibility;
- c) To secure technical and funding assistance to support the implementation of the agency's plan on women;
- d) To initiate agency level meetings, advocacy, and activities on women and participate in interministerial and other related activities on gender at the national and local levels, and where appropriate and possible, at the international level;
- e) To report to the Minister and inform all departments and units of the agency on the status of the GWG's work;
- f) To review all major policies and programs, including budget proposals, for their actual and potential impacts on women, and advise concerned departments, units, and officials on how to improve their responsiveness to women's concerns;
- g) To establish a gender disaggregated database and continuously monitor progress on benchmarks and indicators of the advancement of women;
- h) To liaise with MOWA, NGOs, donors, and civil society actors to coordinate work and build partnerships on women's concerns; and
- i) To support activities related to the development of women's capacities in the agency and improve women's participation and representation in policy and decision making positions.

Article 5. Monitoring and Reporting - All agencies will submit a quarterly gender mainstreaming performance report. These reports will be compiled, assessed, and prepared as consolidated government reports on women every year. The consolidated report will be approved by the Cabinet and be presented to the public on March 8, International Women's Day. The report will form part of Government reports for international treaties and human rights instruments, such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Berlin Declaration and Plan of Action, Beijing Platform for Action, and others.

SECTION 6. Budget - It will be the responsibility of all agencies to ensure that a budget is allocated for their work on women. Agencies are encouraged to spend no less than thirty percent of their development and operations budget on policies, programs, and activities that will promote the advancement of women. The thirty percent baseline will incorporate expenditures for personnel services, review, and incorporation of gender components into key policies and programs; affirmative action to solve serious gaps in women's participation; setting up of gender disaggregated databases and statistics, conducting trainings, and other activities.

SECTION 8. Effectivity and amendment - This policy will be effective upon approval of the Cabinet and may be amended upon recommendation of MOWA or other ministries, after consultations with ministries and key stakeholders on gender mainstreaming.

PLAN FORMULATION PROCESS

Annex B

The process of conceptualizing and developing NAPWA involved nearly two years of discussions, capacity building interventions, planning workshops, high level dialogues, and meetings between and among senior officials from the Ministry of Women's Affairs (MOWA), government ministries, NGOs, donors, UN agencies and other partners from the national and provincial levels. It was led by the Planning and Public Relations Department of MOWA through an Institutional Capacity Building Program for Gender Mainstreaming that UNIFEM has been supporting since 2003. The NAPWA process is regarded as a vital component of the NAPWA document itself and was deliberately designed to generate awareness, shared understanding and commitment to the implementation of NAPWA. The main activities are presented below.

2.1 Participation in the Beijing Plus Ten Conference

28 February – 11 March 2005, New York

- MOWA led an Afghanistan delegation to New York for the Beijing Plus Ten global conference, which reviewed the implementation of the Beijing Platform for Action (BPFA). The BPFA is a global framework for the advancement of women that was adopted in 1995 in Beijing, during the Fourth World Conference on Women.
- As part of its preparatory processes, MOWA conducted a series of briefings on the 12 BPFA areas of concern⁷³, building the knowledge of government ministries and collecting information from them for a report on actions taken by the Afghan government to implement the BPFA. The report served as reference paper for the Afghanistan delegates at the Conference.

2.2 Report-back and launching of the planning process

23 March 2005, MOWA

- The idea of preparing a national action plan for women was raised in a report-back meeting organized by MOWA to give an account of the results of Beijing Plus Ten. Here, MOWA presented a proposal to draft a national action plan for

⁷³ The 12 BPFA areas of concern are: (1) women and poverty; (2) education and training of women; (3) women and health; (4) violence against women; (5) women and armed conflict; (6) women and the economy; (7) women in power and decision making; (8) institutional mechanisms for the advancement of women; (9) human rights of women; (10) women and the media; (11) women and the environment; and (12) the girl child.

the women of Afghanistan in accordance with paragraph 297 of the BPFA⁷⁴. The line ministries, Commission on Human Rights and Commission on Environment approved the proposal, along with a process which would involve

- a) consultations and planning workshops with ministries;
- b) consultations with NGOs and provincial partners; and
- c) consultations with the international community.

2.3 Consultation on Gender and Statistics

28 March 2005, United Nations Development Programme (UNDP) Conference Room

- The MOWA Statistics Office consulted with NGOs, ministries and international organizations to collect women-related research and statistics that could be used in the planning process. The participants submitted data on women and gave MOWA the right to process and use the data as required.

2.4 Meeting with NGO Coordination Council members

3 April 2005, MOWA Conference Room

- MOWA met with 58 Non-Governmental Organizations (NGOs) that are members of the Agency Coordinating Body for Afghan Relief (ACBAR), Afghan Women's Network (AWN) and Afghan NGOs Coordination Bureau (ANCB); three umbrella civil society networks which comprise the NGO Coordination Council (NCC). MOWA discussed, among other things, the results of the Beijing Plus Ten Conference and the government's plan to draft a national action plan for women. The plan was validated and supported by the participants who assured MOWA of their support.

2.5 Consultations and planning workshops in all ministries

10 April – 7 December 2005, various ministries

- From 10 April to 7 December 2005, MOWA conducted planning workshops in government ministries to discuss women's issues and identify specific measures to address them. A total of 26 ministries completed the planning process with a total attendance of 1,465 senior officials, including technical deputy ministers and directors of planning departments.
- Every process involved
 - a) high level dialogue between technical deputy ministers of MOWA and senior officials in the concerned ministry to agree to hold the planning workshop, discuss gender issues, finalize the program, and delineate roles and responsibilities;

⁷⁴ Paragraph 297 of BPFA states that, "As soon as possible, preferably by the end of 1995, Governments, in consultation with relevant institutions and non-governmental organizations, should begin to develop implementation strategies for the Platform and, preferably by the end of 1996, should have developed their strategies or plans of action." United Nations Beijing Declaration and Platform for Action with the Beijing +5 Political Declaration and Outcomes Document. 2001: p161.

- b) technical meetings between planning departments of MOWA and the ministry to analyze sector-relevant gender issues, prepare presentations, and plan the workshop; and
 - c) preparation and validation of workshop results.
- Each ministry workshop was designed with the following standard components:
 - a) an analysis of women's situation in Afghanistan in the 12 BPFA areas of concern through a documentary video that was produced by UNIFEM and UNDP;
 - b) a MOWA presentation on women's issues in the sector relevant to the host ministry with corresponding recommendations;
 - c) a ministry presentation on the situation of women in its sector and the measures already taken by the ministry to address women's issues;
 - d) group workshops where participants were divided into 3-4 groups to discuss issues and raise recommendations;
 - e) presentation of group work reports; and
 - f) a response from the technical deputy ministers to enrich or adopt the recommendations.

2.6 Compilation of statistics from 56 studies on women in Afghanistan

18 October to 15 November 2005, Kabul

- MOWA reviewed and compiled 56 studies on women in Afghanistan and produced a compendium of statistics on women that organized data on women according to the 12 areas of concern of the BPFA and presented an initial analysis.

2.7 Mid-process consultation with planning directors and ministry focal points on women

23 October 2005, Kabul

- MOWA convened the gender focal points and planning directors of all ministries to report on the status of the NAPWA process, its findings, and its challenges. This meeting was attended by 42 participants representing 22 ministries. They affirmed the appropriateness of the processes and gave recommendations to solve the problems encountered by MOWA within their respective ministries.

2.8 Development of a situation analysis and gender policy framework on 6 areas of concern

15 November to 1 December 2005, Kabul

- MOWA prepared a situation analysis and gender policy framework on 6 areas of concern (education, health, work and poverty, legal protection and rights, political participation, and institutional mechanisms for women's advancement), which were designed to be part of the Plan.
- UNIFEM, which has been supporting MOWA throughout the process, consulted with the gender donor coordination group about the gender policy framework.

The donor gender coordination group validated the paper and endorsed it as a major reference in advocating the integration of gender in the I-ANDS.

3. RECONCILING NAPWA AND I-ANDS

The ANDS consultations began when the NAPWA consultation was well underway. MOWA is cognizant that any plan for women should be within the framework of the government's overall strategy. At the same time, it is aware that a national government strategy could only be meaningful if it takes into account the insights and recommendations derived from the series of consultations and planning workshops with all government ministries. As a result, around September 2005, MOWA's work on NAPWA began to be used to inform the ANDS process as described below.

- **Preliminary synthesis of findings** - Midway into the drafting process, MOWA synthesized the major findings from the planning workshops and discussed them internally as a basis for the development of a five-year MOWA plan and the Sectoral Strategy Outline that were both requested by the ANDS secretariat. The gender equality chapter of the I-ANDS was framed with substantial consideration of MOWA's submissions. The review and comments to other I-ANDS chapters benefited from the effort of a task force composed of leading international advisers of MOWA.
- **High level policy dialogue to reconcile the results of NAPWA planning workshops with gender in the I-ANDS** - The gender provisions of the I-ANDS were reviewed and reconciled with the outputs of NAPWA's ministry planning workshops. The meeting was attended by technical deputy ministers and planning directors of 22 ministries. The participants also approved the proposed gender mainstreaming policy prepared by MOWA that is now part of NAPWA.

4. FINALIZATION AND ADOPTION PROCESSES

4.1 Launching of finalization consultations

March 8th 2006, MOWA

- From December 2005 to March 2006, MOWA developed the first draft of the Plan and subjected it to technical review by gender advisers. Then, on March 8, 2006, on the occasion of the 5th International Women's Day Celebration in Afghanistan, MOWA launched the consultation process for the finalization of NAPWA before an audience of around 4,000 advocates, senior officials of government, NGO and civil society leaders, and the international community. President Hamid Karzai and senior officials of the executive and legislative branches of government graced the launching ceremony.

4.2 Regional consultations with NGO Coordination Council and DOWAs

June - July 2006, the provinces

- In preparation for regional consultations, MOWA held a series of briefing and planning workshops with the members of the NGO Coordination Council (ACBAR, ANCB and AWN). The parties agreed to cooperate in holding five

regional consultations in the provinces of Bamyan, Parwan, Herat, Jalabad and Balkh. These were to be pursued through the leadership of MOWA's Provincial Relations Department and Departments of Women's Affairs (DOWAs) and in partnership with the Office of the Governor of the host province.

- In partnership with the NGO Coordination Council and with the support of UNIFEM and the provincial governor's office of the host provinces, MOWA/DOWA conducted 5 regional consultations in the aforementioned provinces from April to July 2006. They were attended by 375 government and NGO participants from 26 provinces of the country. The consultations generated increased awareness of and commitment to support NAPWA, validated and gathered recommendations on how to strengthen the draft, and identified the challenges that are likely to be encountered in the process of implementing the Plan in the provinces.

4.3 Providing feedback on regional consultations to ministries

September 26th 2006, Kabul

- MOWA conducted a meeting with ministries to provide feedback on the comments and recommendations that were generated in the 5 regional consultations. MOWA also discussed the status of the NAPWA finalization process and pointed out the roles that the technical deputy ministers and planning directors have to play in ensuring the support of their respective ministers once NAPWA is presented to the Cabinet. Here, the ministries called for the immediate setting up of gender mechanisms in the ministries and the inclusion of NAPWA in their action plans.

4.4 Discussing regional consultations with Afghan civil society leaders

October 28th 2006, Kabul

- MOWA met with leaders of ACBAR, AWN and ANCB to share the recommendations and comments from the 5 regional consultations. The participants also discussed the coordination issues that were encountered in organizing the regional consultations and came up with agreements on how to prevent such issues in the future.

4.5 Consultation with the international community

October 29th 2006, Kabul

- MOWA conducted a consultation with the international community, primarily to generate comments on the draft of NAPWA. This was attended by 45 representatives from donors, UN agencies and international NGOs who reviewed all the technical chapters of NAPWA and provided comments therein.

4.6 Preparation of second draft

November - December 2006, MOWA

- The comments generated from the technical advisers, the regional consultations, and the international community were put together and incorporated into a second NAPWA draft, which was then edited.

CONSULTATIONS AND PARTICIPANTS



Launching of the Planning Process, MOWA, March 23, 2005 - Lead officials: Dr. Masouda Jalal, Minister of MOWA

Participants: Najiba Sharif (Deputy Minister for Administration); Shaima Fazil (Ministry of Transportation); Razia Atapoor (Ministry of Hajj and Islamic Affairs); Aziza Nazari (Ministry of Interior Affairs); Engineer Qudsiya Kakar (Ministry of Public Works and Highways); Diana Saadat (Commission on Environment); Zahra Qarizada (Ministry of Information, Culture, Youth and Tourism (MOICYT)); Nader Ali Hamta (Ministry of Women's Affairs); Noorzia Akhgar (Ministry of Labor and Social Affairs); Latifa (Ministry of Water and Energy (MOWE)); Noorzia Kohestani (Ministry of Rural Rehabilitation and Development (MRRD)); Dr. Marghalari Khara (Director of Health Department, MOWA); Najeeba Najeeb (Human Resource Office, MOWA); Karima Salek (Director of Economic Empowerment Department, MOWA); Sardarzai (Ministry of Public Health); Khair Mohammad (Bakhtar Reporting Agency); Roholla Jalali (Reporter to Azadi Radio); Hikmatullah Noori (Reporter to Hindokoosh News Agency); Nooria Haqnigar (Director of Training and Advocacy Department, MOWA); Gulgutai Azimi (Head of Gender and Statistics Unit, MOWA); Maria Shahabi (Director of Education Department, MOWA); Najia Umaid (Reporter to Bakhtar News Agency); Rahela Nazrabi (Women's Representative Ministry of Agriculture, Animal Husbandry and Food); Humaira (Editor of Ershad-u-Naswan Magazine); Shaima Khinjani (Secretary to the Minister Office, MOWA); Shahida Barmal (Deputy Director of Human Development Department, AI-HRC); Syed Abdul Wahab Rahmani (Legal Advisor to MOWA); Syed Faqeer Akbari (Head of Information Unit); Nafeesa Kohistani (Head of International Relations Office); Azizaullah (Photo Reporter); Zohera Hafizi (Chief of Planning Unit, MOWA); Nooria Banwal (Planning Deputy Director, MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri, (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Fulya Vekiloglu (UNDP).

Meeting with Coordination bodies of NGOs and Individuals from NGOs on the NAPWA Planning Process , March 2005- Lead officials: Massouda Jalal, Minister, MOWA and Monema Mansour, Planning Director, MOWA

(AWN) Maree Wida Safar, ADRS, Mohammad Omar Aaiyar, AKRSSO, Sayeed Latif, AMPRO, Nooria Zainab Anwar, AWA, Taiba Shujajee, AWD, Shenkai Zahan, AWEC, Salie Mohammad, AWNF, Hafiza Hosa, AWO, Aziza Ahamad Yaar, AWRC, Maree Akrami, AWSDC, Hawa Alam Noristani, CNO, Shahperai, GDO, Arzala Ashraf, HAWCA, Makai Seeiawash, KOO, Nahid Ghubar, MMO, Jamila Afghan, NEC, Hajee Nasir, OK, Hanifa, JTO, Tahira, OHWA, Mosuda Abrahamkhel, WADP. **ANCB(Women NGOS Member)** Qazi Marzia Babakarkhel, ANCB, Malika Qany, ECW, Maryam Zaman, AAWC, Latifa Afzali, ABC, Tuba Hashimi, ADO, Jamila Noorzai, AHERO, Sakina Yaqoobi, AIL, Malika Diana, APWC, Fahima, AWARD, Eng. Mehiri, AWASA, Fatana Gillani, AWC, Ghutai Subhani, AWCAO, Shukria Barikzai, AWO, Seema Tabeeb, AWOSA, Gulsoom, AWSE, Jamila Akbarzai, AWWD, Farishta Sarwari, AWWO, Eng. Sharifa, FRDO, Qandi Gul, DRSA, Qutsia Majidyar, HDCAW, Siddiq Safi, HHO, Breshna Saadat, HOOWA, Nahid Siddiqi, MAWIO, Adina Niazi, MIRMAN, Mahbooba Huquqmal, RAZWANA, Bilqees Balooch, ROAOW, Saltanat Quhi, SWNHO, Suraya Pakzad, VWO, Fahima Kakar, WAA, Farshta Stor, WUR, Merzia Noori, WOR, Hussai Andar, WSRO, Shahla Maihandost, ADWR. **ANCB (NGOS Member)** Sayed Fazlullah Wahidi, ANCB, Eng. Sayed Rahim Satar, APWO, Abdul Wali Babakarkhel, UMCA, Eng. Sayed Ghfran, NCRA, Amanullah Nasrat, HEWAD, Sayed Qasim Tahire, BAS, Eng. Abdul Ghani., STAAR, Eng. Muhammad Imam, BCURA, Eng. Raz Muhammad Raz, IHSAN, Eng. Jawed, HAFO, Eng. Enayatullah, AREP, Eng. Abdul Malik, AGHCO, Muhammad Saliman, CPAU, Dr. Farid, AHDS, Eng. Ahmad Shah, AREC, Eng. Abdul Manan, AREO, Eng. Sayed Abbas, RSSA, Eng. Abdul Hamid, ARF, Eng. Hamesha Gul, ATRC, Dr. Jamal Zai, ASA, Dr. Shah Muhammad Behzad, BHC, Naik Muhammad Ahmadi, CAWC, Eng. Kashif, CCA, Muhammad Eshaq Zeerak, GRSP, Dr. Sayed Hamdullah, HAWA, Eng. Sayed Hamdullah, HAWA, Sayed Arif Sayedi, KRO, Eng. Razi Shah, MASSA, Gulam Rasul Haris, KSC, Muhammad Farid Bazgar, KOR, Muhammad Farid Bazgar, KOR, Eng. Razi Shah, MASSA, Sayed Amir Tahseen, MAWA, Abdul Malik Safi, YACO, Eng. Atiqullah, MCPA Eng. Muhammad, Omar, MDA, Eng. Aryan Zai, MRAA, Munawar Khan, PDA, Dr. Muhammad Balooch, REDA, Eng. Abdul Rashid Ghiyasi, RAFA, Gul Noor, RDO Muhammad Zarif Nizami, CBR, Eng. Hidayatullah, SAHAR, Hashmat Ghani, SD, Ghulam Muhammad Hakimyar, SEA Raz Muhammad Dalili, SDF, Ddr. Abdul Khaliq, SHARA, Meer Muhammad Sarwari, TACSAR, Muhammad Naseeb Ahmadi, WADAN, Eng. Ihsanullah, YAAR, Haji Munawar, WRA, Abdul Malik Amiri, ARI (ACBAR) AWC, AH, SHRB, FAER, FF, PW, ERC, AWEP, AWRC, WOMAN, VWO, FAR, AV, AWARD, WRDC, HSOW, MCRO, WADP, KCA, MRDA, KRDO, HRA, DCSA, AWNF, LDRF, EWC, WADC, AHWM, CDRU, MMO, NSCO, AND, WVR, ABC, ARE, HF, SDRO, AWA, ABC, MCRO, RDR, RRDO, STCRO, HRRDO, EAC, HAW, APWC, ARECA, AFI, PT, MHA, STAAR, FRDO, AHDO, AWCF, ADSA, SWHO, ASSAD, AWEC, PRB, SAFWAY, AWJA, PDO, PSRO, OHWA.

First National Consultation on Gender and Statistics, 29 March 2005 - Lead officials: Massouda Jalal, Minister of MOWA and Monema Mansour, Planning Director of MOWA

Participants: Marzia Babakar (ANCB); Faiqa Javed (Ministry of Commerce); Marghalari Khara (Director of Health Department, MOWA); Maria Shahabi (Director of Education Department, MOWA); Fahima Noori (Ministry of Health); Roya (Ministry of Information, Culture, Youth and Tourism); Aziza Nazari (Ministry of Interior Affairs); Abdul Hadi (Ministry of Education); Trina Rasekh (Ministry of Education); Homa Sabri (UNIFEM); Ermelita Valdeavilla (UNIFEM); Rokeya Khatoon (UNDP); Fulya Vekilogu (UNDP); Zarina Majeed (Supreme Court); Fatana Tokhi (Supreme Court); Shafiqa (Ministry of Women's Affairs); Engineer Rahela (Central Statistics Office); Masjidi (Ministry of Rural Rehabilitation and Development); Abdul Farooq (Ministry of Rural Rehabilitation and Development); Latifa (Ministry of Water and Energy); Dr. Sulailha (Ministry of Public Health); Abdul Manan (Ministry of Justice); Zahra Qarizada (Ministry of Information, Culture, Youth and Tourism); Bilal Waqad (UNIFEM); Shah Jahan Begzad (Ministry of Justice); Syed Jamil (Swedish Committee); Nooria Haqnegar (Head of Training and Advocacy Department, MOWA); Wiid Lillesaar (Swedish Committee); Sandro Sljepcevic (IOM); Qudsia (Ministry of Labor and Social Affairs); Zahra Hafeezi (Planning and Public Relations Department, MOWA); Gulghutai Azimi (Head of Statistics Unit, MOWA); Farida Mohebzada (Planning and Public Relations Department, MOWA); Naveeda (Planning and Public Relations Department, MOWA); Abdul Basir Stanakzai (UNDP); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Transportation and Aviation, 10 April 2005 - Lead officials: Waiz Zada, Policy and Technical Deputy Minister and Syed Ahmad Roeeen, Administrative Deputy Minister of MOTA and Monema Mansour, Planning Director of MOWA

Participants: Safia Sherzai (Department of International Relations); Nasreen Toukhi (Department of Administration); Farida (Department of Planning); Zakia Noori (Department of Documentation); Zaghoona Rasooli (Department of Administration); Kamela Niazi (Advocacy Unit); Maroofa Sabri (Archive Unit, Airport); Najiba Rasaa (Administration Unit, Airport); Siddiqia (Maintenance Unit); Gul Makai Nabi (Department of Administration); Saeed Bashi Ahmad (Budget Unit); Shakeela (Budget Unit); Barai Qyam (Department of Administration); Shakeela Mirza (Development Projects Unit); Zakia Gulam Dastageer (Development Project Unit); Aziza Niazi (Finance Department); Saida (Technology Unit); Zakera (Accounting Unit); Arefa (Department of Environment and Metrology); Sima (Forecast Unit); Saida (Forecast Unit); Khadija (Communication Unit); Diana Faiz (Meteorology); Nasreen Mohammad Shafe (Human Resource Office); Gulam Yahya (Recruitment Unit); Mohammad Haroon Rasool (Secretary to the Office of the Minister); Mohammad Shafe Rasheedi (Officer In Charge of Finance Department); Mohammad Ramazan Shafiq (Director of Planning); Dr. Habibullah (Technical Advisor); Umarate (Officer In Charge of Logistics Department); Gulgutai Nawabi (Head of Archive Unit); Atia Hussaini (Documentation Department); Graan (Finance Department); Lida (Recruitment Unit); Saleha (Budget Unit); Zakera (Planning Department); Manaz (Department of Development Project); Lailuma (Department of Legislation); Shaima, Fazli (Women Representative); Nooria Banwal (MOWA); Zahra Hafizi (MOWA); Gulghutai Azimi (MOWA); Nooria Haqnigar (MOWA); Nafisa Kohistani (MOWA); Aziza Rahman (MOWA); Horia Mashkori (MOWA); Frida Danish (MOWA); Suhila Husaini (MOWA); Qadaratullah Muhib (MOWA); Shaima (MOWA); Gul Ara (MOWA); Maliha Sahili (MOWA); Roya Rahmani (MOWA); Naweeda (MOWA); Farida Muhib Zada (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM) Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Rural Rehabilitation and Development, May 14, 2005 – Lead Officials: Engineer Raz Mohammad, Deputy Minister for Administration of MRRD; and Dr. Soraya Soberang, Technical Deputy Minister of MOWA

Participants: Safia Siddiqi (Gender Advisor); Noorzia Kohistani (Women Representative/Director for Capacity Building Department); Shahla Kazimi (Documentation Department); Storai (Planning Department); Farzana Ansari (Monitoring and Evaluation Department); Alia Shams (Monitoring and Evaluation Department); Abdul Ghafoor (Director of Documentation Department); Said Ayaz Rawan (Officer in Documentation Department); Shahperai Nawabi (Officer in Policy and Gender Equality Section); Engineer Najla Afzali (Officer In Charge of Sanitation Section); Hadisa Poya (Training Officer); Zabi-ullah Ramin (MRRD Representative in Human Rights Commission); Amena Sultani (Deputy of the Women Shura); Engineer Fatima (Deputy of the Women Shura); Waheeda Fakheerzada (Admin/Finance Department); Razia Adguld Razaq (Operation Unit); Gulalai Habeeb (Officer in Analysis and Vulnerability Section); Ziauddin Amiri (Officer In Charge of Provincial Relations Department); Mohammad Farooq Jaïd (Officer in Publication Unit); Jamila Shareefi, (Monitoring and Evaluation Department); Rafia Harwandakht (Logistics Department); Haji Mir Zaffaruddin Saifi (Media Section); Khudaïdad (Media Section); Mohammad Bashir Nazar (Head of Planning Unit); Mohammad Mosa Shariffi (Director of Planning Department); Abdul Waheed Nabiyyar (Director of Sanitation and Canalization Department); Mir Akbar Nasir (Office In Charge of Data Base Section); Habeebulullah (Department of Capacity Building); Ahamd Fhaheem Nabiyyar (Department of Capacity Building); Shams Ishaq Ahmadi (Head of Operation Unit); M. Jaffar (Capacity Building Department); Engineer Najia (Director of Development in Public Leadership Department); Hayat-ullah Fazil (Organizer of National Solidarity Program); Shah Mohammad Saberi (Department of Transportation); Najeeb-ullah Hussain Zada (Head of Program Implementation Unit); Razia Ghula Raza (Recruitment Department); Nargis Gulham Hassan (Recruitment Department); Razia Sulestani (Head of Payment Section); Basira Noori (Head of Development Budget); Mahera Umed Zada (Finance Section); Razia Abdul Qadir (Documentation Department); Faria Rahman (Documentation Department); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Nooria Banwal (MOWA); Golochohai Azimi (MOWA); Nooria Haqnigar (MOWA); Azisa Rahman (MOWA); Hooria Mashkori (MOWA); Frida Danish (MOWA); Suhila Husaini (MOWA); Qadaratullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Gul Ara (MOWA); Maliha Salih (MOWA); Roya Rahmani (MOWA); Naweeda (MOWA); Farida Muhib Zada (MOWA); Brishna (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Information, Culture, Youth and Tourism, May 22, 2005 – Lead Official: Syed Aqa Sancharki, Media and Publication Deputy Minister of MOICT and Mazari Safa, Technical Deputy Minister of MOWA

Participants: Samia Kohistani (International Media Center); Zakia Ghani (Journalist); Syed Ghabatullah Asadi (Head of Administration Department); Mohammad Sarwari (Technical Deputy, Kabul Theater Department); Rahmatullah Hunaristan-e-Gulam (Planning Department); Mohammad-e Maimanagee (Planning Department); Marzia Hameed (Planning Department); Zahar Quraishi (Planning Department); Sheenkai Ghaforzai (Producer of Rozana Program Afghan National TV); Shahla Asar Khesrow (Reporter); Farida Hares (Director of Rozana Program, Afghan National TV); Mahera Maqsood Siddiqi (Program Director of Afghan National TV); Masouda Qari Zada (Anees National Publication); Lina Anwaryar; (Bakhtar Rreporting Agency); Saleha Saki (Anees National Publications Reporter); Zhara Qari Zada (Head of on the job Training/Women Representative); Jamila Popal (Head of Technical Board, Department of National Archive); Muneera Qarizada (Roshan Educational Institution); Fahima Hakeemzada Faiz, (Admin/Finance Department); Mohammad Zahir Hussain (Director of Administration and Finance Department); Dad Mohamman Unabi (Director of Literature and Culture Department); Mohammad Rustam (Director of Baihaqi Book Distribution Department); Marzi Hubab (Director of International Media Center Department); Ahmad Fareed Haidari (Director of Planning and International Relations Department); Nasir Ahmad Raseeq (Director of Media and Culture Supreme Shura); Subh-u-llah (Director of Publication Distribution Department); Abdul Basir Farooqi (Planning and International Relations Department); Engineer Nek Mohammad Nazari (Head of Engineering Unit, Department of Planning and Public Relations Department); Nadia Amini (Payroll Unit); Nadia Ubaidi (Payroll Unit); Tahira (Management Unit); Shanaz (Management Unit); Gulghutai (Planning and International Relations Department); Roya Nazari (Planning and International Relation Department); Karima Ahmadi (Head of Development and Consolidation Unit of Planning and International Relations Department); Shaima Mahboob (Head of Cultural Relation Unit); Abdul Shakoor Tawan (Deputy of Anees National Publication); Dost Mohammad (Head of Private Sector, Department of Planning and International Relations Department); Naheed Kohistani (Heewad National Publication); Naheed Nazari (Reporter of Bakhtar Reporting Agency); Abdul Hai Muram (Heewad National Publication); Syed Hafizullah Rahsipar (Kabul Times Reporter); Nasima Bani Afzali (Department of Publication); Momena (Department of Publication); Naheed Abdullah (Administrative Department); Ahmad Zia Warzi (Department of Publication); Ahmad Farid Dashna (Head of Documentation and Publication Department); Abdul Qudoos Sultani (Deputy of Planning and International Relations Department); Mohammad Yahya Moheb Zada (Deputy of National Museum); Mir Abdur-Raw Zakir (Deputy for National Heritage Department); Engineer Abdul Ahad Abasi (Director of Preserving and Repairing of National Heritage); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Nafisa Kohistani (MOWA); Azisa Rahman (MOWA); Hooria Mashkori (MOWA); Frida Danish (MOWA); Suhila Husaini (MOWA); Qudaratullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Shaima (MOWA); Gul Ara (MOWA); Maliha Salihi (MOWA); Naweeda (MOWA); Farida Muhib Zada (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Water and Energy, 30 May 2005 – Lead Officials: Kamal Uddin Nizami, Technical Deputy Minister of MOWE and Mazari Zafa, Technical Deputy Minister of MOWA

Participants: Fauzia (Kabul Energy Department); Farida (Kabul Energy Department); Shukria Azizi (Brishna Branch); Razia (Brishna Branch); Mari (Project Development Unit); Rana (Helmand Construction Company); Semin Kursand (Department of Planning); Shakeela Shareef Noori (Department of Planning); Engineer Nafas Gul (Wapika); Engineer Najia (Wapika); Engineer Shahnaz (Wapika); Engineer Shaima (Wapika); Malalai (Wapika); Barakzai (Wapika); Zia Gul Saljoqi (Director of Engineering and Consultation Services, Wapika); Engineer Sarwar (PCU); Engineer Ziaee (Advisor); Mohammad Zaman Mashal (Advisor of Brishna Branch); Engineer Fareeduddin Wafi (Director of Kabul Energy); Engineer Mir Abdul Ghafoor Yaha (Technical Advisor to the Ministry); Engineer Abdul Ahad Siddiq (Deputy of Planning Department); Engineer Gul Behram Haleemi (Deputy for Hydrology and Water management Department); Engineer Syed Gul Mohammad Fakhri (Technical Deputy Director, Department of Technical Control of Construction Affairs); Engineer Abdul Shakoor Nazaqi (General Director of Helmand Construction Company); Mohammad Dawood Nazar (Department of Transportation); Zarghoona Saifee (Administrative Department); Engineer Salah (PCU); Engineer Sabziana Hasan Zada (PCU); Engineer Naseema Faizi (PCU); Engineer Friba (PCU); Engineer Nafeesa (PCU); Engineer Shukria (PCU); Engineer Nasreen (PCU); Najeeba (Department of Technical Control); Engineer Fauzia Kakar (PCU); Engineer Mahbooba Umar (PCU); Engineer Fahima Azim (PCU); Engineer Mina Khalid (PCU); Fauzia Amin (Ministry of Water and Energy); Saida Sharifi (FAO Representative); Gul Jan (Department of Planning); Engineer Aziza Yousoufzai (Department of Preservation and Water Management); Aneesa Wali (Administrative Head, PCU); Sakeena Nader (Department of Preservation and Water Management); Waheeda Fomulee (Ministry of Water and Energy); Sima Mohebzada (Head of Statistics Unit); Shafeeqa (Department of Documentation); Khatera (Department of Documentation); Shareefa (Department of Documentation); Rukhshana (Labor); Malalai (Administrative and Finance Department); Hooria (Department of Planning); Khadeeja (Department of Planning); Zarmina (Department of Planning); Aqela (Department of Institution Building); Sareer Adel (Head of Media and Publication Department); Ainna Gul (Labor); Sakeena (Labor); Gul Begum (Labor); Latifa (Women's Representative); Nasir (Head of Publication Unit); Zarghoon Shah (Department of Documentation); Zalmi (Labor); Habibullah (Head of Documentation Unit); Deljan (Labor); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Nafisa Kohistani (MOWA); Azisa Rahman (MOWA); Hooria Mashkori (MOWA); Frida Danish (MOWA); Suhila Husaini (MOWA); Qudaratullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Gul Ara (MOWA); Maliha Salihi (MOWA); Naweeda (MOWA); Farida Muhib Zada (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Commerce, 20 June 2006 – Lead Officials: Ziauddin Zia, Technical Deputy Minister of MOC and Mazari Safa, Technical Deputy Minister of MOWA

Tahera Ibrahim (Businesswoman in Bagh e Zanana); Massouda Wahab (Saleswoman); Nelofar Yosoufi (Student of Business Training for Women); Mohammad Aziz Langar (Head of Budget Unit); Abdul Saboor Qadiri (Head of Planning Unit); Basira Rasooli (Department of Planning); Faiqa Javed (Department of Administration); Razia Mohammad Musa (Department of Planning); Shahla (Department of Administration); Noor Jahan (Member of Commerce Association); Jamila Jhan Mohammad (Department of Documentation); Nazifa Zakizada (Staff); Nasreen Zakizada (Staff); Ruqia Gouhari (Staff); Ayee Khanum (Director of Amo Khurasan Entrepreneurs); Abdul Qudoos Babari (Department of Planning); Abdullah Hamrah (Head of Inspection Unit of Food Supply); Yar Mohammad Noori (Head of International License); Mir Gulam Sarwar Naderi (Officer In Charge of Planning Department); Fazil Rahman Doulat Zai (Head of Rural Development Department); Sara Aslami (Head of Employment Unit); Mohammad Sharif Kabuli (Planning Department); Baryalai (Department of International Business/Commerce); Abdul Samad Karimyar (Head of Statistics Unit, Planning Department); Shabnam Hadi (Afghan Women Business Federation); Kamela Siddiqi (Afghan Women Business Association); Lailuma (Department of Documentation); Lailumn Rasteen (Department of Transit); Uliya Niazi (Head, Department of Transit); Tahira Daqeeq (Marketing Unit); Farida Alami (Member of Commerce Association); Parwana (Member of Commerce Association); Najibullah Tabibi (Advisor to the Ministry); Abdul Najam Azimi (Head of Training Unit); Hafeezullah Nooristani (Director of Administration), Mohammad Musa (Head of Accounting Office), Heela Chamto (Afghan Women Business Association); Shamla Hotak (Afghan Women Business Association); Mohammad Younis (Administration Department); Ahmad Farid (Administration Department); Ghani (Administration Department); Suraya (Member of Commerce Association); Jamshid (Trainer); Nafeesa (Trainer); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Nafisa Kohistani (MOWA); Azisa Rahman (MOWA); Hooria Mashkori (MOWA); Frida Danish (MOWA); Suhila Husaini (MOWA); Qudarattullah Muhib (MOWA); Zia Gul (MOWA); Shaima (MOWA); Gul Ara (MOWA); Brishna (MOWA); Soria (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Economy, 27 June 2005 - Lead Officials: Dr. Nazir Ahmad Shaheedi, Technical Deputy Minister and Sher Ahmad Jamizada, Deputy Minister for Administration of MOE and Mazari Safa, Technical Deputy Minister of MOWA

Participants: Abdul Ghafar Irfanzada (Director of Coordination and Consolidation Department); Lal Mohammad Walizada (Director of Economic Department of Kabul Province); Hameed Amilyar (Advisor); Abdul Hashim Hekmat (Director of Mines Industry and Energy Department); Habibullah Barat (Director of Education and Culture Department); Jan Aqa Qasimi (Department of NGOs); Humayun Hameedi (Director of Health and Social Affairs); Mohammad Ismail Areean (Head of Publication Department); Zarmina Shams (Head of Computer Unit); Mohammad Hashim Madaddi (Director of Documentation); Gulam Maroof (Advisor); Syed Hashim Baseerat (Director of NGOs); Suhaila (Director of Agriculture and Rural Development Department); Razia Hameedi (In Charge of Environment Department); Mir Qadeer Zahir (Director of Human Resource Department); Nazifa (Head of Coordination and Consolidation Unit); Latifa Ilyasi (Department of Coordination and Consolidation); Jamila Bah (Department of Coordination and Consolidation); Najiba (Department of Documentation); Ahmad Javed Bayat (Department of Industry and Energy); Engineer Masoom Ali (Head of Industry and Energy Office); Engineer Abdul Hakim (Head of Finance Office); Abdur Rahman (Head of Higher Education Office); Engineer Mohammad Nader Muram (Department of Agriculture and Irrigation); Mohammad Qasim, (Head of Development Projects); Shukria (Department of Administration); Suraya (Department of NGOs); Muska (Statistics Unit); Frozan Asefi (Department of NGOs); Adela Shezai (Department of NGOs); Zakera Wafae (Department of NGOs); Beena Raye (Department of Monitoring and Evaluation); Khatool Haideri (Department of Health and Social Affairs); Fouzia Jalili (Central Recruitment Unit); Wassema (Central Recruitment Unit); Jan Aqa Ilham (Media Office); Syed Mohammad Reza Fakhri (Media Office); Mohammad Masood Arez (Media Office); Abdul Wakeel Bayat (Head of Media Office); Abdul Jabbar (General Head of Higher Education Unit); Ulftat Mahhussain (Women's Representative); Suraya Zia (Head of Trade Unit, Central Statistics Office); Shafika Neksar (Central Statistics Office); Shahla Nawabzada (Head of Central Statistics Office); Fahima Haidari (Central Statistics Office); Adel Shah (Staff); Jamaluddin (Staff); Rahim (Staff); Dad Ali (Staff); Bakhtawar (Staff); Sher (Staff); Fatima (Staff); Gunj Ali (Staff); Saddiq (Staff); Mohammad Noor (Staff); Monema Mansour (MOWA); Nafisa Kohistani (MOWA); Hooria Mashkori (MOWA); Frida Danish (MOWA); Suhila Husaini (MOWA); Fariha Rahimi (MOWA); Qudarattullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Shaima (MOWA); Gul Ara (MOWA); Maliha Salihi (MOWA); Roya Rahmani (MOWA); Naweeda (MOWA); Farida Muhib Zada (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Public Health, 28 June 2005 – Lead Officials: Nadera Hayat, Reproductive Health and Maternal and Child Health Deputy Minister and Mazari Safa, Technical Deputy Minister of MOWA

Participants: Dr. Mohammad Naeem (Advisor to the Minister); Dr. Abdul Habib Raufi (Provincial Advisor); Dr. Noor Mohammad Arezoe (National Advisor to Human Resource Development); Dr. Zarmina Saffi (In-Charge of Nutrition and Child Care); Dr. Karima Marya Amiri (Team Leader of Family Planning Office); Dr. Suhaila Ziaee Wajeb (Safe Motherhood Section); Fauzia Ahmadzai (Safe Motherhood Section); Yama Aryaee (Safe Motherhood Section); Dr. Naseem (Indira Ghandi Hospital); Dr. Rokya Naser (Expanded Program of Immunization); Dr. Safia Wafi (Department of Health Promotion); Malalai Sarwary (Department of Health Promotion); Fatima Dost (Department of Health Promotion); Abdul Aziz Sharifi (Head of Development Budget Unit); Dr. Babrak Zakhmi (Head of Health Planning Unit); Mina Hussaini (Department of Human Resources); Tawkal (Department of Administration); Waheeda (Department of Administration); Mirza Mohammad Zurmati (Deputy of Planning Department); Dr. Fakhria Haseem (Safe Motherhood Section); Dr. Sooria (Women Representative); Dr. Hemati (Advisor to Grant Departments); Dr. Mustafa Raheem (Health Management System); Rabia (Food Laboratory Section); Haseena (Payroll Unit); Humaira (Disbursement Unit); Rahima (Department of Health Promotion); Mohamad Yousouf Hewad (Department of Planning); Nadia Safa (Head of Information Unit); Dr. Kausar Ershad Salehi (Family Planning Office); Manija (Department of Grants); Khalida (Department of Grants); Abdul Basir (Department of Grants); Rauf (Department of Grants); Ibrahim (Department of Grants); Aneesha Shah Wali (Department of Water); Dr. Neda (Staff); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Nafisa

Kohistani (MOWA); Azisa Rahman (MOWA); Hooria Mashkori (MOWA); Qudaratullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Gul Ara (MOWA); Roya Rahmani (MOWA); Farida Muhib Zada (MOWA); Meryem Aslan (UNIFEM); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Labor and Social Affairs, 4 July 2005 – Lead Officials: *Khawaja Abdul Wase, Advisor to the Minister and Mazari Safa, Technical Deputy Minister, MOWA*

Participants: Azizullah (Head of Research and Development of Social Affairs Unit); Ali Madad (Head of Documentation Department); Nasreen Kohistani (Department of Administration); Gulalai (Head of Procurement Unit); Sweeda Wajoohat (Unit of Documentation); Norzia Charkhi (Director of Women Shura); Nader Shah Maroof (Department of Publications and Advocacy); Nisar Ahmad Jawansher (Head of Personnel Office); Zar Bibi (Advisor to Department of Rights and Labor Law); Gulalai (Advisor to Department of Labor Rights); Sajia (General Department of Employment and Human Resource); Nazifa Rahimyar (Department of Social Management); Waheeda Yousoufi (Department of Social Management); Nazifa Azimi (Department of Administration); Humaira Aslami (Department of Social Management); Kamela Rashidi (Department of Documentation); Qudisia Baheer (Office of Advisors); Abdul Wahab (Department of Planning); Abdul Wali (Department of Planning); Shahsawar (Department of Work Management, Wage and Product); Sima (Staff); Sheela (Department of Planning); Latifa (Department of Planning); Farzana (Department of Planning); Faqia (Department of Administration); Fahima (Department of Planning); Najeeba Noori (Head of Clinic); Habiba Omar (Deputy of Kindergarten Department); Hameeda Amal (Head of Kindergarten); Habibullah Hafezi (Head of Cultural Relations and Protocols); Mahbooba (Secretary); Syed Kazim Khozi (Director of Administration Department); Sardar Mohammad Nabard (Director of Work Inspection Department); Mohammad Ehsan Asadi (Director of Policy and Planning Department); Mohammad Alam Aymaq (Director of Social Management Department); Mir Habeebullah (Director of Human Resources); Ahmad Javed (Head of Development Budget Unit); Mohammad Aziz Mehdi Zada (Head of Planning Unit); Abdul Qayum Hashmi (Head of Training and Management Office); Ahmad Ali (Department of Children Management); Ahmad Noori (Department of Afghan Management); Pashtoon (Department of Afghan Management); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Nafisa Kohistani (MOWA); Hooria Mashkori (MOWA); Frida Danish (MOWA); Qudaratullah Muhib (MOWA); Zia Gul (MOWA); Gul Ara (MOWA); Maliha Salihi (MOWA); Naweeda (MOWA); Soria (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Agriculture, Animal Husbandry and Food, 10 July 2005 - *Mohammad Mustafa Jawad, Technical Deputy, MOAAHF and Mazari Safa, Technical Deputy Minister of MOWA*

Participants: Rahela Nazrabi (Women Representative); Zarmina Akbari (Department of Planning); Nadia Walizada (Department of Planning); Shah Jahan Baloach (Department of Planning); Huma Samel (Department of Plant Care); Zarghoona (Department of Plant Care); Patooni (Department of Plant Care); Shaima Hedayat (Unit of Administration); Kemia Amiri (Department of Publication); Maoulooda Kakar (Department of Cooperatives); Saleha (Department of Publication); Zakia (Research Institute); Adela (Research Institute); Mohammad Haneef Padar (General Director of Livestock); Mohammad Tawoos (General Director of Planning); Mohammad Latif Rasooli (General Director of Publication and Agricultural Advocacy); Dr. Abdul Qadir Raofi (General Director of Veterinary); Karima (Head of Documentation Unit); Maliha Nazrabi (Department of Documentation); Hafeeza (Accounting Unit); Malalai (Department of Private Sectors); Najeeba (Department of Private Sector); Amria (Forest Department); Rahela (Forest Department); Sabera (Department of Food Products); Foazia (Department of Construction); Mehria Popalzai (Food Products Section); Friba Mohammad Zahir (Head of Kindergarten); Abdul Zaher (Department of Construction); Mohammad Afrif (Department of Planning); Mohammad Zaher (Department of Planning); Mohammad Farooq (Department of Planning); Amruddin (Department of Planning); Mohammad Dawd (Department of Planning); Nazar Mohammad (Department of Planning); Mohammad Aqa (Department of Planning); Nazaneen (Forest Department); Ahmad Roen (Forest Department); Zubaida (Forest Department); Brishna (Department of Planning); Mohammad Hussain Farhang (Head of Media Unit); Mujahidullah Mujahid (Department of Publication); Mohammad Omar Umar (Department of Planning); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Nafisa Kohistani (MOWA); Azisa Rahman (MOWA); Hooria Mashkori (MOWA); Frida Danish (MOWA); Suhila Husaini (MOWA); Fariha Rahimi (MOWA); Qudaratullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Shaima (MOWA); Gul Ara (MOWA); Maliha Salihi (MOWA); Roya Rahmani (MOWA); Naweeda (MOWA); Farida Muhib Zada (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Justice, 11 July 2005 – Lead Officials: *Dr. Mohammad Hashimzai, Technical Deputy Minister, MOJ and Mazari Safa, Technical Deputy Minister of MOWA*

Syed Yousuf Haleem (General Director of Legislative Affairs Institute); Shah Jahan Baigzad (Director of Department of Reform and Education of Children of Kabul Province); Abdul Qahar Joya (Director of Publication Department); Maliha Dawari (Government Cases Division); Najeeba Yaqoobi (Right Division of Kabul Province); Nargis Siddiqui (Department of Reform and Education of Children in Kabul); Fouzia Naseri (Department of Central Rights); Hafizia Mohammad Salam (Department of Reform and Education of Children of Kabul Province); Alema Amiri (Department of Publication); Lailuma Ghafoorzai (General Technical Department); Suhaila Shakoor (General Technical Department); Mohammad Doud (Unit Head of Reform and Education of Children of Kabul Province); Shukria Mehraban (Second District of Kabul Province); Kamela Ghafoori (Department of Publication); Razia Hameedi (Department of Publication); Yasameen Rashidi (Department of Publication); Suraya Waizi (Department of Publication); Ramish Rashidi (Department of Government Cases); Shakeela Ghalib (Department of Administration); Suhaila Ayazi (Department of Administration); Malalai Sadaat (Department of Administration); Samea Hashmi (Department of Government Cases); Nadia Sultani (Department of Rights of Kabul Province); Mohammad Ibrahim (Head of Government Cases); Aqela (Department of Inspection);

Rokai Sultani (*Member of Women Traders' Association*); Hanifa Aziza Shaima (*Head of Documentation Unit*); Anisa (*Documentation Unit*); Jamila Sahebzada (*Department of Planning and Coordination*); Fazila (*Department of Coordination*); Nilofar Azmi (*Department of Planning and Coordination*); Faqiri (*Advisor to the Ministry*); Abdul Wali (*Deputy of Rights Department*); Asadullah Wahdat (*Deputy to General Department of Central Rights*); Wazir Mohammad Shahab (*Head of Assessment Unit*); Mohammad Nasir Hafizi (*Deputy to Coordination Department*); Mohammad Arif Saba (*Department of General Rights*); Hafeezulla Hamdard (*Rights Department of Kabul Province*); Jamal Khan Nasiri (*Director of Documentation Department*); Alhaj Mohammad Siddiqui (*Director of Reform and Children Education Department*); Mohammad Hedayat (*Editor of Adalat Justice Magazine*); Abdul Ghafoor Usmani (*Member of Consultative Board*); Sher Ahmad Sherzad (*Head of Planning Unit*); Sardar Mohammad Faiyaz (*Head of Payroll Unit*); Abdul Saboor (*Staff*); Safar (*Staff*); Adi (*Staff*); Anisa Asrar (*Representative of Women's Association*); Monema Mansour (*MOWA*); Zohera Hafizi (*MOWA*); Golochotai Azimi (*MOWA*); Nafisa Kohistani (*MOWA*); Azisa Rahman (*MOWA*); Hooria Mashkori (*MOWA*); Frida Danish (*MOWA*); Suhila Husaini (*MOWA*); Fariha Rahimi (*MOWA*); Qudaratullah Muhib (*MOWA*); Asifa (*MOWA*); Shaima (*MOWA*); Gul Ara (*MOWA*); Maliha Salihi (*MOWA*); Roya Rahmani (*MOWA*); Naweeda (*MOWA*); Farida Muhib Zada (*MOWA*); Ermelita Valdeavilla (*UNIFEM*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Sulieman Hedayat (*UNIFEM*); Marzia Alam (*UNIFEM*).

Planning Workshop, Ministry of Education, 18 July 2005 -

Planning Workshop, Ministry of Interior Affairs, 19 July 2006 - *Lead officials: , Mazari Safa, Technical Deputy Minister of MOWA*

Participants: Hikmat Shahi (*Department of Legal Protection*); Paswal Gul Nabi (*Director of Education Department*); Dowaham Saran Fahima (*Criminal Department*); Hameeda Ahmadi (*Administration Department*); Seema Mohammad Alam (*Administration Department*); Sar Sarman Nasera (*Logistics Department*); Diba Haleemi (*Administration Department*); Razia Abdul Shakoor (*Department of Pejantoon*); Aqela (*Criminal Department*); Jamila (*Criminal Department*); Kamela Abdul Rahman (*Detection Department*); Zarghoona (*News Reporter*); Nazifa (*Education Department*); Mohammad Yasin (*Kabul City Comandant*); Samoonwar Zarb Ali (*Education Unit*); Samoonwal Mohammad Saniee (*Officer*); Mohammad Zaiden (*Education Unit*); Samoonmal Ehsan Samsoor (*Officer*); Dreyum Satanman Naheed Mirzad (*Police Academy*); Dreyum Satanman Halima Askari (*Police Academy*); Dreyum Satanman Saima Zarifi (*Police Academy*); Dowaham Saran Kamela Zaki (*Police Academy*); Dreyum Saran Khadija Shujae (*Police Academy*); Dowaham Saran Naeema (*Literacy Teacher*); Mahbooba (*Department of Administration*); Sher Bahadur (*Director of Legal Advisory Division*); Samoonwal Abdul Hadi Ahmadzai (*Unit of Soldiers*); Pohanwal Samoonwal Mohammad Ishaq Momeni (*Head of Legal Department*); Samoonmal Noor Mohammad Kaberi (*Security Officer*); Samoonwal Abdul Karim Siddiqi (*Officer in Education Department*); Samoonwal Mir Gulam Siddiq (*Department of Intelligence*); Samoonwal Ahmad Shah (*Deputy of Planning Department*); Sarsarman Mohammad Saber (*Department of Planning*); Saranman Mohammad Fatah (*Technical Unit*); Samoonwal Abdul Ghani Naseri (*Police Academy*); Saranman Adel Shah (*Officer*); General Abdul Aleem Kohistani (*Officer*); Mal Paswal Dadullah Masoumi (*Officer*); Samoonwal Habiburrahman Rostaiee (*Head of Planning Unit*); Samoonwal Gul Jahan Sherzoe (*Deputy of Publication Office*); Samoonyar Tahira (*Office of Publication*); Monema Mansour (*MOWA*); Nafisa Kohistani (*MOWA*); Azisa Rahman (*MOWA*); Frida Danish (*MOWA*); Suhila Husaini (*MOWA*); Zia Gul (*MOWA*); Fauzia Amini (*MOWA*); Ermelita Valdeavilla (*UNIFEM*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Sulieman Hedayat (*UNIFEM*); Marzia Alam (*UNIFEM*).

Planning Workshop, Ministry of Mines and Industries, 14 August 2005 – *Lead Officials: Minister Mir Muhammad Sediq of MOMI; Alhaj Mohammad Akbar Barakzai, Deputy Minister of MOMI; and Mazari Safa, Technical Deputy Minister of MOWA*

Participants: Lailuma (*Department of Norms and Standard*); Belqees (*Department of Norms and Standard*); Suhaila (*Department of Mine Affairs*); Zubaida (*Department of Policy and Coordination*); Farida (*Department of Policy and Coordination*); Khadija (*Department of Policy and Coordination*); Waheeda (*Head of Statistics, Department of Policy and Coordination*); Sher Mohammad (*Head of Procurement Unit*); Mohammad Amin (*Goods Accounting Unit*); Gulam Habib (*Office of Documentation*); Engineer Homayun (*General Head of Management*); Engineer Gulam Rabani (*Department of Policy and Coordination*); Engineer Abdul Wasi (*Head of Pipeline Expansion, Department of Petroleum*); Najeebullah Mangal (*Management Unit*); Engineer Rahmuddin (*Head of Metric System, Department of Norms and Standard*); Maria (*Department of Administration*); Khalida (*Department of Administration*); Zuabaida (*Department of Industries' Affairs*); Fahima (*Department of Construction Industries*); Gul Makai (*Accounting Unit*); Haleema (*Department of Mine Development Affairs*); Engineer Syed Husain Aqa (*Department of Engineering Research*); Asmatullah (*Department of Engineering Research*); Gulam Jilani (*Department of Engineering Research*); Nazir Mohammad (*Department of Mine Affairs*); Engineer Shahina (*Department of Petroleum*); Engineer Nooria (*Department of Petroleum*); Aneesa (*Department of Planning and Coordination*); Marzia Azizi (*Department of Planning and Coordination*); Noorzia (*Policy and Coordination Department*); Masouma Nazimi (*Administration Department*); Aneesa (*Department of Documentation*); Engineer Mohammad Nasir (*Department of Norms and Standard*); Engineer Mohammad Jawad (*Deputy Director, Department of Norms and Standard*); Fouzia (*Department of Documentation*); Kubra (*Department of Mines and Research*); Malalai (*Department of Engineering Research*); Shahperai (*Department of Documentation*); Lailuma (*Department of Policy and Coordination*); Shakeela (*Department of Policy and Coordination*); Ibrahi (*In charge of Security*); Baryalai (*Staff*); Shah Mohammad (*Staff*); Sekandar (*In Charge of Security*); Abdul Ali (*Staff*); Mohammad Haneef (*Staff*); Abdul Wahab (*Staff*); Safar Mohammad (*Staff*); Monema Mansour (*MOWA*); Zohera Hafizi (*MOWA*); Golochotai Azimi (*MOWA*); Frida Danish (*MOWA*); Suhila Husaini (*MOWA*); Qudaratullah Muhib (*MOWA*); Zia Gul (*MOWA*); Asifa (*MOWA*); Gul Ara (*MOWA*); Farida Muhib Zada (*MOWA*); Soria (*MOWA*); Ermelita Valdeavilla (*UNIFEM*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Sulieman Hedayat (*UNIFEM*); Marzia Alam (*UNIFEM*).

Planning Workshop, Ministry of Martyrs and Disabled, 16 August 2005 – *Lead Officials: Minister Siddiqa Balki, MOMD and Minister Massouda Jalal, MOWA*

Participants: Masouda Habib (Department of Women's Affairs); Zahira Zubaidzada (Department of Women's Affairs); Maliha Asghar (Department of Women's Affairs); Shahlah Husaini (Department of Widows); Shakiba Abdul Jalil (Department of Administration); Friha (Department of Administration); Nahida Gul Ahmad (Department of Social Services); Fatima Kohistani (Publication Department); Hameeda (Department of Women's Affairs); Gul Shah (Orphan Registration Unit); Nadia (Disabled Registration Unit); Nahida (Department of Documentation); Anjeela (Department of Documentation); Nafas Gul (Department of Women's Unit); Safia (Employment Unit); Hameeda (Legal Protection Unit); Zarghoona (Legal Protection Unit); Aneesa, (Department of Publication); Sweeda (Legal Protection Unit); Malaia Yaqoobi (Head of Archive, Department of Documentation); Khalid Waleed (Deputy of Planning and Development, Budget Unit); Rajab Khan (Planning and Development Budget Unit); Mohammad Zallan (Analysis, Statistics and Assessment Unit); Mohammad Yaseen (Head of Planning and Development Budget); Mujeeb-ur-Rahman Baigi (Head of International Relations Unit of Planning Department); Anjeela Azizi (Department of Planning); Suraya Ghousi (Department of Planning); Abdul-Rafi (Projects Unit); Saifuddin (Statistics Unit); Gulam Haider (Department of Planning); Mir Abdullah (Department of Planning); Subhanallah (Department of Widows); Syed Qiamuddin Sharf (Department of Widows); Mohammad Omar Ahamadzai (Head of Analysis, Statistics and Assessment Unit); Khan Zaman (Staff); Mohammad Rafiq (Head of Legal Protection Unit of Widows' Department); Salahuddin Faizi (Deputy of Publication Unit); Seema Hussain Zada (Department of Documentation); Mir Abdul Qayum Miri (Officer In Charge of Planning Department); Abdul Sulieman Hussain Zada (Department of Planning); Syed Mohammad Jaffar Misbah (Staff); Engineer Shah Mahmood (Head of Disabled Registration Unit); Salamuddin (Department of Planning); Mohammad Shareef Balouchyar (Head of Employment Center); Abdul Rahim Rameez (Head of Computer Unit); Abdul Hameed Noori (Deputy of Projects Unit); Mohammad Naseem (Secretary to the Deputy Minister); Syed Ali (Secretary to the Deputy Minister); Sayed Mubarak (Staff); Abdul Wakeel Waseeq (Staff); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Nafisa Kohistani (MOWA); Azisa Rahman (MOWA); Frida Danish (MOWA); Qudaratullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Gul Ara (MOWA); Farida Muhib Zada (MOWA); Soria (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Higher Education, 21 August 2005 - *Lead Officials:* Suraya Paikan, Technical Deputy Minister of MOHE and Mazari Safa, Technical Deputy Minister, MOWA

Participants: Shah Wali (Director of Publication); Hussun Banu Ghazanfar (Director of Literature Faculty); Professor Sabera Haleem (Director of Electro-mechanic Department, Polytechnic University); Naseema (Faculty of Geology); Professor Shareefa (Lecturer of Medical Faculty); Habiba (Department of Documentation); Uzra (Teacher); Fazila Rashidi (National High School for Girls); Zakira Habib (Department of High Schools); Karima (Teacher, National High School); Lailee (Department of Planning); Iqleema (Department of Planning); Aziza (Department of Planning); Gulalai (In Charge of Kindergarten); Najeeba (Head of Kindergarten); Abdul Satar Siddiqui (Department of Planning); Engineer Mohammad Haneef Rafiqi (Department of Planning); Amanullah (Head of Planning Unit); Zemarai (Department of Planning); Najeebullah Najeeb (Head of Statistics Unit); Abudul Qadir (Department of Documentation); Sher Agha (Department of Publication); Ibadullah (Department of Publication); Shukria (Department of Publication); Noor Ahmad (Department of Publication); Syed Hilaluddin Alemi (Department of Publication); Khawaja Rohollah (Statistics Unit); Mari Abdul Shakoor (Department of Publication); Adeeba (Department of Publication); Nasreen (Department of Publication); Hameeda (Department of Publication); Benazir (Department of Publication); Suraiya (Department of Publication); Latifa (Department of Publication); Alia (Department of Publication); Dr. Mohammad Hashim Tahiree (Medical Faculty); Professor Abul Wahab Noor (Director of Medical Faculty); Professor Cheragh Ali (Medical Faculty); Mari (Administrative Department); Professor Kabir Faiz (Director of Children Medical Faculty); Lailuma (Staff); Aqela (Staff); Zemarai (Technical Head of Printing House); Asmatullah (Department of Publication); Syed Jalal (Department of Publication); Sultan Mohammad Subat (Deputy Director of Students Department); Latifa (Department of Planning); Suraya (Department of Planning); Fatima (Department of Planning); Naseema (Staff); Khan Jan Khan (Staff); Hefzullah (Staff); Mir Ahmad (Staff); Abdul Qadir (Staff); Gul Hassan (Staff); Mahtab (Staff); Gul Afghani (Staff); Humaira (Staff); Ghous Uddin (Staff); Nargis (Staff); Naseema (Staff); Malalai (Staff); Naem (Staff); Zarmina (Staff); Nooria Janesaree (Science Faculty); Nadera, Maroofi (Women's Representative); Sayed Massood (Director of Planning); Professor Shamuddin Shams (Director of Students Department); Professor Yousuf Poor (Adviser); Najeebullah Nazif (Director of International Relations Department); Asadullah Safi (Director of Administration); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Nafisa Kohistani (MOWA); Azisa Rahman (MOWA); Hooria Mashkori (MOWA); Frida Danish (MOWA); Suhila Husaini (MOWA); Qudaratullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Gul Ara (MOWA); Maliha Salihi (MOWA); Roya Rahmani (MOWA); Naweeda (MOWA); Farida Muhib Zada (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Haji and Islamic Affairs, 28 August, 2005 – *Lead Officials:* Syed Sulieman Hamid, Technical Deputy Minister of MOHIA and Mazari Safa, Technical Deputy Minister of MOWA

Participants: Abudul Raof (Head of North Zone); Israrul-ul- Haq (Head of South Zone); Alhaj Abdul Jalil Salehi (Editor of Arabi Magazine); Abdul Azim (Head of Administration Department); Alhaj Noorul Haq Parwani (Department of Administration); Qari Atiqullah (Department of Planning); Amanullah Niazi (Department of Academic Association); Qari Ziauddin (Department of Academic Association); Abdul Haq Ateed (Department of Research on Islamic Studies); Mufti Syed Hijatullah (Head of Jurisprudence and Law, Research Department); Molawi Abdul Malik Hameedi (Department of Research on Islamic Studies); Jan Aqa (Department of Research on Islamic Studies); Waheed-ur-Rahman (Department of Research on Islamic Studies); Mohammad Kazim (Department of Research on Islamic Studies); Alhaj Zekria Zaki (Editor of Irshad Publication); Shamim Javed (Director of Women's Affairs); Bibi Kubra Husaini (Head of Advocacy Unit); Aqa Mohammad Nazari (Advisor to the Ministry); Suhaila Siddiqui (Department of Mosques); Marina Faiz (Department of Policy and Coordination); Nazifa Sherzaee (Department of Policy and Coordination); Zarifa Sultani (Department of Administration); Lailuma Siddiqui (Head of Archive Unit); Nazifa Qayumi (Department of Publication); Shakiba Faqiri (Department of Publication); Bibi Gul (General Unit of Budget); Razia (Department of

Administration); Najeeba Umarzada (Department of Husainia Mosque); Zakia Haidari (Department of Husainia Mosques); Lailuma Azimi (Department of Mosques); Zareen Wafa (Head of Payroll Unit); Suraya (Accounting Unit); Laila Gul Mohammad (Head of Personnel Profile Unit); Haq-ullah (Staff); Mujghan (Department of Women's Affairs); Sheenkai (Department of Women's Affairs); Abdul Rahman (Staff); Nasir Ahmad Hedayat (Editor Payam-e-Haq Magazine); Abdul Wahid (Head of Media Unit); Mutaza Jamid (Chief Editor of Payam-e-Haq Magazine); Mohammad Shareef Rubati (Director of Publication); Syed Hassan Zaki (Director of Administration Department); Fatima Ahmadi (Head of Irshad and Advocacy); Taiba Wahidi (Education Unit); Nadera Haidari (Women's Affairs Unit); Farzana (Women's Affairs Unit); Hakeem Sherzai (Women's Affairs Unit); Farida (Accounting Unit); Amanullah (Department of Publication); Zia Gul (Staff); Razia Aqiqa (Staff); Roh Afza (Staff); Siddiqa (Staff); Mohammad Zarif (Staff); Azim (Staff); Sabera (Staff); Sayed Abo Talib (Staff); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Azisa Rahman (MOWA); Frida Danish (MOWA); Suhila Husaini (MOWA); Qudaratullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Gul Ara (MOWA); Maliha Salihi (MOWA); Farida Muhib Zada (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Urban Development and Housing, 30 August 2005 - Lead Officials: *Qyamuddin Jalal Zada, Technical Deputy Minister of MUDH and Mazari Safa, Technical Deputy Minister of MOWA*

Participants: Alhaj. Engineer Latifi (Director of Administrative and Finance Department); Engineer Mohammad Ibrahim (Director of Planning Department); Alhaj. Engineer Zarghoona Ghorri (Director of Construction Department); Engineer Raheema Fakeeri (Head of Engineering Office); Engineer Humaira Raheemi (Head of Technical Office, Department of Construction); Engineer Rabia Mohodee (Head of Electronic Office); Shaima Rasooli (Office of Architecture); Fatima Sadat (Head of Architecture Office), Engineer Mahbooba Siddiqi (Department of Construction); Engineer Humaira Saber (Department of Construction); Zinat (Head of Statistics and International Relations Unit); Mah Jan Roufi (Head of Audit Unit); Sima Wahidi (Women's Representative of Macrorayan Sanitation Enterprises); Mohammad Kabeer (Head of Employment Unit); Rahim (Electrician); Mohammad Zarif (Telephone Operator); Engineer Ahmad Zia (Director of Afghan Construction Enterprises); Engineer Marzia (Department of Planning and Engineering); Sardar Mohammad (Department of Planning and Engineering); Agha Gul (Sanitation Unit); Babar Sultan (Advisor); Engineer Hafeeza Malalai (Department of Planning); Laila (Head of Contract Unit), Naheed (Technical Staff); Nazifa (Technical Staff); Fouzia (Technical Staff); Adela (Technical Staff); Safia (Technical Staff); Fatima (Technical Staff); Mahmooda Sultani (Department of Planning); Jamila (Computer Operator); Rahela (Department of Construction); Engineer Belqees (Department of Construction); Zahra (Department of Construction); Lailuma (Administrative Department); Ghani Zada (Administrative Department); Uzra (Department of Urban Development); Maliha (Department of Documentation); Janan (Department of Old City); Fauzia (Department of Old City); Hafiza (Department of Housing); Nadra (Department of Housing); Zekria (Staff); Yar Mohammad (Staff); Aref (Head of Procurement Unit); Suraya Faiz (Women's Representative); Sabera (Staff); Aziz (Staff); Engineer Shaima Siddiqui (Department of House Architecture); Engineer Nadia (Department of Construction); Saleh Mohammad (Staff); Qader (Head of Archive Unit); Nasrullah (Staff); Mohammad Anwar (Advisor); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Azisa Rahman (MOWA); Frida Danish (MOWA); Suhila Husaini (MOWA); Fariha Rahimi (MOWA); Qudaratullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Shaima (MOWA); Gul Ara (MOWA); Maliha Salihi (MOWA); Roya Rahmani (MOWA); Naweeda (MOWA); Farida Muhib Zada (MOWA); Brishna (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Finance (MOF), 11 September 2005 – Lead Officials: *Mr. Waheedullah Shahrani Deputy Minister of MOF and Mazari Safa, Technical Deputy Minister of MOWA*

Participants: Kamela Rashidi (Finance Department); Maryam Attae (Finance Department); Aziza Nazeer (Computer Operator); Abeda (Control Unit); Shakeela (Management Unit); Fahima Fida Mohammad (Head of Management Unit); Fahima Sarwar (Payroll Section); Lailuma Nazrana (Personnel Profile Unit); Nahida Mohammad Sarwar (Personnel Profile Unit); Madina Ashraf (Personnel Profile Unit); Shukria (Office of Public Services); Rahila (Department of Treasury); Shaima (Archive Unit); Mina (Department of Industrial Enterprises); Fahima (Computer Operator); Aziza Qari (Department of Industrial Enterprises); Gulsoom Sarwari (Department of Enterprises); Roona Popal (Department of Enterprises); Latifa (Department of Enterprises); Mazari Sarwari (Department of Enterprises); Chand Gul (Head of Enterprise Unit); Fauzia (Officer in Charge of Education and Development Unit); Khadija (Education and Development Unit); Marina (Education and Development Unit); Sadiqa Shams (Department of Revenue); Karima Ilham Sistani (Department of Revenue); Zarghoona (Department of Budget); Mina (Department of Budget); Fatima (Department of Budget); Shireen (Department of Budget); Laila (Department of Budget); Shakiba (Department of Budget); Anees Gul (Department of Budget); Amna (Department of Budget); Lina (Department of Budget); Rabia (Department of Budget); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Nafisa Kohistani (MOWA); Azisa Rahman (MOWA); Hooria Mashkori (MOWA); Frida Danish (MOWA); Suhila Husaini (MOWA); Fariha Rahimi (MOWA); Qudaratullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Shaima (MOWA); Gul Ara (MOWA); Maliha Salihi (MOWA); Roya Rahmani (MOWA); Naweeda (MOWA); Farida Muhib Zada (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Defense, 13 September 2005 – Lead Officials: *Aminullah Amin, Political Director of MOD and Minister Massouda Jalal of MOWA*

Participants: Nooria (Degarman Brigadier); Zarghoona (Jagran Brigadier); Najeeba (Staff); Anisa (Staff); Rahela (Staff); Shakera (Staff); Fazia (Staff); Rohgul (Staff); Sima Gul (Staff); Mah Gul (Staff); Sheerin Gul (Staff); Fatima (Staff); K. Hanem Gee (Staff); Husnia (Staff); Waheeda (Staff); Lumrai Bretman (Staff); Sabera (Staff); Seema (Staff); Nadia (Staff); Hawa (Staff); Seema (Staff); Sara (Staff); Waheeda (Staff); Aziz (Staff); Nafeesa (Staff); Mari (Staff); Jalila (Staff); Uzra (Staff); Fariza (Staff); Adela (Staff); Zakera (Staff); Kishwar (Staff); Gulshireen (Staff); Khanuma (Staff); Habiba (Staff); Alla Gul (Staff); Hamida (Staff); Simeen (Staff);

Najeeba (Staff); Saleha (Staff); Wakeela (Staff); Khatera (Staff); Gul jan (Staff); Humaira (Staff); Sima Gul (Staff); Gul Makai (Staff); Bibi Gul (Staff); Laila (Staff); Fatima (Staff); Anqa (Staff); Rabia (Staff); Nooria (Staff); Fouzia (Staff); Laila (Staff); Zulaikha (Staff); Habiba (Staff); Roshan (Staff); Mushtari (Staff); Khal Begum (Staff); Roh Afza (Staff); Qandi Gul (Staff); Zahir Azimi (Stockmanager); Qamarul Banat (Staff);

Planning Workshop, Ministry of Refugees and Repatriation, 14 September 2005

Planning Workshop, Ministry of Public Works, 25 September 2006 – Lead Officials: Engineer Mohammad Nader Jalees Administrative Deputy Minister of MOPW and Mazari Safa, Technical Deputy Minister, MOWA

Participants: Engineer Shareefa Salek (Designer of Highways); Marium (Department of Road Maintenance); Nooria Saqib (Department of Railway); Mahbooba Bakhsh (Department of Road Maintenance); Dr. Shaima Kohbandi (In Charge of Clinic); Engineer Maliha Yaqoobi (Road Designer); Engineer Fazial Sultani (Road Designer); Razia (Department of Project Development); Deeba (Accounting Unit of Entrepreneurs); Abeda (Department of Administration); Mohammad Mahdi Yawari (Advisor to the Ministry); Laila Usmani (Head of International Relations Unit); Rabia Yagdari (International Relations Unit); Gulam Mohammad (Department of Survey and Project Development); Mohammad Akram (Head of Personnel Profile Unit); Ahmad Shah (Department of Planning); Mohammad Hassan (Department of Airport and Runway Construction); Farukh Shah (Department of Airport and Runway Construction); Abdul Rauf Rasheed (Department of Administration); Syed Ahmad Dardwal (Director of Audit Department); Khair Mohammad (Head of Documentation Unit of Documentation Department); Abdul Wasi Dawrani (Department of Administration); Engineer Qudsiya Kakar (Women's Representative of the Women's Shura); Engineer Fatima Sahaq (Deputy of Women's Shura); Engineer Marzia Suliemankhail (Department of Survey and Project Development); Engineer Brishna Rashid (Department of Survey and Project Development); Pekai Sarwari (Department of Planning); Mahbooba Deewan (Department of Planning); Mohammad Ibrahim Miakhail (Office of Publication); Humaira (Department of Planning and Public Relations); Toorpekai (Department of Planning and Public Relations); Shaima (Department of Planning and Public Relations); Syed Abbas (Director of Documentation Department); Saifur Rahaman Ishaq (Department of Road Maintenance); Akhtar Mohammad Gablani (Head of Procurement Unit); Jamila Aini (Department of Planning); Azima (Department of Planning); Engineer Abdul Basir Jibee (Survey and Project Development Department); Ahmad Ebad (Department of Planning); Saker (Staff); Zarif (Staff); Ashiqullah (Secretary to Deputy Minister); Zahir (Staff); Noor Mohammad (Staff); Syed Ahmad (Director of Audit Department); Nesar Ali (Director of Administration Department); Engineer Daliha (Department of Road Construction); Zuhail (Head of Research and Assessment Unit); Monema Mansour (MOWA); Zohera Hafizi (MOWA); Golochotai Azimi (MOWA); Azisa Rahman (MOWA); Hooria Mashkori (MOWA); Frida Danish (MOWA); Qudarattullah Muhib (MOWA); Zia Gul (MOWA); Asifa (MOWA); Gul Ara (MOWA); Brishna (MOWA); Farida Muhib Zada (MOWA); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Sulieman Hedayat (UNIFEM); Marzia Alam (UNIFEM).

Planning Workshop, Ministry of Telecommunications, 26 September 2006 – Lead Officials: Engineer Hameedullah Qalandari, Technical Deputy Minister of MOT and Mazari Safa, Technical Deputy Minister of MOWA

Participants: Fahima (Department of Telecommunications); Abdur Rahman Nisar (Head of Monitoring and Evaluation Department); Engineer Abdul Latif Kohistani (Deputy of Planning Department); Nadia (Department of Planning); Mina Abdul Qudoos (Planning Department); Shakeela (Department of Planning); Adela (Department of Planning); Leeda (Department of Planning); Shaista (Department of Planning); Mohammad Salahuddin (Administration Department); Shafiqa Sheenwari (Accounting Unit); Ramzia (Telephone Accounting Unit); Kabeera (Telephone Accounting Unit); Shakera (Department of Radio Monitoring); Latifa (Department of Monitoring and Evaluation); Amena (Department of Monitoring and Evaluation); Mastoor (Department of Monitoring and Evaluation); Malalai (Department of Monitoring and Evaluation); Mahtab (Budget Unit); Atifa (Revenue Unit); Karima (Payroll Unit); Nooria (Telephone Accounting Unit); Ayesha (Telephone Accounting Unit); Shakeela (Telephone Accounting Unit); Sharifa (Department of Radio Monitoring); Najeeba (Department of Documentation); Mamoora (Department of Documentation); Shukria (Department of Documentation); Farida Abdul Latif (Unit of Post Office Box Distribution); Zeba Juma Khan (Unit of Post Office Box Distribution); Shaima Azizullah (Unit of Telecommunications); Hira Mohammad Aoufi (Staff); Nadira Marhamat (Administration Department); Marium Mohammad Noor (Head of Network Unit); Nasreen Abdul Aziz (Customer's Unit); Abeda Gulam Hazrat (Association Relations Unit); Sheeba (Incoming Registration Unit); Shamila Sher Mohammad (License Unit); Sherina Inayatulla (Department of Post); Husnia Gulam Husain (Department of Administration); Zarmina Mohammad Shareef (Statistics and Planning Unit); Zakia Gulam Ali (Statistics and Planning Unit); Benazir (Recruitment Unit); Atifa Faiz Mohammad (Military Section); Mina Mohammad Yaqoob (Military Section); Humaira Ubaidullah (Department of Post); Gulalai Gulam Ahmad (Post Receiving Unit); Neela Mohammad Naeem (Accounting Unit); Nooria Mohammad Syed (Department of Telecommunication); Soofia Mohammad Ayoub (Department of Administration); Habiba Abdul Qadir (Department of Post); Zarmina Ali Mohammad (Post Department); Del Jan Rahmatullaha (Department of Post); Shaima (Department of Administration); Najeeba (Department of Administration); Zakia Gulam Haider (Customer Service Unit); Zahar Abdul Ahad (Customer Service Unit); Zakeria Sardar Mohammad (Department of Administration); Fahima Abdul Ghafoor (Recruitment Unit); Manija Abdul Satar (Department of Post); Gul Makai (Department of Post); Shaima (Central Post Office); Rahima Sultan Mohammad (Warehouse Unit); Parween Nazir Mohammad Kamela (Post Registration Unit); Kamela Mohammad Akbar (Department of Post); Surya (Department of Telecommunications); Aziza (Department of Telecommunications); Zakia Jamshedi (Department of Planning); Adela, Rajabzada (Department of Planning); Adela Ahmadi, (Department of Planning); Lina Reza (Department of Telecommunication); Ahmad Jeeenos (National Security Department); Mohammad Qader Shams (Central Post Office); Naeel Khan (Central Post Office); Abdul Jalil (Head of Personnel Profile Office); Mahbooba (Classification Office); Shekiba (Classification Office); Razia (Classification Office); Humaira (Classification Office); Shareefa (International Affairs Unit); Gulghutai (Administration Department); Mahbooba (Administration Department); Laila Marium (Department of Administration); Fahima (Department of Administration); Najia (Central Post Office);

Fahima Gulam Nabee (*Warehouse Unit*); Shazia (*Warehouse Unit*); Shakiba Abdul Ghafoor (*Department of Administration*); Saleha (*Accounting Unit*); Marzia (*Department of Administration*); Alamtab (*Budget Unit*); Waheeda (*Human Resource Unit of Afghan Telecom*); Laima (*Web Developer*); Monema Mansour (*MOWA*); Zohera Hafizi (*MOWA*); Golochotai Azimi (*MOWA*); Azisa Rahman (*MOWA*); Hooria Mashkori (*MOWA*); Frida Danish (*MOWA*); Suhila Husaini (*MOWA*); Zia Gul (*MOWA*); Asifa (*MOWA*); Naweeda (*MOWA*); Farida Muhib Zada (*MOWA*); Ermelita Valdeavilla (*UNIFEM*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Sulieman Hedayat (*UNIFEM*); Marzia Alam (*UNIFEM*).

Planning Workshop, Ministry of Borders, Ethnic and Tribal Affairs, 27 September 2005 - *Lead Officials: Mohammad Omar Babrakzai Administrative Deputy Minister of MOBETA and Mazari Safa, Technical Deputy Minister of MOWA*

Participants: Khwaja Farhad (*Deputy Director of Administration Department*); Abdul Ahad Azar (*Director of Protocol Department*); Noor Mohammad Haidari (*Director of Publication and Cultural Affairs*); Mohammad Yoqoob Ahmadzai (*Director of Provincial Relations Department*); Abdul Samad Samimi (*Director of Documentation Department*); Fatana (*Staff*); Rahima (*Staff*); Zarghoona (*Staff*); Laila (*Staff*); Tahira (*Recruitment Unit*); Haleema (*Recruitment Unit*); Najia (*Department of Publication*); Shaista Rahimi (*Department of Publication*); Waheeda (*Staff*); Samia (*Staff*); Mina (*Staff*); Sitara (*Reporter of Jirga Magazine*); Hameeda (*Payroll Unit*); Razia (*Kindergarten Unit*); Lailuma (*Head of Kindergarten*); Sima (*Warehouse Unit*); Rahila (*Services Unit*); Marium Alizada (*Computer Operator*); Fajia (*Unit of Expense*); Shaima (*Education Unit*); Najla (*Admin Office*); Hafeeza (*Department of Research and Studies*); Aneesa (*Department of Research and Studies*); Friba (*Personnel Profile Unit*); Hameeda Atae (*Department of Publication*); Friba (*Publication Department*); Zakia (*Labor*); Syed Rahman Sadaat (*Expense Unit*); Alishah (*Officer In Charge of East Region*); Syed Jaffar Khilwatee (*Head of Services Office*); Mohammad Nowroz (*Head of Expense Unit*); Abdul Qadir (*Administration Department*); Idrees (*Archive Unit*); Mohammad Shareef (*Head of Recruitment Unit*); Syed Rahim (*Head of Research and Studies Unit*); Gul Mohammad (*Head of Procurement Unit*); Asadullah (*Recruitment Unit*); Waheed (*Recruitment Unit*); Waheed (*Head of Food Rationing Unit*); Wasiullah (*Head of Warehouse*); Asararullah (*Head of Recruitment*); Shah Mahmood (*Recruitment Unit*); Alhaj Bashir Ahmad Haqmal (*Head of Personnel Office*); Mohammad Azam Shakoori (*Head of Audio Visual Unit*); Mohammad Haider (*Head of Planning Office*); Abdul Karim (*Accounting Office*); Mohammad Arif (*Accounting Office*); Mohammad Aziz (*Head of Personnel Profile Unit*); Faiz Mohammad (*Budget Unit*); Abdul Hakeem (*Admin Department*); Enayatullah (*Personnel Profile Unit*); Mohammad Hussain (*Research and Planning Unit*); Mohammad Nassem (*Head of Ration and Food Supply Allocation Unit*); Waheedullah (*Budget Unit*); Mohammad Ayar (*Head of Administration and Finance Department*); Khadija (*Department of Nomads*); Gulam Haider Mazloomiyar (*Head of Research and Studies Department*); Monema Mansour (*MOWA*); Zohera Hafizi (*MOWA*); Golochotai Azimi (*MOWA*); Hooria Mashkori (*MOWA*); Qudaratullah Muhib (*MOWA*); Gul Ara (*MOWA*); Naweeda (*MOWA*); Shaima Khinjani (*MOWA*); Ermelita Valdeavilla (*UNIFEM*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Sulieman Hedayat (*UNIFEM*); Marzia Alam (*UNIFEM*).

High Level Meeting, Ministry of Foreign Affairs, 28 September 2005 - *Lead Official: Majnoon Gulab, Director of Consulate Affairs of MFA and Mazari Safa, Technical Deputy Minister of MOWA*

Participants: Mir Mohammad Yousouf (*In Charge of Far East Division*); Taryalai Raqim Achechzai (*Advisor to Diplomacy Institute*); Fateh Mohammad Sherzai (*Head of Cultural Relations Unit*); Fahim Wahid (*Unit of United Nations*); Syed Abdul Samad Munib (*Second Unit of Politics*); Syed Hamid Wahdat Ahmadzada (*Fifth Unit of Politics*); Aziz Ahmadzada (*Officer In Charge of Fourth Unit of Politics*); Baba Khan Aslami (*Third Unit of Politics*); Mohammad Ayoub Khurami (*Department of Economy*); Liza Yasin, (*Human Rights and International Affairs Unit*); Abdullah (*Administration of Found and Print Center*); Zuhra Rasekh (*Head of Human Rights and International Affairs Unit*); Monema Mansour (*MOWA*); Zohera Hafizi (*MOWA*); Ermelita Valdeavilla (*UNIFEM*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Sulieman Hedayat (*UNIFEM*); Marzia Alam (*UNIFEM*); Fulya Vekiloglu (*UNDP*).

Planning Workshop, Ministry of Counter Narcotics, 7 December 2006 – *Lead Official: Syed Azam, Director of Public Relations Department*

Participants: Zabi Abasi (*Department of Public Relation*); Mohammad Zafar (*Director of Demand Reduction*); ImamUddin (*East Zone*); Abdul Khalil Kabirzai (*Law Enforcement Section*); Haroon ur Rasheed Sherzad (*Deputy of Public Relation Department*); Abdul Sabor Niazi (*Deputy of Publications Department*); Abdul Baqi Omari (*Deputy of Alternative Livelihood Department*); Mohammad Salam (*Information Technology Section*); Malalai (*Secretary to the Office of the Minister*); Shireen Mujadadee (*Regional Coordinator*); Najla Habibyar (*In Charge of Meetings and Programs*); Nabeela Akbari (*Head of Human Resource Unit*); Monema Mansour (*MOWA*); Zohera Hafizi (*MOWA*); Nafisa Kohistani (*MOWA*); Azisa Rahman (*MOWA*); Frida Danish (*MOWA*); Qudaratullah Muhib (*MOWA*); Farida Muhib Zada (*MOWA*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Sulieman Hedayat (*UNIFEM*); Marzia Alam (*UNIFEM*).

Planning Workshop, Ministry of Youth Affairs, 10 October 2005 - *Temorshah Ishaq, Technical Deputy Minister of MOYA and Monema Mansour, Planning Director*

Participants: Musa Rahimi (*Director of Planning and Policy Department*); Mohammad Salim Namimi (*Head of Procurement Unit*); Aminullah Amin (*Procurement Unit*); Masoud Nazari (*Department of Relations*); Khawaja Jalauddin Najmi (*Department of Policy and Planning*); Rokai Mehraban (*Department of Policy and Planning*); Abdul Maroof (*Secretary to the Administrative Deputy*); Amin (*Recruitment Unit*); Fareed Ahmad (*Department of Legal Protection*); Mohammad Mujtaba Yousoufzai (*Secretary to the Office of Minister*); Mateeulaah (*Computer Operator*); Abdullah Ahmad Zai (*Department of Administration*); Syed Mohammad Hashmi (*Department of Sports*); Noorur Rahman (*Department of Administration*); Syed Abdul Tamim Hashmi (*Department of Service Delivery*); Mohammad Hassan (*Staff*); Mir Syed (*Department of Legal Protection*); Khalid (*Secretary to Department of Sports*);

Khalilullah (*Disbursement Unit*); Fazil Rabi (*Cultural Department*); Mohammad Kharosh (*Cultural Department*); Mohammad Khalil Qyami (*Department of Legal Protection*); Anisa Mujghan Anwari (*Secretary to Policy and Planning Department*); Naseema Zarif (*Department of Policy and Planning*); Hameeda (*Accounting Unit*); Waheeda (*Personnel Profile Unit*); Shahla Fazli (*Unit of International Affairs*); Monema Mansour (*MOWA*); Zohera Hafizi (*MOWA*); Golochotai Azimi (*MOWA*); Nafisa Kohistani (*MOWA*); Azisa Rahman (*MOWA*); Hooria Mashkori (*MOWA*); Frida Danish (*MOWA*); Suhila Husaini (*MOWA*); Fariha Rahimi (*MOWA*); Qudarattullah Muhib (*MOWA*); Zia Gul (*MOWA*); Asifa (*MOWA*); Shaima (*MOWA*); Gul Ara (*MOWA*); Maliha Salihi (*MOWA*); Naweeda (*MOWA*); Farida Muhib Zada (*MOWA*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Sulieman Hedayat (*UNIFEM*); Marzia Alam (*UNIFEM*).

Mid-process consultation with planning directors and women focal points of ministries, 23 October 2005 - Lead Official: Mazari Safa, Technical Deputy Minister of MOWA

Participants: Torpekai Zia (*Ministry of Education*); Nooria Nawabi (*Ministry of Defense*); Nadera Maroofi (*Ministry of Higher Education*); Kamela Rashid (*Ministry of Information, Culture, Youth and Tourism*); Nasima Faiz (*Ministry of Housing and Urban Development (MOHUD)*); Monema Mansoor (*Ministry of Women's Affairs*); Lailuma Abasi ; Abdul Subhan Fazli (*Ministry of Martyrs and Disabled*); Mohammad Rafiq Zakhail ; Shaima Fazli (*Ministry of Tourism*); Alhaj Moslema Amani (*Ministry of Interior Affairs*); Engineer Najiba Masoomi (*Ministry of Mines and Industries*); Shabnam Hadi (*Ministry of Commerce*); Kamela (*Ministry of Finance*); Sitara Yousoufzai (*Ministry of Borders, Ethnic and Tribal Affairs*); Siddiq Safi (*Ministry of Borders, Ethnic and Tribal Affairs*); Engineer Qudsi Kakar (*Ministry of Public Works and Highways*); Latifa Khawajazada; Gul Ara (*Ministry of Women's Affairs*); Dr. Fakhria Haseem (*Ministry of Public Works and Highways*); Rahela Nazrabi (*Ministry of Agriculture, Animal Husbandry and Food*); Farida Danish (*Ministry of Women's Affairs*); Hooria Mashkooi (*Ministry of Women's Affairs*); Shafiqa Kohistani (*Ministry of Refugees and Repatriation*); Zahera Hafizi (*Ministry of Women's Affairs*); Aziza Rahman (*Ministry of Women's Affairs*); Liza Yasin (*Ministry of Foreign Affairs*); Gulghutai Azimi (*Ministry of Women's Affairs*); Bibi Kubra (*Ministry of Haj and Islamic Affairs*); Ermelita Valdeavilla (*UNIFEM*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Marzia Alam (*UNIFEM*); Sulieman Hedayat (*UNIFEM*).

Consultation with Technical Advisers.

Regional Consultation Workshop, Bamian Province, 12-13 June 2006 - Lead officials: Governor Habiba Sarabi of Bamian Province and Deputy Minister Mazari Safa of MOWA

Participants: Engineer Sharif (*Chief of Department of Women's Affairs, Paktia*); Sayeed Mohamad Sharqi (*Officer in Charge for Administration*); Nahida (*Supervisor of FRDO*); Abdul Baqi (*Supervisor of EHBA, Paktia*); Kefaiatullah (*Director of NEC*); Rugoul Zidraan (*Chief of Department of Women's Affairs*); Momina Hazara (*Director of Coaching and Gender*); Razia Hossaini (*Director of Economy and Expansion*); Bashir Ahmad Niazi (*Administration and Finance Director*); Zakia (*Vital Literature Foundation*); Oftab Hossain Sediqi (*Japan International Cooperation Agency*); Hassan Paekay (*Japan International Cooperation Agency*); Zakia Naseri (*Japan International Cooperation Agency*); Tahera Zahidi (*Independence*); Mohamad Taher (*Staff of National Security*); Toshiro Nakamura (*J- Green*); Hideyubi Imo (*J- Green*); Mmohamad Aewaz (*Staff of Governor*); Dr Mohamad Arif (*OXFAM Foundation*); Yusuf Khan (*Admin Director, Khost Province*); Hossain Essfandyar (*Bahar-e-Sazindagi Foundation*); Abdul Manan (*Admin Director, Paktia*); Mohammad Dawood (*AFKOR, Gardez*); Hamid Hossain (*Member of Women's Council*); Haleema Khazan (*Chief of the Department of Women's Affairs, Paktia*); Shakila (*Representative of GWA*); Haleema Ramazan (*Women's Development Officer, AKDN*); Sayeed Mohamad (*Representative of AED*); Mohamad Ali (*Representative of RSDO*); Belal Ahmad Ahmadi (*Project Manager*); Mohamad Riza Danish (*Chief of the Bahar-e-Sazindagi Foundation*); Aziz Mohamadi (*Representative of GWA*); Engineer Sayeed Ali (*Chief of WSD*); Shirkhan Kamyaaar (*Project Manager*); Ghulam Sakhi Yusufi (*General Administration Director of Department of Women's Affairs*); Shokria Wali (*Chief of Department of Women's Affairs*); Zahera Jahfari (*Trainer in AWSE, Ghazni*); Fatema Kazian (*Chief of Department of Women's Affairs, Bamian*); Razia Hossaini (*Director of Economic and Expansion*); Karima Salik (*Director of MOWA Department of Provincial Relations*); Fatima Kazian (*Chief of Department of Women's Affairs, Bamian province*); Abdul Baqi (*Supervisor, EHBA*); Nahida (*Supervisor, FRDO*); Engineer Sharifa (*Chief of Department of Women's Affairs, Paktia*); Mohamad (*Administrative Officer*); Yusuf Janni (*Administrative Director*); Gulam Sakhi (*Administrative Director of DAWA in Khost Province*); Kefayatulla (*Director, NEC*); Belal Ahmad Ahmadi (*Project Officer In Charge*); Shir Khan Kamyaaar (*Project Manager*); Aziz Mohamadi (*Representative of GWA*); Haleema Khazan (*Chief of Department of Women's Affairs*); Shakila (*Staff of GWA*); Rugul Zidran (*Chief of Department of Women Affairs, Khost*); Shokria Wali (*Chief of Department of Women's Affairs, Ghazni*); Zahra Jahfari (*Trainer, AWSE, Ghazni*); Monema Mansour (*MOWA Planning Director*); Zohera Hafizi (*MOWA Deputy Planning Director*); Ismael Rezaye (*MOWA Planning Department*); Golochotai Azimi (*MOWA Statistics Unit*); Ermelita Valdeavilla (*UNIFEM*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Brooke Shawn (*UNIFEM*); Marzia Alam (*UNIFEM*); Sulieman Hedayat (*UNIFEM*).

Regional Consultation Workshop, Balkh Province, 17 June 2006 - Lead officials: Ata Mohammad Noor, Governor, Balkh province, and Deputy Minister Mazari Safa of MOWA

Participants: Gholam Sakhi (*Administrative and Finance Director, DOWA Sar Pull*); Jamila (*Assisstant of Gender Section, Sari Pull*); Ziada (*Supervisor of COAR Office, Sari Pull*); Aziza Jaliss (*Chief of the Department of Women's Affairs*); Shirin Muradi (*Staff of Save the Children in Education Section*); Bashir Ahmad (*Staff of Japan Peace Team, Sari Pull*); Sadrudin Sakhi (*Vice Director*); Abdul Ghafor Nejaat (*Administrative Director, Department of Women's Affairs, Kundoz*); Faizudin (*WIDA*); Sharifa Azimi (*Fariab*); Noorjahan (*Member, Youth Cultural Center*); Ghafor Khan (*Department of Women's Affairs, Balkh*); Karima (*Chief, ACW Foundation*); Parwin (*Chief, Women's Council, Takhar*); Razma Ara (*Chief of the Department of Women's Affairs, Takhar*); Moqim Shah Sharifi (*Directors of Publication Department, Takhar*); Abdul Wodood Bashar Dost (*Administrative Director, Department of*

Women's Affairs, Badakhshan); Sayed Kazem Fazil (*Independent Environment Association*); Farida (*NEE Foundation*); Mahsoma Yaqin (*Chief, Department of Women's Affairs, Baghlan*); Mohamad Mokhtar Sakhi (*Administrative Director, Department of Women's Affairs, Baghlan*); Ghulam Sakhi Badawi (*Shahim Construction Company*); Barialay (*Project Officer*); Nabila Wahizi Kohistani (*CDFO Officer in Charge*); Marya Sazawar (*Director of Bidat Magazine*); Anisa Popal (*Field Coordinator, THRA*); Fawzia (*Women's Rights Commission, Mazar*); Salamat Azimi (*Children's Rights Officer, Human Rights Commission*); Mohamad Nasir Asir (*Department of Women's Affairs, Balkh*); Aemal (*Protect the Children's Rights*); Marya Rahin (*Balkh University*); Friba Majid (*Chief of the Department of Women's Affairs, Balkh*); Hossai (*Project Officer*); Gul Shem (*T-T*); Malhia (*Chief of the Provincial Council of Women's Affairs*); Mozhdha (*Assistant of National Solidarity*); Malahat (*WORA*); Mahrukh (*Member, Children's Rights Advocates*); Pashton (*In Charge of Women's Council for Reconstruction*); Zofenoon Hesam Natoq (*Chief of the Department of Women's Affairs, Badakhshan*); Nooria Azizi (*Chief of the Business Women's Association*); Fawzia Hamidi (*Chief of the Work and Social Affairs Department, Balkh*); Nadia Ahmadi (*Director of Documentation Unit of Work and Social Affairs Department, Balkh*); Zakia Haidari (*Media Officer, ECW*); Ahmad Mossa (*Project Administrative Assistant, Samangan*); Faraidoon (*Staff, Department of Women's Affairs*); Hanifa Ashna (*Chief of Department of Women's Affairs, Samangan*); Fazila Karimi (*Officer in Charge, AWRSA*); Zahra Adib (*Chief of Department of Women's Affairs, Jauzjan*); Maghferat Samimi (*Field co-coordinator, Human Rights Organization*); Nafass (*Civil Society, Baghlan*); Khorigul Rona (*In charge of Women's Section, Afghan Aid, Samangan*); Ajmal Rahmani (*ASROA*); Engineer Ghulam Rabani (*Director, NEA*); Zinat (*Agha Khan Foundation, Baghlan*); Kamila (*RASSA, Baghlan*); Robaba (*Social Worker, UN*); Shaima Wali Zada (*Director, CCA*); Fawzia Yaftali (*In Charge, MCDO*); Anisa Omid (*Assistant, Windows For Peace, Kundoz*); Monisa Rassoli (*Chief of Women's Development Council, Kundoz*); Abdul Hossain (*Assessment and Monitoring Section, Afghan Aid Foundation*); Abdul Rafi (*In-charge of ECW, Kundoz*); Shir Aqa Shaian (*Officer In Charge*); Abdul Hakim (*Field Coordinator, CC, Jauzjan*); Aziza Jaliss (*Chief, Department of Women's Affairs, Sari Pull*); Sayed Kazim Fazil (*Independent Environmental Association*); Nafass Jahid (*Culture and Civil Society Foundation*); Ajmal Rahmani (*ASROA*); Zahra Adib (*Chief, Department of Women's Affairs, Jauzjan*); Maghferat Samimi (*Field Coordinator, Human Rights Organization, Jauzjan, Sari Pull and Fariab*); Ziada Kozel (*Senior Supervisor, COAR, Sari Pull*); Mohamad Jawad Honaryar (*Administrative In – Charge of Department of Women's Affairs, Jauzjan*); Zakia Haidari (*Media Officer, ECW*); Ajmal (*Administrative and Finance Officer, ASROA*); Ghulam Sakhi Wira (*Administrative and Finance Director, Department of Women's Affairs, Sari Pull*); Monema Mansour (*MOWA Planning Director*); Zohera Hafizi (*MOWA Deputy Planning Director*); Ismael Rezae (*MOWA Planning Director*); Golochotai Azimi (*MOWA Statistics Unit*); Ermelita Valdeavilla (*UNIFEM*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Brooke Shawn (*UNIFEM*); Marzia Alam (*UNIFEM*); Sulieman Hedayat (*UNIFEM*).

Regional Consultation Workshop, Parwan Province, 21 June 2006 Deputy Minister Mazari Safa of MOWA

Participants: Gulalay (*Teacher, Nasswan Number One School*); Hossain Taj Umari (*Teacher Trainer, CARE*); Fazila Haidari (*Teacher, Nasswan Number One School*); Humaira Haqmal (*Chief of Department of Women's Affairs, Maidan Wardak*); Nafisa Sakha (*Training Assistant, Afghan Center*); Sohaila Nazari (*Focal Point in Leadership Program*); Oida Salah (*Trainer and Translator, National Solidarity Program, Maidan Wardak*); Maliha Hoyeel (*Maidan Wardak*); Pashtana Ahadi Wardak (*Senior Officer, SCA/NSP*); Taiba Azizi (*Senior Officer, Maidan Wardak*); Azizia (*Director of Economic Department, DOWA, Parwan*); Shakiba (*Director of Health Department, DOWA, Parwan*); Freshta (*Director of Education Department, DOWA, Parwan*); Hossai (*Deputy Director, DOWA, Parwan*); Sayed Qassem (*Legal Department, DOWA, Parwan*); Sayed Qassem (*Director of Legal Department, DOWA, Parwan*); Abdul Based (*Economic Department, DOWA, Parwan*); Zia Gul (*Education Department, DOWA, Parwan*); Massouda (*Director of Coaching and Gender*); Sharifa (*Director of Publication, DOWA, Wardak*); Mohamad Loqman (*Admin Director, DOWA, Wardak*); Engineer Gul Zad (*EC Project, COAR, Logar*); Besmellah Kakar (*COAR, Logar*); Sayed Haiaat (*Deputy of KRO*); Fawzia (*Staff, National Security*); Sayed Torialay (*Field Officer, SAB, Logar*); Sayed Nizraab Shah (*Admin Director, DOWA, Parwan*); Dr Ahadia Aniss (*Chief of AWRC Foundation*); Najeba sayed (*Chief of Women, Parwan*); Aziz (*National Security*); Marghalary Salim (*Relief Foundation*); Sayed Mahmud (*Representative, Crimes Department*); Abdul Wasah (*CARE*); Khodadad Salah (*Education*); Moqadisa Wefaaq (*Teacher, Hera High School, Parwan*); Aziza Sadat (*High School Teacher, Parwan*); Zahra Farhangi (*High School Teacher, Parwan*); Aisha (*High School Teacher, Parwan*); Roia Yazdan Parast (*Teacher, Tajrobawi High School, Parwan*); Makay (*Teacher, Tajrobawi High School, Parwan*); Farida (*Teacher, Tajrobawi High School, Parwan*); Hajera (*Teacher, Tajrobawi High School, Parwan*); Fazila (*Teacher, Tajrobawi High School, Parwan*); Khalida Fazila (*Teacher, Tajrobawi High School, Parwan*); Mazia (*Teacher, Tajrobawi High School, Parwan*); Maria (*Teacher, Hera High School, Parwan*); Sara (*Teacher, Hera High School, Parwan*); Wahid Adalatjo (*Chief, Adalatjo Justification Seeker Company*); Torpaikay Haidari (*General Manager of Kindergartens*); Feriba (*Teacher, Number One Kindergarten*); Nazifa Mojadidi (*Publication and Advocacy Director, DOWA, Parwan*); Safia (*Teacher, Mohammad Ossman School*); Anarkali Honaryaar (*Human Rights Commission, Kabul*); Saida (*Teacher Trainer, CARE, Logar*); Razia (*WAF, CARE, Logar*); Safara Kohistani (*Chief of DOWA, Kapisa*); Henayat Hashimi (*Field Officer, JEW*); Nassir Ahmad Noor Bakhsh (*Chief, NHTA, Logar*); Mohamad Hanif (*Teacher, Tajrobawi High School*); Farzana Ahmadi (*Head Master, Tajrobawi High School*); Habiba Tamim (*Field Officer, SAB Foundation*); Saabera Kohistani (*CHA Foundation*); Shiren Sahar (*WIW Foundation*); Faiza (*AWRC*); Mari (*Supervisor, YCDP*); Abdul Malik Taqi (*Administrative Director, DOWA, Kapisa*); Benafsha (*AWA*); Shah jan Yazdan Parast (*DOWA Chief, Parwan*); Sayed es-haq Sadat (*Administrative Director*); Abdul Ghafar Raufi (*General Director, Bakhtar Information Agency*); Mohamad Saber Fahm (*Technical Director, Parwan Television*); Ghulam Dastageer Alizada (*General Publication Director, Parwan Television*); Haroon (*Cameraman*); Baz Mohamad (*DOWA, Parwan*); Abdul Basir Payal (*Swedish Committee, Maidan Wardak*); Moqam Khan Wardak (*SCA-NSP*); Semin (*DOWA, Parwan*); Pari Gul (*DOWA, Parwan*); Pista Gul (*DOWA, Parwan*); Dour Mohamad (*DOWA, Parwan*); Monema Mansour (*MOWA Planning Director*); Zohera Hafizi (*MOWA Deputy Planning Director*); Ismael Rezae (*MOWA Planning Department*); Golochotai Azimi (*MOWA Statistics Unit*); Ermelita Valdeavilla (*UNIFEM*); Homa Sabri (*UNIFEM*); Sameera Ayyubi (*UNIFEM*); Brooke Shawn (*UNIFEM*); Marzia Alam (*UNIFEM*); Sulieman Hedayat (*UNIFEM*); Latifa Bahar (*UNIFEM*).

Regional Consultation Workshop, Herat Province, 28 June 2006 Deputy Minister Maliha Sahak of MOWA

Participants: Shogofa (AIL Foundation); Sakina (Attorney, Baba Hajji Area); Najiba Sarwari (Teacher); Zahra Poor (ASSA); Maliha Ghour Wari (ASSA); Abdul Bashir (Administrative Director, DOWA, Herat); Qamar Harab (Legal Department, DOWA, Herat) Shahla Sakhizada (ANCB); Semen Halimi (DOWA, Herat); Rahila Azimi (Director of Publication and Advocacy, Herat); Abdul Jalil Sidiqi (Director, Relief and Development); Kamila Sidiqi (DOWA, Herat); Abdul Wasay Rahim (DOWA, Herat); Sulaiman (UNIFEM, Herat); Ahamd Qais (SDP, Herat); Shiqra (Publication and Advocacy Department, Herat); Zahra (Economic Department, Herat); Gulsoom (Sahadat Center); Masoma (Sahadat Center); Shirin gul Jahidi (Social Worker, Herat); Spozhmay Hossain (Women's Voice Foundation, Herat); Hafifa Popal (Supervisor, Women Voice Foundation); Amina Karimi (Women's Voice Foundation); Sania Salah (Teacher, Amir Ali Shir Nawaie School); Lailuma Hossain (Teacher, Amir Ali Shir Nawaie School); Shafiqqa Qaisani (Teacher, Amir Ali Shir Nawaie School); Parwin (Teacher, Amir Ali Shir Nawaie School); Halima Hossain (Teacher, Amir Ali Shir Nawaie School, Herat); Aisha (Teacher, Amir Ali Shir Nawaie School); Farkhonda Zafar (Teacher, Amir Ali Shir Nawaie School); Sohaila (Teacher, Amir Ali Shir Nawaie School); Farida Habibi (Teacher, Amir Ali Shir Nawaie School); Shafiqqa (Teacher, Amir Ali Shir Nawaie School); Hajji Aziz (Teacher, Malika Jalali High School); Fahima (Teacher, Malika Jalali High School); Nahid Lali (Teacher, Malika Jalali High School); Shakila Arab (Teacher, Malika Jalali High School); Nazira (Teacher, Malika Jalali High School); Nassrat Kazimi (Teacher, Malika Jalali High School); Sima (Teacher, Malika Jalali High School); Zahra Jafari (Women's Magazine); Soraia Pakzad (Women's Voice Foundation); Malika Paigham (Doctor, Department of Public Health); Soraia (Women's Voice Foundation); Aziza Habibullah (Women's Voice Foundation); Homayoon (Gender and Coaching Department, DOWA, Herat); Hamida Hossain (DOWA, Badghis); Storay Hashomi (DOWA, Herat); Nasrin (DOWA, Herat); Fawad Ahmadi (DOWA, Herat); Laila Ahmadi (DOWA, Herat); Balqis Rahim (Herat); Shafiqqa Qubaie (Herat); Abdul Hai (Herat); Monema Mansour (MOWA Planning Director); Zohera Hafizi (MOWA Deputy Planning Director); Ismael Rezae (MOWA Planning Department); Golochotai Azimi (MOWA Statistics Unit); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Brooke Shawn (UNIFEM); Marzia Alam (UNIFEM); Sulieman Hedayat (UNIFEM).

Regional Consultation Workshop, Nangarhar Province, 5 July 2006 - Deputy Minister Maliha Sahak of MOWA

Haria (Supervisor, HAS); Amina Nida (Deputy, AMB); Shirin Taj (Chief, DOWA, Laghman); Millisa Stimyons (PRT, Jalalabad); Rana (PRT, Jalalabad); Sankalir (PRT, Jalalabad); Mobariz Sahil (PRT, Jalalabad); Engineer Fazil Mohamad (Director, DEOA, Jalalabad); Engineer Zabiullah (Director, AGHCO Jalalabad); Mohamad Qasem (Labor and Social Affairs); Noor Zaman (DOWA, Jalalabad); Najibullah Rahmani (Kunar); Qasim Momand (Laghman); Mohamad Aziz (Director of Administration Department); Abdul Hoodood (Director, Administration Department, Laghman); Ahmad Bidad (Supervisor, EPI, Laghman); Wazir (In charge, Relief Office, Lagman); Mohamad Aslam (Administrative Director, DOWA, Kunar); Gholam Ghaoss (ACC, Kunar); Marhaba (DOWA Chief, Kunar); Dawood (DOWA, Kunar); Abdul Rahman (Director of Economic Department, DOWA, Nooristan); Sayed Dawood (Chief, CDAA); Jamila (Supervisor, NSP); Zobaidda (Staff, NSP); Najia (Economic Department, DOWA, Laghman); Zahid (ADA Office); Bibi Gul (Rural Development, Laghman); Gulalay (BRC, Laghman); Brishna Ahmadi (UNHCR, Laghman); Nematullah (ABM Foundation, Kunar); Henayatullah Sharafat (Kunar); Engineer Mirwais (Kunar); Dr. Abdul Hoodood (Kunar); Alhaj Rahman Wali (Kunar); Palwasha (Kunar); Parwana (Midwife, Laghman); Zarghona Maria (Constuction Deputy, Jalalabad); Sabira (DOWA, Jalalabad); Karima (DOWA, Jalalabad); Mahjan (Director, Gender and Coaching Department, DOWA); Zia Gul (Director Economic Department, DOWA, Nangarhar); Riza Gul (Department of Health, DOWA, Nangarhar); Alhaj Zia Hahman Zia (Chief, HEARO); Shirshah Hamdard (Journalist, Radio Azadi, Nangarhar); Nadir Khan (District Head, Nangarhar); Fawzia (Coordinator, HEARO); Fereshta (USAID, Nangarhar); Palwasha (Human Rights, Nangarhar); Wazhma (Human Rights, Nangarhar); Hashma Sharif (Human Rights, Nangarhar); Shah Jahan Hayati (Radio-Television, Nangarhar); Pashtana Safi (Deputy of DOWA, Kunar); Hajji Samae Gul (Village Head, Kunar); Torpaikay (Director of Education Department, Kunar); Gul Khan (Village Head, Nangarhar); Torialay (Village Head, Nangarhar); Alhaj Momen (Village Head, Nangarhar); Shah Khalid (Village Representative, Nangarhar); Obaidullah (Civil Society Representative, Nangarhar); Fazil Haq (Staff, Nangarhar); Brishna (Department of Immigrants, Laghman); Ostad Assadullah Madad (Chief, AMRDO, Nangarhar); Rahimullah (Chief, Actors Association); Lailuma (Program Manager, Relief International, Nangarhar); Hji Atiqullah Rahmani (Deputy, MARSO); Nzia (UNAMA, Jalalabad); Naqibulrahman Qazi Zada (UNAMA, Jalalabad); Malliha (DOWA, Nangarhar); Abdul Rahim Khaliq (Director of Publication, DOWA, Nangarhar); Sayed Rafaeuddin (DOWA, Nangarhar); Sharaf (DOWA, Nangarhar); Barialay Danis (Director of Legal Department, DOWA, Nangarhar); Dr. Abdul Zahir (Director of Health Department, DOWA, Nangarhar); Raisa Gul (DOWA, Nangarhar); Aqraja Khan (DOWA, Nangarhar); Zaman Gul (DOWA, Nangarhar); Zakira (DOWA, Nangarhar); Farida (DOWA, Nangarhar); Mohra (DOWA, Nangarhar); Dida (DOWA, Nangarhar); Fatima (DOWA, Nangarhar); Shakila (DOWA Chief, Nangarhar); Monema Mansour (MOWA Planning Director); Zohera Hafizi (MOWA Deputy Planning Director); Ismael Rezae (MOWA Planning Department); Golochotai Azimi (MOWA Statistics Unit); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Sameera Ayyubi (UNIFEM); Brooke Shawn (UNIFEM); Marzia Alam (UNIFEM); Sulieman Hedayat (UNIFEM).

Feedbacking with Ministries on the Status of the NAPWA Process, 26 September 2006 – Lead officials: Mazari Safa, Technical Deputy Minister, MOWA; Monema Mansour, Planning Director of MOWA; Meryem Aslan, Program Director of UNIFEM

Participants: Bashir Ahmad Sayet (Director of Planning Department, Ministry of Commerce); M. Wali Shibani (Planning Director, Ministry of Refugees and Repatriation); Engineer Salek (Minister's Advisor, Ministry of Public Works); Aziza Ahmadyar (Director of Planning, Ministry of Information, Culture, Youth and Tourism); Sidiqa Safi (Chief of Statistics, Ministry of Refugees and Repatriation); Dr. Mohammad Akram (Director of Planning, Ministry of Public Health); Kamila Rashid Tahir (Journalist, Radio Azadi); Sayed Arif Nazif (Director of Planning, Ministry of Economy); Shaima Fazli (Women's Representative, Ministry of Transportation); Shukria (Women's Representative); Farida (Planning Staff, Ministry of Transportation); Aziza Rahman (Journalist, Ministry of Women's Affairs); Farzana (Staff, Research and Statistics Unit, MOWA); Samita Noori (Legal Department, MOWA); Azizullah (Training and Advocacy Department, MOWA); Hussain Ali Muheen (Economic Empowerment Department, MOWA);

Hamad Rashad (*Planning Department, Ministry of Water and Energy*); Latifa (*Women's Representative, Ministry of Water and Energy*); Nadera (*Women's Representative, Ministry of Higher Education*); Shaima Mahboob (*Statistics Unit, MOWA*); Maliha Salah (*Statistics Unit, MOWA*); Fariha Najeeb Zada (*Statistics Unit, MOWA*); Farida Danish (*Planning Department, MOWA*); Nabila (*Planning Department, MOWA*); Engineer Khuzman Ulomi (*Director of Planning, Ministry of Mines and Industries*); Engineer Najiba Mahsomi (*Director of Norms and Standards, Ministry of Mines and Industries*); Hooria Mashkori (*Planning Department, MOWA*); Esmahel Rzaye (*Planning Department, MOWA*); Gulghotai Azimi (*Statistics Unit, MOWA*); Zohera Hafizi (*Planning Department, MOWA*); Ermelita Valdeavilla (*UNIFEM*); Homa Sabri (*UNIFEM*); Sulieman Hedayat (*UNIFEM*) Latifa Bahar (*UNIFEM*); Brooke Shawn (*UNIFEM*); Marzia Alam (*UNIFEM*).

Consultation with the International Community, 29 October, 2006 - *Lead officials: Minister Hussun Bannu Ghazanfar of MOWA, Deputy Minister Mazari Safa of MOWA, and Director Meryem Aslan of UNIFEM*

Participants: Semin Qasimi (Canadian International Development Agency); Makiko Kubota (Japan International Cooperation Agency); Grant Curtis (Asian Development Bank); Shipra Bose (United Nations Development Programme); Nabillah Azimi (Japan Embassy); Alain Sibenaler (United Nations Population Fund); Marianne Olesen (Danish Embassy); Nicola Lee (DFID); Marallo Rossini (JJPO); Cuiara Lastrioti (JJPO); Hossai Wardak (United Nations Population Fund); Marghalary Khara (Department of Women's Health, MOWA); Ancil Adrian Paul (Medica Mondiale); Le France Davis (Dyncorp); Finke Tanya (German Police Project Office); Tone Midttun (Norwegian Project for Support of the Police in Afghanistan); Tonita Murray (CANADEM); Zohera Hafizi (Planning Deputy, MOWA); Sara Heras (World Food Programme, Food for Education); Farzana Rashid Rahimi (Afghan National Development Strategy); Marzia Meena (Asian Development Bank); Murwarid Ziayee (UNAMA); Rachel Wareham (GTZ-Gender Mainstreaming); Jane Williams Grube (The Asia Foundation); Erlien Wubs (International Labor Organization); Rory O'Connor (Canadian Embassy); Hiroko Takagi (United Nations Development Programme); Angela Maddox (Embassy of the United States of America); Demaree Raval (UNDP-SEAL); Nishrin Hannounn (UNAMA); Janae Cooley (Embassy of the United States of America); Ermelita Valdeavilla (UNIFEM); Homa Sabri (UNIFEM); Anou Borrey (UNIFEM); Latifa Bahar (UNIFEM); Sulieman Hedayat (UNIFEM); Brooke Shawn (UNIFEM); Monema Mansour (MOWA); Glochotai Azimi (MOWA); Ismael Rezae (MOWA) Nooria Banwal (MOWA); Farouq Sawab (MOWA)

GLOSSARY



Affirmative action: Broadly defined, affirmative action encompasses any measure that allocates goods – such as admission into universities, jobs, promotions, public contracts, business loans, and rights to buy and sell land – on the basis of membership in a designated group, for the purpose of increasing the proportion of members of that group in the relevant labor force, entrepreneurial class, or university student population, where they are currently underrepresented as a result of past or present discrimination. (*Daniel Sabbagh, Affirmative Action Policies: An International Perspective, Human Development Report Office, 2004*). It is also defined as “a coherent packet of measures, of a temporary character, aimed specifically at correcting the position of members of a target group in one or more aspects of their social life, in order to obtain effective equality” (*United Nations, Economic and Social Council, Commission on Human Rights, “Prevention of Discrimination: The Concept of Affirmative Action” 17 June 2002*)

Capacity building: A combination of measures to develop the country’s human, scientific, technological, organizational, institutional and resource capabilities. A fundamental goal of capacity building is to enhance the ability to evaluate and address the crucial questions related to policy choices and modes of implementation among development options, based on an understanding of environment potentials and limits and of needs perceived by the people of the country concerned. (*Capacity Building - Agenda 21’s definition (Chapter 37, UNCED, 1992.)*)

Community Development Councils: A community-based decision making body which is elected by the community through elections based on a secret ballot. As the representative body of the community with regard to the National Solidarity Program (NSP), the Community Development Council is responsible for overseeing the preparation of the Community Development Plan (defining community needs and priorities, and the project or sub-projects to address some or all of these priorities), and the preparation and implementation of individual sub-projects. (*National Solidarity Program Operational Manual, March 2004*)

Civil society: The arena of uncoerced collective action around shared interests, purposes and values. In theory, its institutional forms are distinct from those of the state, family and market, though in practice, the boundaries between state, civil society, family and market are often complex, blurred and negotiated. Civil society commonly embraces a diversity of spaces, actors and institutional forms, varying in their degree of formality, autonomy and power. Civil societies are often populated by organizations such as registered charities, development non-governmental organisations, community groups, women's organizations, faith-based organizations, professional associations, trade unions, self-help groups, social movements, business associations, coalitions and advocacy groups. (*The London School of Economics, Center for Civil Society, working definition*)

Disarmament, Demobilization and Reintegration: In the context of peacekeeping, disarmament is the collection, control and disposal of small arms, ammunition, explosives and light and heavy weapons of combatants and often also of the civilian population. It includes the development of responsible arms management programmes. Demobilization is the process by which armed forces (government and/or opposition or factional forces) either downsize or completely disband, as part of a broader transformation from war to peace. Typically, demobilization involves the assembly, quartering, disarmament, administration and discharge of former combatants, who may receive some form of compensation and other assistance to encourage their transition to civilian life. Reintegration programmes are assistance measures provided to former combatants that would increase the potential for their and their families', economic and social reintegration into civil society. Reintegration programmes could include cash assistance or compensation in kind, as well as vocational training and income generating activities. (United Nations Department of Peacekeeping Operation, Lessons Learned Department, *Disarmament Demobilization and Reintegration of Ex-Combatants in a peacekeeping environment: Principles and Guidelines*, December 1999).

Discrimination against women: Any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. (*CEDAW*)

Domestic Violence: Domestic violence, also called “intimate partner abuse,” “battering,” or “wife-beating,” refers to physical, sexual, psychological, and economic abuse that takes place in the context of an intimate relationship, including marriage. Domestic violence is one of the most common forms of gender-based violence and is often characterized by long-term patterns of abusive behavior and control. www.hrw.org/reports/2003/nepal0903/3.htm

Early Marriage: The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the most comprehensive international bill of rights for women, states that any betrothal or marriage of a child should not have any legal status. The Committee that monitors this convention states further in General Recommendation 21 (Article 16(2)) that the minimum age for marriage for both male and female should be 18 years, the age when “they have attained full maturity and capacity to act”.³ (*Forum on Marriage and the Rights of Women and Girls, Early Marriage and Poverty, 2003*).

Empowerment: The ability to make choices from a meaningful set of alternatives that can alter outcomes, and is meant to reflect the degree of participation relative to men in deliberative bodies as agents of change. Empowerment reflects a dynamic process, with power exercised in a variety of settings, including in the household, in the economic, legal and political arenas, and in cultural institutions (such as religious bodies). (*United Nations Research Institute for Social Development, “Gender Equality and Striving for Justice in an Unequal World” 2005*)

Forced Marriage: A forced marriage is defined as any “marriage conducted without the full consent of both parties and where duress is a factor” (*Forum on Marriage and the Rights of Women and Girls, Early Marriage and Poverty, 2003*).

Gender Analysis: Gender analysis is a systematic way of looking at the different impacts of development, policies, programs and legislation on women and men that entails, first and foremost, collecting sex-disaggregated data and gender-sensitive information about the population concerned. Gender analysis can also include the examination of the multiple ways in which women and men, as social actors, engage in strategies to transform existing roles, relationships, and processes in their own interest and in the interest of others. *ILO 2000 and Gender and Biodiversity Research Guidelines. Ottawa: International Development Research Centre, 1998. http://www.idrc.ca:8080/biodiversity/tools/gender1_e.cfm ILO*

Gender Equality: Gender equality entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. (*ABC of Women Worker's Rights and Gender Equality, Geneva: ILO, 2000.*)

Gender Equity: Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities. In the development context, a gender equity goal often requires built-in measures to compensate for the historical and social disadvantages of women. (*Gender and Household Food Security. Rome: International Fund for Agricultural Development, 2001. <http://www.ifad.org/gender/glossary.htm>)*

Gender Mainstreaming: The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, such that inequality between men and women is not perpetuated. (*ECOSOC 1997*)

Gender Training: A facilitated process of developing awareness and capacity on gender issues, to bring about personal or organizational change for gender equality. (*Hazel Reeves and Sally Baden, Gender and Development: Concepts and Definitions, February 2000*)

Good Governance: From the human development perspective, good governance is democratic governance. Democratic governance means that people's human rights and fundamental freedoms are respected, allowing them to live with dignity; People have a say in decisions that affect their lives; People can hold decision-makers accountable; Inclusive and fair rules, institutions and practices govern social interactions; Women are equal partners with men in private and public spheres of life and decision-making; People are free from discrimination based on race, ethnicity, class, gender or any other attribute; The needs of future generations are reflected in current policies; Economic and social policies are responsive to people's needs and aspirations; Economic and social policies aim at eradicating poverty and expanding the choices that all people have in their lives. (*UNDP, Human Development Report, 2002*)

Human development: A process of enlarging people's choices. Enlarging people's choices is achieved by expanding human capabilities and functionings. At all levels of development the three essential capabilities for human development are for people to lead long and healthy lives, to be knowledgeable and to have a decent standard of living. If these basic capabilities are not achieved, many choices are simply not available and many opportunities remain inaccessible. But the realm of human development goes further: essential areas of choice, highly valued by people, range from political, economic and social opportunities for being creative and productive to enjoying self-respect, empowerment and a sense of belonging to a community. The concept of human development is a holistic one putting people at the centre of all aspects of the development process. (UNDP, 2006)

Human security: To protect the vital core of all human lives in ways that enhance human freedoms and human fulfillment. Human security means protecting fundamental freedoms—freedoms that are the essence of life. It means protecting people from critical (severe) and pervasive (widespread) threats and situations. It means using processes that build on people's strengths and aspirations. It means creating political, social, environmental, economic, military and cultural systems that together give people the building blocks of survival, livelihood and dignity. (*Human Security Now* (the Report of the Commission on Human Security, 2003).

Maternal mortality ratio: Reported annual number of deaths of women from pregnancy-related causes per 100,000 live births, not adjusted for the well-documented problems of underreporting and misclassification. (UNDP, *Human Development Report, 2002*)

Microfinance: Microfinance is the provision of a broad range of financial services such as deposits, loans, payment services, money transfers, and insurance to poor and low-income households and, their microenterprises. Microfinance services are provided by three types of sources: formal institutions, such as rural banks and cooperatives; semiformal institutions, such as nongovernment organizations; and informal sources such as money lenders and shopkeepers. Institutional microfinance is defined to include microfinance services provided by both formal and semiformal institutions. Microfinance institutions are defined as institutions whose major business is the provision of microfinance services. (ADB, 2006)

<http://www.adb.org/Documents/Policies/Microfinance/microfinance0100.asp?p=policies>

Millennium Development Goals: The Millennium Development Goals were derived from the United Nations Millennium Declaration, adopted by 189 nations in 2000. Most of the goals and targets were set to be achieved by the year 2015 on the basis of the global situation during the 1990s. The Millennium Development Goals are to: 1) eradicate extreme poverty and hunger, 2) achieve universal primary education, 3) promote gender equality and empower women, 4) reduce child mortality, 5) improve maternal health, 6) combat HIV/AIDS, malaria and other diseases, 7) Ensure environmental sustainability, and 8) develop a global partnership for development. (*United Nations, Millennium Development Goals Report 2006*)

National Skills Development Program: The National Skills Development and Market Linkages Program, (NSDP) is one of Afghanistan's National Priority Projects announced by President Karzai in Berlin in April 2004. The overall goal of the NSDP is to contribute to the socio-economic recovery of Afghanistan through the provision of a national skills development and vocational education and training system that is responsive to labour market needs and that provides Afghan women and men with the knowledge and skills for decent work. The Ministry of

Labour and Social Affairs (MoLSA) has been designated as the lead ministry for the program, which is scheduled to run over a period of 15 years. (*ILO, 2006*)

Non-governmental organization: Any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of services and humanitarian functions, bring citizens' concerns to governments, monitor policies and encourage political participation at the community level. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Some are organized around specific issues, such as human rights, the environment or health. Their relationship with offices and agencies of the United Nations System differs depending on their goals, their venue and their mandate. (*UN, 2006*) <http://www.un.org/issues/ngo/ngos-dpi.html>.

Paralegal officer: A paralegal is an accredited person, who is either community-based or works within some organisation or structure, has basic knowledge of the law and its procedures, knows about conflict resolution procedures, has the necessary motivation, commitment, attitude and skills to help people and communities with their legal, human rights and constitutional problems, while at the same time empowering them to tackle these matters on their own in future. Paralegals use their knowledge and experience to help people with legal and other problems. A paralegal may investigate and refer matters to lawyers or relevant bodies which can deal with them. A paralegal is not a lawyer. A paralegal can't assist people in court and other tribunals. (*UNIFEM, Gender and Justice Programs, Definitions. 2006*)

Peace-building: An action to identify and support structures which will tend to strengthen and solidify peace in order to avoid a relapse into conflict. It encompasses rehabilitation, reconstruction and conflict prevention, and legitimizes outside intervention in order to establish the ultimate goal of sustainable security and peace. (*UN Human Development Report, 2004*)

Referral Centers: A reporting and support center for women victims of violence or for those who are facing violence. The referral centers are accessible 24 hours a day, 7 days a week. The referral center provides victims of violence assistance by providing temporary shelter (maximum of 24 hrs). Based on the initial assessment, the professional staff of the referral centers will refer the victims to legal aid services, emergency shelters, police stations, hospitals, counselors or any other support agency whilst ensuring safety and confidentiality. A referral center is run by female staff trained in providing professional assistance to women victims of violence. (*UNIFEM and MOWA, Referral Centers Concept Note, 2006*)

Reproductive health: A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity, in all matters relating to the reproductive system and to its functions and processes. Reproductive health therefore implies that people are able to have a satisfying and safe sex life and that they have the capability to reproduce and the freedom to decide if, when and how often to do so. Implicit in this last condition are the right of women and men to be informed and to have access to safe, affordable and acceptable methods of family planning of their choice, as well as other methods of their choice for regulation of fertility which are against the law, and the right of access to appropriate health-care services that will enable women to go safely through pregnancy and childbirth and provide couples with the best chance of having a healthy infant. (*Reproductive Health Task Force, Ministry of Health, Islamic Republic of Afghanistan, National Reproductive Health Strategy 2006-2009, May 2006*).

Rule of law: A principle of governance in which all persons, institutions and entities, public and private, including the State itself, are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated, and which are consistent with international human rights norms and standards. It requires, as well, measures to ensure adherence to the principles of supremacy of law, equality before the law, accountability to the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness and procedural and legal transparency. (*Report of the Secretary General to the Security Council on “The Rule of Law & Transitional Justice in Conflict and Post Conflict Societies” (S/2004/616)*)

Security: Security is increasingly viewed as an all-encompassing condition in which people and communities live in freedom, peace and safety; participate fully in the process of governance; enjoy the protection of fundamental rights; have access to resources and the basic necessities of life; and inhabit an environment which is not detrimental to their health and well-being. Underpinning this broader understanding is a recognition that the security of people and the security of states are mutually reinforcing. It follows that a wide range of state institutions and other entities may be responsible for ensuring some aspect of security. (*Organization for Economic Co-operation and Development, Development Co-operation Directorate, Helping Prevent Violent Conflict, 2001*)

Security Sector Reform: The transformation of the “security system” which includes all the actors, their roles, responsibilities and actions, so that it is managed and operated in a manner that is more consistent with democratic norms and sound principles of good governance, and thus contributes to a well-functioning security framework. (*Ibid.*)

Sexual Harassment: Unwelcome or unwanted verbal, non-verbal, physical or visual conduct based on sex or of a sexual nature the acceptance or rejection of which affects an individual's employment, which occurs with the purpose or effect of violating the dignity of a person, which unreasonably interferes with an individual's work performance, which creates an intimidating, hostile, degrading, humiliating or offensive work environment, or which constitutes an abuse of authority. The following acts are examples of behavior which may, under certain circumstances, be considered sexual harassment: sexual advances or propositions, offensive questions or comments about physical appearance or sex life, lewd comments, sexual jokes and insults, leering, the display of pornographic material designed to embarrass or intimidate an employee or student, inappropriate touching, pinching, or cornering, sexual assault and rape. (*UNIFEM, 2006*)

Transitional house: The transitional house for women in Afghanistan is a house which can provide shelter, for up to one year, for women who have been released from prison but who do not have a safe home to return to. The house will provide a secure environment for the women. Professional staff will seek assistance from relevant agencies in providing professional counseling and life skills training. Also legal officers and social workers will be tasked to resolve the problems that first led the women to come to the transitional house. (*MOWA and UNIFEM, Proposal on Transitional Houses, 2006*)

Transitional justice: The full range of processes and mechanisms associated with a society's attempts to come to terms with a legacy of large-scale past abuses, in order to ensure accountability, serve justice and achieve reconciliation. These may include both judicial and non-

judicial mechanisms, with differing levels of international involvement (or none at all) and individual prosecutions, reparations, truth-seeking, institutional reform, vetting and dismissals, or a combination thereof. (*Report of the Secretary General to the Security Council on “The Rule of Law & Transitional Justice in Conflict and Post Conflict Societies” (S/2004/616)*)

Violence against women: gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life. (*Declaration on the Elimination of Violence against Women General Assembly resolution 48/104 of 20 December 1993*)

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Bad: exchange of women for the settlement of disputes (*Women and Children Legal Research Foundation, BAD, A Painful Sedative, 2003*)

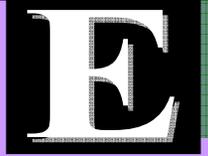
Fassed: A marriage which has taken place with offer and acceptance but some of its conditions have not been fulfilled shall be incomplete and thus shall not be subject to any rights and obligations thereof. (*Afghan Civil Code 1976, Article 96 & 97*)

Khanqahs: Traditionally, a building designed specifically for gatherings of the Sufi brotherhood (ANDS)

Maher: bride-price

Shura/jirga: council (ANDS)

Zina: adultery



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**MOWA PRIORITY PROGRAM
(MOWA NPP)
2010-2013**

**CAPACITY DEVELOPMENT TO ACCELERATE NAPWA IMPLEMENTATION
HUMAN RESOURCE DEVELOPMENT CLUSTER - PROGRAM 4**

**The Government of the Islamic Republic of Afghanistan
Ministry of Women's Affairs**

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ACRONYMS

ACBAR – Agency Coordination Body for Afghan Relief
ANCB – Afghanistan NGO Coordination Bureau
AWN – Afghanistan Women’s Network
ANDS – Afghanistan National Development Strategy
AREU – Afghanistan Research and Evaluation Unit
BPFA – Beijing Platform for Action
CAA- OP – Central Administrative Affairs – Office of the President
CEDAW – Convention on the Elimination of All Forms of Discrimination against Women
CIDA – Canadian International Development Agency
CSO – Central Statistics Organization
CSW – Commission on the Status of Women
DOWA – Department of Women’s Affairs
EVAW – Elimination of Violence against Women
GDP – Gross Domestic Product
GEAR – Gender Education and Awareness Raising
GTZ – German Technical Cooperation
IAR- CSC – Independent Administrative Reform and Civil Service Commission
IC – Italian Cooperation
IDLG – Independent Directorate for Local Governance
JCMB – Joint Coordination and Monitoring Body
JICA – Japan International Cooperation Agency
JSSP – Justice Sector Support Program
MCN – Ministry of Counter Narcotics
M&E – Monitoring and Evaluation
MISPA – MOWA Initiative to Strengthen Policy and Advocacy
MOF – Ministry of Finance
MOWA – Ministry of Women’s Affairs
MOWA NPP – MOWA Priority Program
NAPWA – National Action Plan for the Women of Afghanistan
NCC – NGO Coordination Council
NDCS – National Drug Control Strategy
NEPA – National Environmental Protection Agency
NGOs – Non Government Organizations
NPLG – National Program for Local Governance
NPP- National Priority Program
NSLI – National Strengthening of Local Institutions

NSP – National Solidarity Program

PMU – Program Management Unit

PRD – Provincial Relations Department

TAF – The Asia Foundation

UN – United Nations

UNAMA – United Nations Assistance Mission in Afghanistan

UNDP – United Nations Development Program

UNFPA – United Nations Population Fund

UNIFEM – United Nations Development Fund for Women (part of UN Women)

USAID – United States Agency for International Development

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1. EXECUTIVE SUMMARY

1.1 Goal and Objectives. The goal of the MOWA Priority Program or MOWA NPP is to enable the government to implement its gender equality commitments. This goal will be attained by pursuing four objectives, namely: (a) develop the capacities of relevant government entities¹ to mainstream the implementation of the National Action Plan for the Women of Afghanistan (NAPWA) in their policy making, planning, programming, budgeting, implementation, monitoring, reporting and evaluation processes; (b) institutionalize the development of knowledge and build technical resource bases to support the pursuit of gender equality goals by government and partners, (c) raise public awareness and appreciation of gender equality as a means to attain the vision of a progressive and peaceful Afghanistan; and (d) establish effective mechanisms to oversee the implementation of NAPWA across government. These goal and objectives have been framed around the principle that the *“The implementation of strategy for gender equity is a shared responsibility among government entities at the national and sub-national levels.”*²

1.2 Executing Ministry. MOWA will be the principal executing body of the MOWA NPP. It will build formal partnership for program execution with government, non-government or civil society organizations with programs or experiences related to the six components of the MOWA NPP. It will also be assisted in the implementation process by five (5) international agencies that have committed to support each of the components, namely: German Technical Cooperation (GTZ) for component 2; United Nations Assistance Mission in Afghanistan (UNAMA) for component 3; UN Women for component 4 and Program Management Unit (PMU); United States Agency for International Development (USAID) for component 5; and United Nations Development Programme (UNDP) for component 6. There is yet no official commitment from any international agency to serve as lead partner of MOWA on Component 1. Civil society, particularly the Afghan Women’s Network, will be represented in the working groups and other mechanisms that will be established to implement the MOWA NPP.

This program is hosted under the Human Resource and Development Cluster. Nevertheless, it has been designed to support the mainstreaming of gender in the

¹ The relevant ministries include MOWA, line ministries, local government units, independent directorates, and relevant commissions involved in the clusters of HRD, GRL, ARD, IED and Security, along with relevant oversight bodies and research institutions.

² Afghanistan National Development Strategy (ANDS), The Government of the Islamic Republic of Afghanistan, 2008, p. 148.

National Priority Programs (NPPs) of the clusters on governance and rule of law, infrastructure and economic development, agriculture and rural development, and security.

1.3 Expected Overall Results. The implementation of the MOWA NPP is expected to lead to the following overall results: (a) increased capacity of MOWA to serve as substantive leader and oversight on NAPWA implementation; (b) a critical mass of gender professionals in ministries and local government units with capacity and commitments to foster NAPWA implementation; (c) model approaches on gender mainstreaming in policies and programs for each cluster; (d) institutionalized approach to gender research in aid of policy; (e) reduced social resistance to women's empowerment and gender equality efforts of government; and (f) functional compliance monitoring in aid of NAPWA implementation and gender policy making. Collectively, these results are expected to raise the capacity of women to contribute to national development, access better access welfare and social services more efficiently, and enjoy rights as human beings.

1.4 Timeline. The MOWA NPP will be implemented for a period of three (3) years. See Implementation Plan (Annex 3) for details.

³ President's Message, NAPWA, page 5.

⁴ The six (6) gender equality goals of the Afghanistan MDG refer to equalizing of access to education by girls and boys, reduction of maternal mortality ratio, participation of women in economic activities and decision making, and access to justice.

⁵ ANDS, page 147: "The Gender Equity Cross Cutting Strategy is... an overarching framework that synthesizes the critical measures to be pursued through all ANDS sectors to fulfill the government's commitments to women's development as embodied in the Constitution, Afghanistan MDGs, Afghanistan Compact, I-ANDS, and international treaties such as the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) and the Beijing Platform for Action (BPFA)."

⁶ The 18 ministries/agencies consist of (1) Ministry of Transportation, (2) Ministry of Haj and Religious Affairs, (3) Ministry of Foreign Affairs, (4) Ministry of Public Health, (5) Ministry of Information and Culture, (6) Ministry of Interior, (7) Ministry of Finance, (8) Ministry of Economy, (9) Ministry of Commerce, (10) Ministry of Borders, (11) Independent Administrative Reform and Civil Service Commission, (12) Central Statistical Organization, (13) Afghan Independent Human Rights Commission, (14) Ministry of Rural Rehabilitation and Development, (15) Ministry of Labor, Social Affairs, Martyrs and Disabled, (16) Ministry of Justice, (17) Ministry of Agriculture, and (18) Independent Election Commission.

⁷ All provinces have reported women-related projects to MOWA except for Helmand, Nimroz, Nooristan, and Paktika. In Nooristan, the DOWA is not functional, which explains the lack of information on women-related initiatives.

⁸ Generally, 'projectized' activities are not result-oriented, or sustainable, since they are extraneous to the main programs of the concerned ministries. Often, the projects stop after the termination of funding support and without meaningful impacts or means of building upon their gains. The Afghan government's report on the five-year implementation of the Beijing Platform for Action (BPFA) shows the marginalization of women-related initiatives in the 12 areas of concerns of the BPFA.

⁹ Three-Year Accomplishment Report, Ministry of Women's Affairs, 2003-2005.

¹⁰ ANDS Gender Equity Cross Cutting Strategy, 2008.

¹¹ MISPA stands for MOWA Initiative to Strengthen Policy and Advocacy.

¹² Mapping of GDCG and UN activities on the six components of the MOWA Priority Program on Capacity Development to Accelerate NAPWA Implementation, Gender Donor Coordination Group, October 2010.

¹³ ANDS, p.148.

1.5 Budget Summary Table

Overall Budget for All Components, All Years (USD)		29.7 M
Overall Component – 1 Budget A		3.8
Component Budget for 3 Years, taken from costing table	3.8	
Existing Funds for 3 Years		
Remaining Needs – Total Requests for 3 years		
Overall Component -2 Budget B		8
Component Budget for 3 Years, taken from costing table	8	
Existing Funds for 3 Years		
Remaining Needs – Total Requests for 3 years		
Overall Component -3 Budget B		5.9
Component Budget for 3 Years, taken from costing table	5.9	
Existing Funds for 3 Years		
Remaining Needs – Total Requests for 3 years		
Overall Component -4 Budget B		3
Component Budget for 3 Years, taken from costing table	3	
Existing Funds for 3 Years		
Remaining Needs – Total Requests for 3 years		
Overall Component -5 Budget B		4
Component Budget for 3 Years, taken from costing table	4	
Existing Funds for 3 Years		
Remaining Needs – Total Requests for 3 years		
Overall Component -6 Budget B		5
Component Budget for 3 Years, taken from costing table	5	
Existing Funds for 3 Years		
Remaining Needs – Total Requests for 3 years		

2. PROGRAM PROPOSAL

2.1 Situation Analysis

2.1.1 The status of women in Afghanistan. Women comprise nearly one half of Afghanistan's population. As such, they constitute an enormous reservoir of human resources that are needed in fostering national development. However, the situation of Afghan women has been one of the worst in the world. Nearly three decades of war

hampered the growth of women's human capacities, a major factor that precipitates their disadvantage in many aspects of life. Afghan women has a life expectancy of only 44 years, illiteracy rate of 88 percent, labor force participation rate of only 47 percent, and a Gross Domestic Product (GDP) per capita income of US\$402 which is only one third that of men. Furthermore, one Afghan woman dies every 29 minutes due to reproductive health complications. The incidence of violence against women remains rampant in public and domestic spheres, and their access to basic services remains constrained. In general, women's exercise of rights and freedoms are encumbered by traditional gender biases, lack of security, weaknesses of governance institutions, and their subordinate position in society.

2.1.2 National gender equality policy frameworks. The direct correlation between the status of women and national human indicators, such as health and education has already been established. For example, more educated women tend to have better educated and more healthy children. The economic status of families with women members who are economically active also tend to be better. Thus, the promotion of women's advancement has been recognized as a central component of Afghanistan's peace and reconstruction efforts. President Hamid Karzai declares that, *"The interest and benefits of women have been at the center of government's attention since the start of the transitional government. The Afghan Government, subscribing to Islamic teachings and the important, authentic values of national and international documents such as the Bonn Agreement, Constitution, London Compact, and ANDS, tries its best to ensure gender equality and the elimination of all forms of discrimination against women. In this way, we recognize the important roles and contributions of women in national development."*³ The government recognizes that the promotion of women's rights, the development of their capacities, and their meaningful contributions in all spheres of life will significantly accelerate the rebuilding of the country. Toward this end, Afghanistan institutionalized a strong policy framework on women's empowerment and gender equality by outlawing gender based discrimination and equalizing the rights of women and men under the Constitution, ratifying the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), adopting six gender equality targets under the Afghanistan Millennium Development Goals⁴, highlighting gender equality principles in the Afghanistan Compact, and mainstreaming gender equality as a defining perspective of the Afghanistan National Development Strategy (ANDS)⁵.

2.1.3 The NAPWA. To translate its policy frameworks into reality, the government adopted the NAPWA on 19 May 2008 as its primary vehicle for implementing its commitments to women's empowerment and gender equality. NAPWA's adoption was in line with paragraph 297 of the Beijing Platform for Action, the global framework for

women's advancement that came out of the Fourth World Conference on Women in Beijing. NAPWA is a high level benchmark of the 2006 Afghanistan Compact and a key component of the ANDS Gender Cross Cutting Sector Strategy. It prioritizes six areas of concern that are critical to the advancement of women, namely: (i) security, (ii) legal protection and human rights, (iii) leadership and political participation, (iv) economy, work and poverty, (v) health, and (vi) education. On 8 March 2009, President Hamid Karzai officially launched NAPWA for implementation by government and called upon civil society and international organizations to support the government in realizing its vision of a peaceful and progressive Afghanistan where women and men enjoy security, equal rights and equal opportunities in all spheres of life.

2.1.4 NAPWA implementation: Past and current initiatives. NAPWA's Implementation Strategy is anchored on the same principle stated above that the promotion of women's advancement is a shared obligation within government and a collective responsibility of all. It identifies line ministries and local government units as implementers, oversight bodies as compliance monitors, the Parliament as agents of gender sensitive policy and legal reforms, civil society as partners and supporters, and the international community as source of technical and funding resources. Since the adoption of NAPWA in 2008, MOWA had conducted three rounds of briefings for action in partnership with the Ministry of Finance (MOF), resulting in the identification of: (i) NAPWA areas of concern to be supported by the international community, (ii) specific actions to be pursued by ministries to facilitate NAPWA implementation, and (iii) assignment of one MOWA department to each of the six areas of concern of NAPWA.

Directors of MOWA were all mandated to master their assigned areas of responsibility and coordinate with line ministries to ensure that NAPWA are integrated into their core business. Directors of women's affairs at the provincial level were also provided with orientation on what NAPWA is all about. MOWA was also assisted by USAID and UNIFEM in conducting a Women's Council Forum that identified specific areas for priority action to facilitate NAPWA implementation. The Civil Service Commission, Ministry of Information and Culture, Ministry of Finance, and MOWA also undertook a study mission to the Philippines to identify practical ways of mainstreaming NAPWA implementation in the work of government and civil society. UNIFEM helped MOWA pilot the implementation of NAPWA policies with several partners including the Independent Administrative Reform and Civil Service Commission (IAR-CSC), Central Statistics Organization (CSO), and the Ministries of Hajj and Religious Affairs and Transportation. The NGO Coordination Council (NCC), made up of the Afghan Women's Network (AWN), Afghan NGO Coordination Bureau (ANCB), and Agency Coordinating Body for Afghan Relief (ACBAR), committed to support MOWA in the

implementation of NAPWA, with 20 member NGOs participating in a project that develops their capacity to assist the government in NAPWA implementation.

2.1.5 Status of implementation. Despite all the efforts cited above, the implementation of NAPWA has been slow and insignificant. Improvements in the life of women have been reported by government, particularly in terms of return of girls and women to schools, better access to health services, increase in women's participation in public life, and others. However, the links of such achievements to NAPWA have been vague. Only a few ministries, such as the ministries of public health, education, and rural rehabilitation, were noted to be pursuing sustained implementation of the education, health and related chapters of NAPWA. There are sporadic gender-related initiatives, with varying levels of magnitude and effectiveness, which have been reported by MOWA in 18 ministries/agencies⁶ and 27 provinces.⁷ Yet, most of these are done on a 'projectized,'⁸ piecemeal, and unsustainable manner that do not create over-arching, long-term and meaningful impacts on the lives of women.

2.1.6 Issues and Constraints. NAPWA's implementation has been minimal, due to many factors. The first factor is the inadequate capacity, both of MOWA and the implementing agencies to execute their roles. The structure of MOWA, the skills and leadership of its staff, and the limited capacities of ministries and local governments on gender sensitive planning, programming, budgeting, reporting, monitoring and evaluation, are not enough to effectively move NAPWA's implementation forward. Appropriate mechanisms for systematically incorporating and tracking NAPWA's gender goals into the policies, plans, budgets, programs and projects have not been established within ministries and local government bodies. A misconception that MOWA alone is responsible for NAPWA implementation also persists throughout government. Being a new concept in the country, there is also a dearth of knowledge on how to do gender mainstreaming at the policy and program levels, necessitating the development of successful models that will demonstrate how gender could be effectively mainstreamed in policies and programs.

Likewise, there is a need to consolidate knowledge on gender mainstreaming and undertake studies that will promote evidence-based decision making, capacity development and advocacy. In addition to all these, public resistance to women's empowerment and gender equality continues to be strong, and many of the problems encountered by ministries in implementing their programs for women (such as girls' education and women's leadership) are obstructed by traditional perceptions of women's roles in society. Furthermore, political commitments to gender equality needs to be consolidated and continuously reiterated at the highest levels, through the State

compliance mechanisms including the Parliament, oversight bodies, as well as advocacies by civil society and international organizations. In this regard, macro monitoring mechanisms have to be established engaging a multitude of stakeholders and producing analytical information that could inform strategic policies and decisions to advance NAPWA implementation.

2.1.7 Imperatives for the MOWA National Priority Program on Capacity Development to Accelerate NAPWA Implementation. The MOWA NPP has been designed to address the above problems and to serve as a cross cutting support to all clusters of government in the implementation of their respective NPPs. It aims to: (a) enable the government to implement its gender equality commitments by developing the capacities of all relevant government entities to mainstream NAPWA into their respective policy, planning, programming, budgeting, implementation, monitoring, reporting and evaluation processes; (b) establish effective mechanisms to oversee the compliance to NAPWA across government; (c) institutionalize the development of knowledge and build a technical resource base to support the pursuit of gender equality goals by government and partners, and (d) raise public awareness and support on the importance of gender equality in attaining national development goals. The concrete outputs will be: (a) a more robust organizational mechanism and increased capabilities staff/departments of MOWA; (b) systems and mechanisms for monitoring compliance across government; (c) credible knowledge, data and statistical information accessible and used for policy development, advocacy, monitoring and overall implementation of gender commitments, and (d) a system of macro inter-ministerial mechanisms in place to enforce, monitor, expand political commitment, and provide substantive support to the work of government on gender equality. The MOWA NPP will institutionalize within governmental line ministries and local government bodies the ability to implement NAPWA as part of their regular programs.

2.2 Program Goal and Objectives

2.2.1 Goal and Objectives. To enable the government to implement its gender equality commitments. Its objectives are:

- To develop the capacities of relevant government entities to mainstream the implementation of the NAPWA in their policy making, planning, programming, budgeting, implementation, monitoring, reporting and evaluation processes;
- To institutionalize the development of knowledge and build technical resource bases to support the pursuit of gender equality goals by government and partners;

- To raise public awareness and support to the importance of gender equality in attaining the vision of a progressive and peaceful Afghanistan; and
- To establish effective mechanisms to oversee the implementation of NAPWA across government.

2.3 Strategy

2.3.1 Overall strategy. The goal and objectives of the MOWA NPP will be pursued through six interrelated components that are basic to the implementation of NAPWA. Its concept has been framed around addressing the pervasive lack of gender capacities among institutions and individuals in the country, the persistent societal perceptions that perpetuate women's subordinate status in all aspects of life, and the absence of macro mechanisms for tracking and enforcing accountabilities for NAPWA implementation. The development of MOWA's capacity to lead and oversee NAPWA implementation (*component 1 - organizational reform and capacity development of MOWA*) serves as its flagship component, followed by development of technical capacities among technical staff of ministries and local government agencies (*component 2 - gender training of government staff*), and the development of Afghan-based gender knowledge that informs NAPWA implementers (*component 3- piloting of gender mainstreaming in policies and programs, and component 4 - research and development*). These four components are bolstered by an equally vital component which will reduce societal gender biases (*component 5 – public education and awareness-raising*) that constrain the implementation of gender equality projects especially in localities where resistance to women's empowerment continue to persist. The final component of the program is about institutionalizing mechanisms for accountability among institutions (*component 6 - establishment of macro mechanism for compliance, monitoring and evaluation*) which will enable the government to track and report on the progress of its work in meeting its commitments to gender equality.

2.3.2 Strategy to attain tangible results in the provinces. A model for pilot implementation of NAPWA will be developed in areas whose political and security situations favour sustained development interventions. In this connection, the MOWA NPP will be linked with the initiative of the United Nations (UN) to deliver as one in selected provinces, beginning with the province of Dai Kundi. Working with existing governance mechanisms and processes, the MOWA NPP will localize the implementation of the six components in consideration of the people's own analysis of their needs and priorities. For example:

- Component 1: Internal organizational reform and capacity building of MOWA –

Under this component, a capacity assessment of the Department of Women's Affairs (DOWA) will be done in line with its expected role as substantive leader and oversight in the implementation of NAPWA in the province. It has to acquire the capacity for gender analysis of policies and programs, compilation and analysis of gender sensitive statistics in aid of planning and programming, partnership building, productive engagement in strategic development processes, building of commitment and accountability among public officials and institutions, linking needs with resources, and gender sensitive monitoring and reporting.

- Component 2: Gender training of government staff – Guided by planned development priorities of the province and findings of a pertinent capacity needs assessment, key technical staff of local government offices will be provided with skills in mainstreaming gender into existing programs, review of budget from a gender perspective, sex-disaggregation and gender sensitive analysis of local statistics, gender sensitive delivery of services, monitoring and reporting;
- Component 3: Piloting of gender mainstreaming in policies and programs - Under this component, the provincial government will be assisted in identifying flagship programs in which gender will be mainstreamed, particularly those that are big budgeted and with broad clientele outreach. Representatives of the people who will be affected will be consulted on the potential or actual impacts of the programs, including gender-differentiated impacts.
- Component 4: Policy Research and Development – The implementation of this component at the sub-national level will focus on action researches that will involve the sub-national actors and the people themselves in a process of investigating key policy issues, drafting policy recommendations, and lobbying for the adoption of their policy recommendations in a learning-by-doing experiential process. This approach will be supplemented by a localized version of the national approach for this component whereby a three-year research agenda will be adopted, to cover subjects that will contribute to improved understanding, appreciation, commitment and support to the promotion of gender equality in the province.
- Component 5: Public Education and Awareness Raising – This component will be pursued at the sub-national level by identifying individuals and organizations that can influence mindsets and opinions, such as religious leaders, public officials, media, civic workers, youth leaders, educators, and others. The MOWA

will organize a process for coordinating their work towards diverse target groups and harmonizing core messages. National gender awareness and public education messages will also be refined to suit the gender issues prevalent in various provinces.

- **Component 6: Establishment of Macro Mechanism for Compliance, Monitoring and Evaluation** - The system for monitoring actions on NAPWA implementation will be housed in the DOWAS and linked with the system established for the national level. It will also be linked with local processes and mechanisms for following up performance of local agencies. Other enabling mechanisms for compliance and monitoring will be explored with the local office of the Independent Directorate of Local Governance and, if feasible with the Provincial Development Council.

To accelerate capacity building for local government bodies to implement the six components, partnerships will be developed with the Independent Directorate for Local Governance (IDLG). Its technical staff will be trained on the gender provisions of the Sub-National Governance Policy and will be prioritized as participants of Component 2. The possibility of creating a gender unit within the IDLG will be explored and its staff will be provided with coaching support to serve as resource and partner of DOWAs in advising local government units on NAPWA implementation. The monitoring and evaluation mechanism of IDLG will also be influenced to incorporate indicators on implementation of NAPWA at the sub-national level.

2.3.3 Strategy for operating in insecure areas. Within insecure areas, the MOWA NPP components will be implemented on selective basis, taking into consideration the most urgent needs in the concerned locality, the social preparedness of the people for the components to be implemented, and the presence of international and sub-national partners who could help facilitate the implementation of the program. Alleviating the social and economic hardships of the people who, especially women, will be a significant thrust of the MOWA NPP implementation in insecure areas.

The implementation of the MOWA NPP in insecure areas will adopt piggy backing, selective prioritization of the relevant components and suitable location, and phased sequencing of activities. This means that the implementation of the MOWA NPP will be pursued as part of already existing programs in the target localities and instead of implementing it holistically, only the most relevant components will be prioritized based on favourable results of the foundational activities.

2.3.4 Strategy to ensure attention to Counter Narcotics and Environment. The MOWA NPP will support the implementation of the *Policy Note for Counter Narcotics* by ensuring that gender perspective is considered in the review and implementation of the National Drug Control Strategy (NDCS) and the Counter Narcotics Law. Under MOWA NPP Component 2, the aforementioned laws may be among the materials to be used in the gender analysis training of concerned government staff, with the end view of coming up with concrete gender inputs to their policy contents and implementation strategies. Under Component 5, messages on the perils of drug abuse will be incorporated into public education and awareness raising, targeting community leaders that are influential in transforming public perspectives.

With regard to environment, the MOWA NPP will support the *National Water and Natural Resource Development* by enabling the program implementers to understand the strategic roles of women in the preservation and development of natural resources as well as in water and energy conservation and management. MOWA NPP Component 2 (gender training of staff) may use the *Water and Natural Resources Development Program* as subject of hands-on gender analysis training of its implementers with the end view of incorporating gender perspectives in the design and implementation of its components.

MOWA will work with the Ministry of Counter Narcotics (MCN) and National Environment Protection Agency (NEPA) towards developing the capacities of women to participate in various aspects of the policy and program implementation and decision making. Under MOWA NPP Component 6, gender indicators and data systems for will also be developed for monitoring the implementation of both the Counter Narcotics Law and Environment Law. Gender advocacy in counter narcotics and environment will be promoted by working with the members of the NGO Coordination Council that operate in areas where issues of environment and narcotics abuse are most pervasive.

3. PROPOSAL FOR THE COMPONENTS

3.1 Proposal for Component 1: Internal Organizational Reform and Capacity Building of MOWA

3.1.1 Situation Analysis

The Ministry of Women's Affairs or MOWA was established in late 2001 in accordance with the mandate of the Bonn Agreement which recognized that the advancement and participation of women is both a means and an end to national peace and reconstruction. Over the years, MOWA had undergone reforms, beginning in 2004

when it was put under the Priority Reform and Restructuring program of the IAR-CSC. From a total of 1,341 staff in 2003⁹, MOWA managed to reduce its workforce to a total of 874 in 2010, a reduction of some 22 percent. Of these, 336 (38.44%) are in the central office while the rest are dispersed among its DOWA offices in 34 provinces. Its budget has increased by over 36 percent from 2004 to 2009.

MOWA's primary responsibility is to lead government in advancing the status of women. Its roles, obligations and expectations in the implementation of NAPWA is explicitly provided in the NAPWA Implementation Strategy which states that, "MOWA will act as key partner for other ministries – providing leadership and policy advice on gender mainstreaming, coordinating actions, and facilitating the flow of resources to concerned implementers whenever necessary." In this connection, a strong commitment to build MOWA's capacity was made under the ANDS Gender Equity Cross Cutting Sector Strategy (of which NAPWA is an integral component). It provides that:

"The successful implementation of this strategy (the ANDS Gender Equity Cross Cutting Sector Strategy) will depend on a strong oversight body that will provide substantive leadership, inputs and guidance at the political, policy and technical levels. This is the mandate of MOWA. The status of MOWA as lead ministry on women's advancement will be maintained and strengthened throughout the period. It will continue to exercise an oversight role, provide substantive guidance to ministries in performing their gender obligations, and, together with ANDS, monitor the progress of achieving the gender equity benchmarks."

To address such requirement for a strong oversight body, the ANDS Gender Equity Cross Cutting Sector Strategy commits that *"the capacity of MOWA will be continuously developed in this regard, both through direct training of its officials and staff as well as development of external support systems and mechanisms such as gender institutes, gender trainers' network, and gender advisers' pool. MOWA will facilitate the coordination of gender mechanisms, assess the overall work of the government in attaining gender equality, and identify critical areas for policy intervention."*¹⁰

During the past several years, a number of international agencies have been supporting MOWA in developing its institutional capacity as lead government mechanism for promoting gender equality. The United Nations Development Fund (UNIFEM, part of UN Women) also supports MOWA in promoting the implementation of NAPWA and the MOWA NPP through assistance to the Program Management Unit and technical support to the implementation of MOWA NPP Component 4 on Policy Research and Development. It also assists MOWA in the capacity building of the Commission on the Elimination of Violence against Women (EVAW Commission).

Moreover, the MISPA project¹¹ of the United States Agency for International Development (USAID) has been implemented by The Asia Foundation (TAF) to strengthen the capacity of MOWA through leadership skills development and institution building and enable it to advocate for the enhancement of women's status and implement its mandate. This project focuses on building the capacities of MOWA senior officials on leadership as policy advocates, developing a communication strategy for MOWA and its provincial branches, capacitating six "model" DOWAs to operate as resource and referral centers, improving strategic decision making, increasing the transparency of MOWA's budget allocation and planning process, and creating an enabling work environment through infrastructure and security upgrades.

Likewise, the Japan International Cooperation Agency (JICA) is implementing pilot projects on poverty reduction for chronically poor women which aims to develop the capacity of the staff of MOWA/DOWA and build network between MOWA/DOWA and other ministries through pilot project implementation. The GTZ is also engaged in developing the monitoring and evaluation unit of MOWA in Kabul, Mazar-e-Shariff and Badakhshan and helps enable the planning departments of MOWA, IAR-CSC, Ministry of Economy and MOF to implement the NAPWA and ANDS benchmarks. In addition, the United Nations Development Program (UNDP) helps build MOWA's capacity for monitoring and evaluation while the Italian Cooperation (IC) supports MOWA's Economic Empowerment Department in fulfilling its mandate to raise women's economic potentials.

The Justice Sector Support Program (JSSP) which is funded by the United States Department of State, also provides technical support and works with the MOWA Legal Rights Department by training its staff on gender justice and the Embassy of Denmark funds the DOWA in Faizabad in printing a quarterly women's magazine. UNFPA, on the other hand, builds MOWA's capacity to generate and use socio-economic, demographic and geographic data and information, stressing sex disaggregation for policy and programme design, support for decision making processes and monitoring and evaluation.¹²

Despite all these, the capacity of MOWA to lead government in fulfilling its gender equality commitments remains inadequate. Among the many factors that contribute to MOWA's institutional weakness is the lack of congruence between the ministry's organizational structure and the functions that it is expected to perform as oversight body for the implementation of NAPWA. For example, it does not have a specific full time mechanism for macro policy analysis and development, performance oversight

and coordination, technical advising, collection and processing of strategic information, and others. Another factor is the weak management and coordination processes within MOWA to ensure sustained performance and coordination among its departments and units, or effectively direct international assistance towards strategic priorities. The lack of capacities, both at the individual and institutional level is also a pressing issue that constrains its ability to perform effectively as lead ministry for promoting NAPWA implementation throughout the country.

3.1.2 Component Goal and Objectives

3.1.2.1 Goal. Institutionalization of a robust MOWA organizational machinery with a core of competent and committed officials and staff that is able to effectively lead government in implementing NAPWA and other commitments on gender equality.

3.1.2.2. Objectives. To realize the goal, the following objectives will be pursued:

- to strengthen the organizational mechanism of MOWA (including DOWAs) as leader and oversight in ensuring NAPWA implementation; and
- to improve the capacity and raise the level of performance of MOWA/DOWA officials and staff in policy advising, coordinating, monitoring and providing technical guidance to ministries and local governments on NAPWA implementation.

The expected overall result from this component is improved effectiveness and organizational competence of MOWA as lead and oversight for NAPWA implementation, illustrated by the ability to provide technical guidance and direction to ministries in line with NAPWA mainstreaming into their respective plans, budgets, programs, implementation, monitoring, reporting and evaluation. In addition, this component is also expected to result in MOWA's ability to undertake quantitative and qualitative data analysis, manage credible gender data systems, provide policy advice from a gender perspective, consolidate government report on NAPWA implementation, and lead inter-ministerial actions in line with NAPWA implementation.

3.1.3 Strategy

3.1.3.1 Overall strategy. MOWA will undertake organizational reform to transform the current institution into robust national mechanism for overseeing NAPWA implementation. The new structure of the ministry that was approved recently will be reviewed to ensure that the a department or unit is assigned to take charge of: (a) macro

policy analysis and development, (b) performance oversight, coordination, technical advising, and monitoring of NAPWA implementation, (c) collection and processing of strategic information, research, statistics, and data production and dissemination, (d) technical resource production, and coordination, and (e) sub-national operations oversight for DOWAs. In addition, a more efficient administrative and finance department that is capable of providing timely and adequate operations support to programs will be developed, along with a **department** for human resource development and management.

This component will have two phases. The first phase will revolve around organizational reform where technical departments will be created for each of the abovementioned functional areas and irrelevant departments or units will be abolished, merged or reconstituted to fit into the goal of the reform. Here, MOWA will contract the services of a professional organizational development group to facilitate and manage the organizational reform process. This team will be under the direct supervision of the MOWA Minister who will be assisted by a high level advisory group composed of representatives from the MOF, IAR-CSC, Independent Directorate for Local Governance, Office of the President, civil society, Parliament, UN and the international community. The terms of reference of this body will be drafted by the PMU **and the Human Resources Department**, reviewed by the international agencies serving as lead partner of MOWA for each of the MOWA NPP components and approved by the high level advisory group. Aside from the membership of IAR-CSC in the advisory board, its support will be obtained to provide substantive guidance and political backing to the intended reform, drawing from models of robust national women's ministries and policy bodies of other countries. The assistance will be particularly required in: (i) setting up of a lean and most appropriate organizational mechanism and the abolition of outdated departments/units, (ii) abolition of positions that are not relevant to the goal of the reform; (iii) development of job descriptions and selection criteria; and (iii) recruitment of the most qualified professionals. Following this, an intensive capacity development program for MOWA's technical staff will be implemented to ensure that all units, including DOWAs, are equipped with administrative, technical, operational and technological capacity to effectively carry out their respective functions. Then, a comprehensive assessment of institutional requirements (technology, equipment, logistics, etc.) for effective organizational performance will be done which will serve as a basis for developing a three-year procurement plan.

In this connection, MOWA will endeavor to review the staffing pattern of the DOWA and fill all essential positions therein, along with the assignment of a technical adviser for the Provincial Relations Department. It will be equipped with knowledge and skills

to mainstream NAPWA/gender perspectives into sub-national policies and programs of government. The reform will ensure that DOWA's have the needed resources, capacity and political support to implement the various components of the MOWA NPP which will require budget allocation that suits the particular needs and context of each DOWA office.

The second phase of this component is capacity building of the new departments and units and the setting up of mechanisms for performance monitoring and development. Here, the MOWA department on human resource management and development will be capacitated by professional team in institutionalizing a holistic capacity building program within the ministry. A performance management system will be established which will include mechanisms, policies and processes for tracking individual and organizational performance, merit and promotion, disciplinary measures, and on-the-job learning arrangements such as seminars, mentoring and coaching to sustain rising levels of performance, especially in key functional areas. In addition to the guidance that MOWA will seek from the IAR-CSC, it will also look into the successful experiences of other ministries in organizational reform and capacity building.

3.1.3.2 Strategy to ensure tangible results in the provinces. The ANDS Gender Equity Cross Cutting Sector Strategy provides that, "The DOWA in all provinces will be maintained, and priority support will be given to those provinces where women's situation is most difficult. Their capacity to meaningfully influence and support the development processes at the local levels will be strengthened." The ANDS also provides that "DOWAs will build a network of gender advocates and their capacity to oversee sub-national gender mainstreaming will be strengthened."¹³

Thus, this component will pay attention to the reform of the DOWAs to ensure empowered sub-national instrumentalities of MOWA that will lead NAPWA implementation in their respective provinces. A generic, minimalist structural model will be adopted. However, its application will take into consideration the particular challenges of each province allowing elbowroom for tailor fitting of positions to the specific context within which each DOWA operates. The DOWAs will undergo a distinct capacity building process which will be developed by the professional group that will work with the human resource development and management unit/department of MOWA. The performance management system for DOWAs will be an integral component of the one that will be established at the central level.

In addition, the Provincial Relations Department (PRD) of MOWA will undergo capacity building to expand its ability to support the operations of DOWAs. A package

of technical and logistical services to DOWAs will be institutionalized as a core function of the PRD as well as systems to keep DOWAs in the loop of major national and international developments that relates to their work.

3.1.3.3 Strategy for operating in insecure areas. DOWAs are vulnerable targets of anti-government elements in view of the sensitive reactions generated by its work – promoting women’s advancement and equality with men. Thus, all DOWAs will be provided with knowledge and skills on how to deal with realities of insecurity in their respective fields of operation. For those who are operating insecure areas, advanced courses on security in the field will be made mandatory. In addition, they will be trained to regularly access security information and linked to security information networks, as may be feasible.

3.1.3.4 Strategy for ensuring attention to environment and counter narcotics. DOWAs will undergo training on gender issues and policies in regard to environment and counter narcotics in order that they could provide advice on policy and programming to concerned partners from a gender standpoint. They will also be informed and linked with relevant initiatives of government, civil society and international agencies in their respective provinces.

3.2 Proposal for Component 2: Gender Training of Government Staff

3.2.1 Situation Analysis

The Implementation Strategy of NAPWA states that, “government ministries and instrumentalities will be accountable for implementing gender concerns under their respective areas of operation while strategically partnering with NGOs, academia, media, religious groups, business and the international community”. Ministries are also “mandated to incorporate NAPWA into their annual plan and it is the duty of each ministry to ensure that it has the capacity to do so.” They are also “encouraged to spend no less than thirty percent of their development and operations budget for policies, programs and activities that will promote the advancement of women based on NAPWA and ensure that women are mainstreamed across ministry activities” and “each ministry/ministry will designate the Planning Department as overseer and coordinator of all processes related to the implementation of NAPWA.”

NAPWA Implementation Strategy also provides that, “Capacity building for government officials, staff and their partners will be implemented to support effective implementation of NAPWA. These trainings include the following: (a) gender planning; (b) gender statistics collection, analysis and dissemination; (c) training of gender trainers, and (d) gender policy analysis which will target planners, policy makers, budget officers, statisticians and trainers.”

Cognizant of the enormous responsibilities of ministries in regard to NAPWA implementation, various international agencies have been assisting government in developing gender mainstreaming capacities. Through the preparation of the initial report of the Government of Afghanistan on CEDAW, the Embassy of Denmark and UNIFEM are enabling the Ministry of Foreign Affairs Directorate of Human Rights and Women’s International Affairs to develop sustainable capacity for reporting on international treaties to which it is a party. UNIFEM is also assisting MOWA and the CSO to produce statistics that are useful for gender planning and advocacy and in regard to EAW, it develops capacities of government officials at the provincial level to undertake and improve primary prevention activities, integrate violence prevention into their core business and improve EAW initiatives of civil society groups. The UNFPA also trains police officers in handling gender based violence and is providing training to community elders and civil society institutions to sensitize communities on women’s rights from Islamic and human rights perspectives.

Similarly, GTZ helps raising the awareness and commitments of senior government officials on gender equality through their trainings on Gender and the Legal Framework of Afghanistan and Development of Leadership on Gender. JICA also piloted a training

project on gender awareness, gender budgeting, monitoring and evaluation, report writing, needs assessment with MOWA/DOWA officials which can potentially be replicated in other ministries. In the area of HIV/AIDS and counter narcotics, the United Nations Office on Drugs and Crimes (UNODC) works with the ministries of health, counter narcotics, women's affairs and justice on the prevention, treatment and care for female drug users in prison and develops Afghan trainers on counter narcotics.

There could be more initiatives on gender trainings that are being undertaken by NGOs, civil society, government and donors. However, these efforts are largely scattered. In the absence of a mechanism to track and coordinate these initiatives, it is not surprising that their collective impacts have not been assessed. On the whole, however, if reports to MOWA on NAPWA implementation will be used as a basis, the capacities of ministries to implement NAPWA and other gender equality commitments are remain largely inadequate. *First*, there are no organized and institutionalized policies compelling technical officers of government to undergo gender awareness and skills training. *Second*, there are no institutionalized gender training programs which technical staff of government are required to take. *Third*, training materials on gender are not harmonized or managed as a resource that users could readily access. Fourth, gender trainers are largely made up of internationals, reinforcing the perception that gender equality is an imposition from the international community. *Finally*, gender expertise is not valued within government, serving as a disincentive for government staff to develop their skills on gender and mainstream NAPWA into their work areas.

3.2.2 Goal and Objectives

3.2.2.1 Goal. Establishment of a critical mass of skilled technical staff in government who will lead the implementation of NAPWA in their respective ministries/provinces.

3.2.2.2 Objectives. To attain this goal, MOWA will pursue the following objectives:

- to institutionalize capacity building on gender within government;
- to develop baseline information on gender trainings for government staff; and
- to facilitate the consolidation of gender training resources, particularly those that have been used already in the country.

3.2.3 Strategy

3.2.3.1 Overall strategy. This component is about training at least 2,000 technical staff of the various ministries and local government units who work in the areas of (a)

development and implementation of policies, programs and plans; (b) budgeting, (c) training, (d) public information/relations, (e) monitoring, (f) reporting, (g) research and development, (h) statistics, and others. The implementation of this component will build upon past and existing efforts on gender training. Its key activities will consist of:

- Development, adoption and implementation of a national policy on gender training – MOWA will work with the Office of the President and IAR-CSC to develop, adopt and implement a policy that will require all government ministries and local government units to require all senior staff who are working in the aforementioned areas to complete a basic course on gender within 2011 and a refresher course by 2013. MOWA will also explore with the IAR-CSC the possibility of providing incentives to the trainees who will be able to immediately implement (within the first six months following the date of the training) the re-entry gender mainstreaming action plan that will be developed for their ministry at the end of the training. The policy will be implemented and monitored by the Office of the President.
- Mapping of gender training initiatives – Under the component, MOWA and GTZ will undertake a mapping of current gender training initiatives which will identify ‘who is doing what’ in the field of gender training. This process will result in a gender training data base that will contain: (a) a roster of trainers, training institutions/organizations and trained government, classified according to sector and location, (b) an analysis of problems encountered in conducting gender training for government personnel; and (c) inventory of training resources (tools, materials, resource persons, audio visuals, etc.) that have been implemented in the country. The result of this mapping will serve as baseline data against which progress will be monitored.
- Development of national training strategy and program – MOWA will contract a professional team to work with its Training Unit in implementing this component. The TOR of this team will be developed by the Training Unit with the assistance of GTZ. Organizations that are conducting gender trainings will be engaged in a process of developing the training strategy and program, whose elements will include: (a) training goals and success indicators; (b) training participants; (c) training designs; (d) materials and resources; (e) mechanism for administering the training and conducting of follow ups; (f) security assessment; (g) logistical requirements; and (h) advocacy for the adoption of policies that will improve the lives of women.

All participants will complete a set of comprehensive general knowledge-building sessions on gender concepts, gender as a development perspective, gender issues in the peace/post conflict process, national policy frameworks for gender equality, international treaties and commitments on women's advancement, and situation of women and men at the national and sectoral levels. These sessions will be designed with particular emphasis on the means to provide women with opportunities to participate and benefit equally from social, political and economic opportunities, national benefits derived from women's participation in society, and successful experiences of Islamic societies in promoting women's status. After completing the general knowledge-building sessions, the participants will go through specialized trainings based on their job description and roles in the NAPWA in implementation. The specialized trainings will consist of at least one week sessions on function-specific subjects (policy analysis, program analysis, gender budgeting, gender indicator development, gender sensitive data/statistical collection and processing, etc.) which will enable them to identify the specific actions to be pursued to start NAPWA implementation in the context of their work and programs.

The training strategy and program will be implemented over a period of three years, with a quarterly monitoring component, annual assessment, and evaluation after three years. To the extent possible, the possibility of institutionalizing the conduct of gender trainings in relevant training institutions, such as Civil Service Institute and other academic institutions will be explored. To strengthen the demand for gender trainings, interview questions for new entrants to the civil service will include gender as well as criteria for promotions.

- Gender training program implementation and monitoring - This activity will begin with the identification of strategic positions that are to be targeted as gender training participants. Based on a criterion, all ministries will be asked to send a roster of training candidates to MOWA. The selected training candidates will participate in training needs assessment, after which they will be required to undergo rigorous training to mainstream gender into their respective areas of responsibilities. The training will culminate in the development of participants' re-entry plan which will be implemented within the first six months following the completion of the training. To illustrate how this will happen, one ministry may send at least three (3) planning and one budgeting staff to the training on gender planning. In the training, the participants will be provided with principles on how to pinpoint gender gaps within their ministry plans and identify strategic entry points for NAPWA mainstreaming. If the plan includes

social assistance to poor communities, the participants are likely to find ways of ensuring that at least 30 percent of the beneficiaries will be women. To do this, the ministry will need to sensitize the service providers, ensure that female service providers are included in the service delivery team, and that women in the communities are proactively informed about the services. At the end of the training, the participants will team up in identifying concrete actions to pilot the mainstreaming of NAPWA into their ministry plan. They will solicit their Minister's approval of the proposed gender mainstreaming initiatives and, with the help of the budgeting staff who was trained on gender budgeting, secure funding for such purpose. Those who will not be able to immediate access internal funding may apply for inception fund from Component 3 of the MOWA NPP (piloting of gender mainstreaming). A bi-monthly meeting of gender training alumni will be conducted by MOWA to monitor the implementation of their re-entry plans and help address obstacles, if necessary. This will also be an opportunity for the participants to learn and be inspired by each other's success.

In the process of implementing this component, the MOWA Training Unit will be working with the aforementioned professional team under a learning-by-doing arrangement. Thus, the implementation of Component 1 (internal organizational reform and capacity building) will be tightly linked with the capacity building of the Training Unit that will happen as an integral part of the Terms of Reference of the professional training team that will be contracted for this component. The development of a pool of national gender trainers will be pursued at the national and provincial levels to ensure that capacities to conduct gender trainings are built within the country.

In addition to the training of technical staff, efforts will be directed at motivating champions within ministries and local government units to increase the political will for implementation of NAPWA. A circle of deputy ministers will be organized and provided with awareness raising that is specifically designed to strengthen their cognitive understanding of gender as a perspective of development and human rights agenda and train them to speak eloquently on the gender dimension of major national issues. In addition, briefings on gender budgeting will be provided to selected Parliamentarians to enable them to demand from the Executive Branch of government a national budget that is gender sensitive. Special attention will also be given to civil society organizations to develop practical monitoring and advocacy strategies to rate the performance of government on selected gender indicators and hold government accountable for its performance on NAPWA implementation.

3.2.3.2 *Strategy to ensure tangible results in the provinces.* To generate tangible results in

the provinces, this component will focus on training government staff who are working in programs and projects that have big funding, wide geographic and clientele coverage, and long potential impacts on people's lives, i.e., Afghanistan Peace and Reintegration Program (APRP), National Program for Local Governance (NPLG), and National Strengthening of Local Institutions (NSLI). In addition, this component will also identify significant national policies that will foster gender equality, regardless of whether they contain gender equality provisions or not. To the extent necessary, non-government implementers who are working on government programs will also be included even if they are not government staff. Short briefings for policy and decision makers will also be conducted to generate top level sponsorship of gender mainstreaming within the province. A trainer's orientation to gender training will also be included to enable the provinces to develop its own pool of gender resource persons.

3.2.3.3 Strategy for operating in insecure areas. This component will not be fully implemented in insecure areas. Instead, it will convene an off-site exploratory dialogue of service providers in insecure areas and identify measures to mitigate the adverse impacts of armed conflict on the lives of women. On the basis of the result, a specific strategy for gender training of key staff will be planned and conducted.

3.2.3.4 Strategy for ensuring attention to environment and counter narcotics. Technical staff members who are leading the implementation of the Counter Narcotics Law and National Water and Natural Resources Development Program will be given priority in accessing all gender mainstreaming subjects that will be implemented through this component. Check list and tools for determining the gender impacts of these policies and programs will be developed as aid to implementers of the law/program. As may be feasible, *gender casellettes*¹⁴ about gender issues in environment and counter narcotics will be developed and used as material for training of other ministries. This will hopefully strengthen the knowledge and appreciation of gender issues in environment and counter narcotics across ministries.

Most importantly, since gender is also a cross cutting agenda of government (like environment and counter narcotics), MOWA will explore the possibility of an integrated approach to mainstreaming of cross cutting concerns within the trainings offered by the Civil Service Academy.

3.3 Proposal for Component 3: Piloting of Gender Mainstreaming in Policies and Programs of Ministries and Local Governments

¹⁴ As used in this document, *gender casellettes* are short narratives of actual situations that are designed to steer analysis of gender-based disparities from a practical standpoint and is used as an aid to teach gender sensitive analysis to practitioners.

3.3.1. Situation Analysis

Gender mainstreaming is one of the main strategies for implementing the government's gender equality commitments. The ANDS acknowledges that *"empowering women and realizing the Constitutional guarantee of equality in rights requires deliberate and carefully considered interventions that must be embedded into the processes and contents of need analysis, policy and program design, allocation of resources, implementation and monitoring of all ANDS measures."* The ANDS Gender Equity Cross Cutting Sector Strategy specifically provides that:

"4.2.3.6 Gender analysis of policies and programs - Ministries are tasked to undertake a gender analysis of their principal policies and programs, especially those that have large budgets, widespread client outreach and long time frame. Knowledge and skills in gender analysis will be a core competence that will be required of senior planning and policy officials of ministries. A mechanism to make gender analysis training accessible to civil servants will be created, including the setting up of a Gender Studies Institute (GSIs) in Kabul University. Gender analysis tools for different sectors will be made available to ministries through a gender mainstreaming information center that will be established through MOWA. The development of sector gender experts will be facilitated by MOWA and a data base on them will be included in the data system of MOWA and the gender units of ministries."

This policy was reiterated in NAPWA's Implementation Strategy which states that:

"In accordance with the ANDS, major policies, programs and budgets will be analyzed from a gender perspective to identify ways by which they could deliberately address gender issues. This will also ensure that the spirit of gender equality as a cross cutting theme is effectively translated into operational terms. Gender assessment of processes, tools and skills will be developed for this purpose, model approaches will be tested and replicated in various sectors, and a pool of gender experts will be organized for each sector to assist ministries in their mainstreaming, with the involvement of women and NGOs."

There are known and varying initiatives on programs, projects and activities addressing gender that are being supported by state and non state actors in Afghanistan . However, there have been no efforts to look at them holistically and determine their contributions to the implementation of the government's gender equality commitments, especially those that are contained in NAPWA. Data about such initiatives are not readily available, and there is no existing system for recording and analyzing data about them.

¹⁵ ANDS, page 148.

¹⁶ NAPWA, page 103.

Hence, there is need for a systematic development of locally-generated gender knowledge that informs NAPWA implementers.

Since the establishment of MOWA, various international development and aid agencies have been supporting it as well as line ministries, sub-national institutions, and non-government organizations in implementing gender mainstreaming and women's specific programs, projects, and services. Some of the programs aimed to support women and young girls' access to education, (literacy education, accelerated learning, support for higher education with focus on marginalized women and girls; maternal and infant health through awareness raising and life skills training), economic growth (job skills and vocational training with focus on employment generation and long-term economic sustainability); strengthening governance and accountability mechanisms (leadership promotion through training and capacity building to enhance women's participation in all levels of the decision-making processes); addressing violence against women (through advocacy, lobbying and community mobilization with focus on solving root causes of violence, rule of law and legal aid training, awareness raising, and victim support that includes community based programming); and setting up of infrastructure (through irrigation rehabilitation project). Others include capacity building of NGOs to support implementation of NAPWA; supporting NGOs develop and increase capacity on ERAW programming, implementation and monitoring; implementing reproductive health programs through a wide array of capacity building and training for midwives on family planning and competency and basic emergency obstetric competency care; establishing family health houses; development of standard gender-based violence protocol and training guidelines; and development of psycho-social services at the community level, among others.

Despite the aforementioned programs and projects, there is dearth of ways of modeling gender mainstreaming in every phase of the development planning process – from identification of issues and challenges, goals and objectives, targets, policies and strategies, programs and projects, implementation mechanism to monitoring and evaluation; and reporting and documentation of achievements and lessons learned.

Capacities to promote gender mainstreaming remains inadequate. Within MOWA, the responsibilities for ensuring gender mainstreaming resides in every position and unit, yet, no specific official is primarily held accountable for the continuing failure to mainstream gender in policies and programs. The same lack of capacities for gender mainstreaming also pervades civil society organizations, training and academic institutions, and non government organizations.

3.3.2 Goal and Objectives

3.3.2.1 *Goal.* Institutionalization of gender mainstreaming capacities and practices in government.

3.3.2.2. *Objective.* To attain the aforementioned goal, MOWA in close partnership with members of the different Cluster Groupings of ministries (GRL, AD, EID, HRD, and Security), will pursue the following objectives:

- To ensure mainstreaming of gender in NPP design, implementation and monitoring/reporting;
- To strengthen the capacity of the concerned unit(s) of MOWA to advocate and provide technical assistance to ministries in gender mainstreaming;
- To build the capacity of ministries to mainstream gender into their development programs and policies; and
- To generate experience-based lessons on gender mainstreaming that will continuously improve the government's ability to implement NAPWA.

3.3.3 Strategy

3.3.3.1 *Overall Strategy.* This Component will be implemented in close linkage with Components 1 and 2 of the MOWA NPP and will directly support the intention of the Kabul Conference communiqué to mainstream gender perspective in all NPPs, both in terms of design and implementation. Among the six components of the MOWA NPP, this component holds greater potentials for generating concrete results on people's lives. First, it mainstreaming of gender will give priority to high impacts policies and programs (such as the NPPs). Second, gender mainstreaming will utilize a combination of learning cum application approach where policy and program staff of ministries and local government bodies who were trained under Component 2 will be mentored in the practical application of the acquired skills under a learning by doing approach. Third, gender mainstreaming will pay attention to increasing women's contributions and enjoyment of benefits from development policies and programs that will be selected. The overall strategy will, among others, consider the following approaches:

- Development of gender mainstreaming strategy – MOWA and its partners will organize a mechanism that will clarify the strategy and steer the process of implementing Component 3. The strategy will identify the major policies and programs to be reviewed for gender mainstreaming, the milestone activities (negotiation, briefings, trainings, tool development, follow up, resource

intermediation, etc.) to be pursued, partners to be engaged, timelines, locus of responsibilities and allocation of component budgets.

- Engagement of partners – The primary target of this component are the NPPs that were adopted in the Kabul Conference. Building upon the results of Component 2 activities (Gender Training of Government Staff), Component 3 will work to strengthen and sustain initial efforts of clustered ministries to mainstream gender into the design and implementation of their NPPs. Each Cluster will select a flagship national priority program to demonstrate approaches on gender mainstreaming in the processes of program development, planning, implementation and monitoring. The selection of pilot NPPs will be done through a series of consultations between MOWA and selected clustered ministries in order to foster ownership of the process and shared understanding of tasks and responsibilities.
- Policy information and advocacy – As mentioned above, there is already an existing policy on gender mainstreaming. However, awareness of this policy remains lacking across government. Thus, MOWA will re-package the policy with the support of oversight bodies and find means of re-disseminating it strategically in order to promote better compliance. It may also consider the incorporation of incentive or dis-incentive measures (non-approval of programs that do not meet gender requirements) and provide information on the system of support that ministries and local government bodies can access when faced with technical difficulties on gender mainstreaming. The repackaging of the policy and its dissemination will be done in collaboration with Component 6 of the MOWA NPP. The policy mandating all clusters and ministries to undertake gender mainstreaming in the NPPs/major policies will be disseminated along with guidelines that describe the gender mainstreaming process, tools and activities. Knowledge and skills in gender analysis will be a core competence that will be required of senior planning and policy officials of ministries
- Development of capacities for gender mainstreaming – The units of MOWA that will serve as lead in promoting gender mainstreaming will be identified and the capacities of its staff will be assessed. The result of this assessment will serve as the basis for developing a capacity building agenda that will be pursued with the said unit/staff through this component. In addition, the senior policy and planning staff of ministries that are hosting the selected policies and programs will go through a mandatory training on gender mainstreaming followed by guided practical application of skills acquired from the training.

- Gender training resource center – Tools for gender analysis will be made available to users through a gender training resource centre and data base that will be set up by MOWA. Likewise, periodic monitoring and mentoring will be done by MOWA **Public Relations and Gender Advocacy** Department with the support of a team of gender experts that will be contracted for this work. The strategy that will be piloted in selected NPPs will be documented for replication in other policies and programs.

Efforts under this component are also expected to result in the strengthening of gender units and revision of strategic documents of ministries from a gender perspective.

3.3.3.2 Strategy to attaining tangible results in the provinces. The same implementation strategy will be promoted among officials of local government units. Pilot regions/provinces will be selected to serve as model of gender mainstreaming at the local level. The modeling frameworks will incorporate elements like mainstreaming of gender into local development planning and budgeting, women’s participation in local governance processes, roles of DOWA, NGOs, business sector and other significant sectors at the sub-national level. It will include concrete modelling at community level in the field of selected priority programmes.

The collective experiences of the model provinces will be analyzed and documented to develop experience-based guidelines on gender mainstreaming in local governance. Insights from the sub-national operation of ministries will also be collated and processed to aid in developing guidelines for sub-national gender mainstreaming. The sub-national experiences will also assist in national level gender responsive policy making and planning. The modelling will thus create concrete Afghan experiences in gender mainstreaming policies, planning, budgeting and programme practices as they impact on communities, and specifically the position of women. This will maximize Afghan context-specific gender mainstreaming knowledge generation, for scaling to other parts of the country. The DOWAs in every province will work and coordinate with various local entities to build a network of gender advocates. The capacity of DOWAs will continue to be strengthened to serve as overseers and catalysts on gender mainstreaming within their respective localities.

3.3.3.3 Strategy for operating in insecure areas. The implementation of this component will begin within a piloting scale and will not cover insecure areas. Nevertheless, the implementation of this component is part of the agenda that MOWA will explore when it conducts a consultation with partners that are operating in security-challenged

localities.

3.3.3.4 Strategy for ensuring attention to environment and counter narcotics. The piloting of gender mainstreaming strategy will consider environment and counter narcotics policies and programs and will also involve their staff. More importantly, MOWA will explore with these sectors the possibility of working with them in localities that are insecure or are remote and difficult to reach.

3.4 Proposal for Component 4: Policy Research and Development

3.4.1 Situation Analysis. Gender sensitive researches are important in producing accurate knowledge about the situation of women and men in various contexts. This knowledge is vital in enabling policy and decision makers to design and focus development interventions to marginalized sectors and, consequently, promote social justice.

Gender sensitive researches are particularly important in a country like Afghanistan where the status of women is extremely low and gender disparities are generally accepted as a societal norm. Such situation calls for information that 'shocks' and stimulate mindsets, especially of those who have pivotal roles in improving the lives of the people. Advocacies, awareness raising, capacity building, policy making and program development are greatly accelerated and improved when premised upon intelligent analysis that are based on empirical evidences.

Although it is generally recognized that the situation of Afghan women is one of the worst in the world, the inadequacy of empirical evidences on the extent and magnitude of women's problems continue to impede MOWA from effectively bringing gender equality concerns into the realm of policy making and development planning. The NAPWA formulation process unveiled the difficulty of developing sound and credible policies and programs without evidence-based analysis. Considering that the country's ability to generate official data is just recovering from nearly 30 years of stagnation, it is imperative that efforts be made to systematically generate studies that will sustain gender sensitive policy making, advocacy, awareness raising and programming.

The first publication on Women and Men in Afghanistan identified specific research gaps in line with NAPWA's six areas of concern. Yet, there has been no pro-active effort to address such gaps. Researches on gender/women's concerns started to proliferate in the country in 2002 but there is no mechanism to harness the use of its findings in aid of gender mainstreaming. The Afghanistan Research and Evaluation Unit (AREU), for

example, had undertaken studies on women's participation in the National Solidarity Program (NSP), impacts of microfinance on women's lives, marriage practices, mainstreaming of gender, integrating gender in Afghanistan's national policy, women and men in decision making, rural women's access to land and livestock, gender and decision making at the local level, and gender roles in Afghanistan, among others. The Canadian International Development Agency (CIDA) also supported a study of gender equality in the NSP, and GTZ is conducting an assessment of NAPWA implementation plans in 18 ministries. **GTZ and JICA also conducted a research on Chronically Poor Women in Afghanistan.** UNIFEM had also conducted researches on women's roles in the economy, violence against women, and gender and elections while UNFPA conducted a study on knowledge, attitudes and practices of health service providers and population that are targets of reproductive health services. Women NGOs have also been engaged in studying issues related to early and child marriages, violence against women, and women's participation in various dimensions of national life and there are many more valuable researches in the academic circle that have not been brought into the realm of development planning and policy making. All of these constitute a rich body of knowledge that could have been used in bringing women's concerns into the fore of public policy and decision making.

Within MOWA, there is no entity that is dedicated to policy research and development. Currently, the implementation of this component is assigned to the Statistics Unit which, in itself, does not meet the expected level of performance in managing gender sensitive statistics. As an oversight body, MOWA is not supposed to directly conduct researches. Instead, it has a strategic role in influencing the agenda of national researches from a gender perspective and in managing a system for consolidating knowledge derived from researches of other entities and processing them as inputs to government's work on gender equality.

3.4.2 Goal and Objectives

3.4.2.1 Goal. Institutionalization of capacity to influence researches from a gender perspective and establishment of a system and mechanism for consolidating, processing and disseminating gender sensitive knowledge for policy and decision making.

3.4.2.2 Objectives. The attainment of this goal will be pursued by MOWA through the following objectives:

- To raise awareness on the importance of gender sensitive researches;
- To generate locally-informed knowledge in conducting gender sensitive

research;

- To promote the use of gender research findings in policy making and programming; and
- To improve MOWA's capacity to manage (*i.e. collect, process, disseminate and use*) knowledge derived from gender researches as inputs to accelerated implementation of NAPWA.

3.4.3 Strategies

3.4.3.1 Overall Strategy. Unlike the rest of the components, policy research and development is a relatively new field for MOWA. The ministry does not only have people who have the capacity to manage this component. It also does not have a policy research unit within its organizational set up. Thus, MOWA will begin implementing this component by ensuring that under Component 1, this unit is created, staffed, and provided with institutional support to acquire the capacity to execute its mandate. Following this, major strategic steps will be pursued as follows:

- Inventory and scoping of major research organizations - MOWA will undertake a comprehensive inventory of all organizations that are engaged in research, whether or not their agenda include gender. The inventory will begin by preparing a master list of research organizations and identifying their research thrusts. The objective of this activity is to provide MOWA with a holistic overview of the major stakeholders in the field of research and identify those that already include gender in their research thrusts. This inventory and scoping will serve as MOWA's baseline information and will continue to be updated and enriched as may be necessary.
- Partnership building and engagement – MOWA will convene a series of partnership-building consultations with organizations that are listed in the above mentioned inventory. This activity aims to: (a) generate a general understanding and establish rapport with the key players in the field of research; (b) tease out ideas and recommendations on how Component 4 could be effectively implemented; (c) draw up initial action steps that engage them in the process; (d) development of a core of supporters for the implementation of Component 4; and (e) start the process of deliberately influencing their research agenda to include a gender perspective. Concretely, it is expected that an inter-agency consultative group on gender research will be organized and terms of partnerships will be formalized through signing of joint Memorandum of Understanding among stakeholders.

- Research mapping and agenda setting – This activity aims to come up with substantive baselines on relevant researches that have implications to gender equality. It will consist of three major steps. First, is the initial listing of research requirements for NAPWA implementation, which will mainly be a desk review of the gender research gaps identified in the publication entitled *Women and Men in Afghanistan: Baseline Statistics on Gender* and NAPWA. This list will be circulated for initial validation and enrichment by Gender Donor Coordination Group, Gender Mainstreaming Task Force, UN Gender Working Group and all the government clusters. Second, is the listing of researches covering the period 2009 to 2013, classifying them according to gender or non gender sensitive, sector and degree of importance to NAPWA. The first and second lists will be compared to identify gaps and opportunities for piggy backing. The result of the third step is a draft research agenda which will be subjected to wider validation of stakeholders and subsequently finalized.
- Development of mechanism for resource allocation – A gender research fund will be established to support high priority gender researches that are included in the above mentioned research agenda. The mechanism and system for managing this fund will be developed by MOWA in with assistance from the aforementioned consultative group. This mechanism and system will operate on a pilot basis for a period of 18 months, after which it will be evaluated for further consideration and action.
- Gender research networking and advocacy – MOWA will develop a mechanism to regularly keep itself posted on research developments in the country. For this purpose, it will convene a quarterly coordination meeting with research organizations. This coordination meeting will enable partners to keep each other posted on the researches that they have completed or are planning to undertake. In addition, a series of capacity building inputs will be provided to the participants to acquire knowledge and skills on gender sensitive research methodologies, non-traditional and culture specific strategies of designing researches on sensitive gender issues, gender sensitive analysis of data, and others. More importantly, the organizations will be linked with advocacy groups such as the GDCG, AWN and ANCB to ensure that their findings are brought forth for consideration in major policy fora such as the Parliament, Kabul process, High Peace Council, JCMB meetings and others. The Minister of MOWA will also be provided with support in bringing strategic findings to the attention of Cabinet Ministers.

- Knowledge product development and dissemination – This component will develop knowledge products for strategic dissemination to high level policy makers and advocates such as statistical notes and policy briefs. In the process, it will also convene policy development consultations involving stakeholders, duty holders, and other interested parties. In support of this activity, MOWA will maintain an electronic policy resource site from which gender practitioners could access research and policy related gender data.

3.4.3.2 *Strategy to attain tangible results in the provinces.* The identification of provinces that will be involved in the implementation of this component will depend upon the topics that will be identified in the three year gender research agenda. Nevertheless, to ensure that this component will produce tangible results in the provinces, three approaches will be adopted, as follows: (a) inclusion of provinces in the coverage of the researches as informants, (b) involvement of provincial informants in the data validation, analysis of findings and formulation of recommendations, (c) dissemination of knowledge products to strategic decision makers in the provinces. In addition, the component will be pilot implemented in Dai Kundi and its results will be documented and assessed for replication to other provinces. Likewise, the knowledge that will be drawn from the researches will be inputted to the capacity building materials that will be used by the Provincial Relations Department to train DOWA representatives.

3.4.3.3 *Strategy for operating in insecure areas.* Component 4 will be implemented in insecure provinces whenever research topics call for their involvement. In the event that working in insecure areas would tend to result in extreme risks to partners or damage the quality of findings, creative research processes will be introduced, such as off site data collection and focused group discussions, involvement of residents and organizations that are based in the area and postponement of operation to periods when anti government activities are not in peak.

3.4.3.4 *Strategy for ensuring attention to environment and counter narcotics.* The research agenda that will be developed under this component will include an assessment of women's participation in the implementation of policies and programs on environment and counter narcotics. In case studies are already available, the findings will be further analyzed by MOWA and transmitted to the MCN and NEPA with recommendations on the interventions that need to be adopted to promote gender equality. Both of them will be invited to become members of the consultative group on gender research that will be organized under this component and seats will be allocated to their staff and field partners in the conduct of skilling and knowledge building activities for the gender

research network.

3.5 Proposal for Component 5: Public Education and Awareness Raising

3.5.1 Situation Analysis

The ANDS Gender Equity implementation framework indicates that *“An advocacy and public communication strategy that will transform negative perceptions and attitudes toward women will be implemented nationwide, with particular attention to women, men, media, religious leaders, and institutions and influential decision makers in society. Non-traditional, culturally-sensitive forms of mass communication will be explored for remote and tribal communities to address cultural obstacles to women’s education, leadership and participation in public life, reproductive rights, property ownership and inheritance.”*¹⁵

Similarly, the NAPWA Implementation Strategy states that: *“A nationwide advocacy and public information campaign will be undertaken to generate massive support for the women’s agenda. Islamic scholars and religious leaders, media, academe, NGOs and other sectors will be engaged in promoting people’s understanding of women’s rights, reproductive health, the importance of girls’ education, social and economic impacts of violence against women, gender issues in poverty and the adverse consequences of underage marriages.”*¹⁶

Public resistance to women’s empowerment and gender equality continues to be strong, and many of the problems encountered by ministries in implementing their programs for women (such as girls’ education and women’s leadership) are obstructed by traditional perceptions of women’s roles in society. In addition, few Afghan citizens are aware of the NAPWA and the government’s specific commitments towards gender equality, or the existence and appropriate roles of the MOWA and DOWAs.

Various civil society organizations are undertaking public education and awareness-raising activities related to the rights and empowerment of women and girls. However, these efforts are uncoordinated, under-funded, and often disconnected from the NAPWA and MOWA/DOWAs. The language and imagery used in gender-related public education materials also are not consistently clear, strategic or well-tailored for resistant local audiences. Messages from the government are mixed, at best, and media reports often perpetuate or exacerbate negative public attitudes about women, girls, and gender relations.

3.5.2 Goal and Objectives

3.5.2.1 *Goal.* Public awareness and appreciation of gender equality as a means to attain the vision of a progressive and peaceful Afghanistan.

3.5.2.2 *Objectives.* To attain this goal, MOWA will pursue the following objectives:

- to institutionalize systems and capacities for effective public education within MOWA and DOWAs;
- to identify and consolidate gender-related public education resources, particularly those that focus on the provisions of the NAPWA and have been used already in the country;
- to develop coordination and funding mechanisms among government entities and civil society (defined broadly and inclusively) for gender-related public education; and
- to design, implement and monitor a national and regional/provincial gender public education and awareness-raising strategy in multiple local languages.

The aims of public education and awareness-raising activities will be (a) to reduce/eliminate societal gender biases that constrain the implementation of gender equality initiatives nationwide, and especially in localities where resistance to women's empowerment continue to persist, and (b) to educate the public about the NAPWA, MOWA/DOWAs functions, and the government's national and international commitments to gender equality.

3.5.3 Strategy

3.5.3.1 *Overall strategy.* This component relates to the development of public education and awareness-raising materials, following the roadmap of the NAPWA, under the leadership of MOWA, and in collaboration with DOWAs, all other relevant Ministries, and a wide range of civil society and community partners. Deliverables will include: (a) improved capacity of MOWA Public Relations and Gender Advocacy Department; (b) Functional Gender Education and Awareness-Raising (GEAR) Working Group or similar consultation mechanism; (c) Effective materials for various audiences in multiple media on gender themes; and (d) Effective monitoring of changes in public knowledge and attitudes on gender themes. These sets of deliverables will result from the following activities:

- Capacity-building for MOWA and DOWA personnel – An appropriate service provider will be contracted to conduct an assessment of all staff of the Public Relations and Gender Advocacy Department (and/or other appropriate MOWA

units) as well as selected DOWAs, and then to design a comprehensive program for technical assistance and on-the-job coaching in collaboration with MOWA leadership. At least four DOWAs will be involved in the program, one from each region of the country. The service provider will recruit appropriate mentors and technical advisors to implement the capacity-building program. Assessments of relevant MOWA/DOWA staff performance as well as the technical advisors and the capacity-building program will be conducted at regular intervals.

- Establishment of a consultative mechanism – The MOWA Public Relations and Gender Advocacy Department (and/or other MOWA units) will identify counterparts in other ministries relevant to implementation of each section of the NAPWA, as well as civil society partners with experience in public education campaigns. An appropriate set of individuals will be convened towards the formation of a Gender Education and Awareness-Raising (GEAR) Working Group or a similar collaborative forum. Participants, under MOWA leadership, will meet regularly to develop their Terms of Reference and an Action Plan for design, implementation, and monitoring of a multi-faceted and multi-media public education and awareness-raising program.
- Development and dissemination of public education messages on NAPWA themes – Based on the GEAR Action Plan, the MOWA, GEAR, and other partners will implement a nationwide awareness-raising campaign, based on the sectors and themes of the NAPWA. As the Action Plan is under development and as part of MOWA's internal capacity-building program, a set of messages (one on each NAPWA Chapter) will be developed and piloted at an early stage. Materials may include a set of posters, small picture booklets, and Public Service Announcements (PSAs) for radio and television, all using the same first set of pilot messages. These materials will be tested with multiple target groups, through GEAR and DOWA national and provincial networks. Lessons learned will contribute to the full implementation of the GEAR Action Plan, which might include development of a media communication strategy and Media Tool Kit; design of several series of NAPWA-based messages for print and broadcast by MOWA, GEAR, and/or through other partners or contractors; and multiple distribution or dissemination strategies in multiple languages. MOWA also will identify and gather relevant materials from other sources to begin compiling a database and library of gender education and awareness-raising materials. The establishment of cultural centers within or close to women's parks in the

provinces will also be considered.

- Systems to monitor change in public knowledge and attitudes – Based on the GEAR Action Plan, MOWA or an appropriate service provider, will conduct baseline and annual household surveys related to attitudes on gender themes and knowledge about the NAPWA and MOWA/DOWAs. These surveys will help measure the impact of the public education campaigns and shape future messages and strategies. MOWA and/or GEAR will also design and implement a media monitoring project to assess changes in media coverage about women, girls, and gender relations. MOWA will publicize regularly the findings from surveys and media monitoring activities. Special attention will be given to monitoring of VAW reduction as a result of public education and awareness-raising.

3.5.3.2 *Strategy to ensure tangible results in the provinces.* To generate tangible results in the provinces, this component will be pursued at the sub-national level with the full involvement of DOWAs in design, implementation, and monitoring of activities. Provincial DOWAs, working with government and civil society partners, will identify influential local individuals and organizations that can help shape public attitudes, such as religious and other community leaders, prominent public officials, media, civic workers, youth leaders, educators, and others. The MOWA will organize a process for coordinating the development of harmonized messages and multi-faceted outreach strategies for various target audiences. General gender awareness and public education messages developed for nationwide dissemination will be refined and adapted to address issues prevalent in each region or province, as appropriate, with special attention to educating the public on the adverse consequences of underage marriage and other harmful illegal practices such as 'bad', exchange of girls, selling of girls and widows, and non-payment of 'mahr' and alimony.

3.2.3.2 *Strategy for ensuring attention to environment and counter narcotics.* Technical staff members who are leading the implementation of the Counter Narcotics Law and National Water and Natural Resources Development Program will be invited to participate in the GEAR Working Group to ensure that materials include attention to environment and counter narcotics, as appropriate.

3.6 Proposal for Component 6: Establishment of Macro Mechanisms for Compliance, Monitoring and Evaluation

3.6.1 Situation Analysis

The importance of an effective monitoring and evaluation system on gender equality at the macro level has been underscored both by the NAPWA Implementation Strategy and the ANDS Gender Equity Cross Cutting Sector Strategy which provides that:

“In accordance with the Implementation Strategy of NAPWA, the government will establish functional arrangements at the macro level to effectively facilitate, monitor, and coordinate activities related to gender. Under the leadership of MOWA, a framework for inter-ministerial coordination, reporting, monitoring and evaluation will be designed in consultation with multiple stakeholders within and outside government. This framework will determine specific roles and responsibilities of stakeholders and identify the processes, tools and capacities that have to be developed to accelerate gender mainstreaming. From this framework, an inter-ministerial mechanism will be established which, among others, will serve as vehicle for addressing bottlenecks in implementation, developing macro policies for facilitating gender mainstreaming, producing periodic report of the government on women, and coordinating inter-ministerial actions on gender.”

At the ministry level, the ANDS Gender Equity Cross Cutting Sector Strategy also calls for a review of the monitoring and evaluation (M&E) system of every ministry to ensure that they will capture performance on gender equity. The adoption of indicators, inclusion of gender into the Terms of Reference of M&E units and the job descriptions of their chiefs, training on gender sensitive monitoring and reporting, collection of sex-disaggregated data and inclusion of gender performance in ministry reports were among the elements mentioned in the said strategy. Periodic evaluation of NAPWA implementation was also cited as a requirement.

Available data shows that a number of activities going on in regard to this MOWA NPP component. The GTZ is assisting MOWA in the monitoring of the 18 gender units of ministries and building of information bank on NAPWA within MOWA. JICA develops the capacity of MOWA and DOWA staff on monitoring and evaluation through implementation of pilot projects which also involves concerned staff from other ministries as may be feasible. UNIFEM had conducted basic monitoring orientation for a group of senior officials of MOWA who are involved in monitoring and evaluation and enabled the MOWA International Relations and Coordination Department to develop a set of NAPWA indicators with the participation of concerned ministries. It also assisted the Research and Statistics Unit to work with CSO and other data generating agencies in developing and publishing the baseline statistics on women and men in Afghanistan. It also serves as principal backstop of MOWA in the development of government reports for the Beijing Platform for Action (BPFA) and will continue to be so for the MOWA NPP, in view of its role as lead international partner for the

Program Management Unit of the MOWA NPP. The UNFPA also supports this particular component through collection of sex-disaggregated data through census and publication of its results. It also develops the capacity of statistical bodies on gender sensitive statistics.

Within MOWA, the responsibility for inter-ministerial monitoring rests within the International Relations and Coordination Department. There is no strategy for year round monitoring of NAPWA implementation and the capacity of the unit responsible for monitoring is extremely limited. Although the NAPWA indicators have been developed, MOWA is yet to get the data producing agencies to institutionalize the sustained generation of statistics that support the indicators. In addition to this, the potential of engaging other oversight ministries/agencies that undertake monitoring across ministries and local governments has not yet been explored. Some negotiations were undertaken with the Central Administrative Affairs Office of the President (CAA-OP) to incorporate NAPWA into its monitoring guidelines a year ago and this has to be pursued seriously since the CAA-OP is one of the most influential bodies and has a very strong clout among ministries and local government bodies. Due to the marginalized position of MOWA within the executive body, it would be advantageous to build its alliance with oversight agencies with strategic mandate and strong influence over government instrumentalities that are charged with the responsibility of NAPWA implementation.

3.6.2 Goal and Objectives

3.6.2.1 Goal. Institutionalization of an effective national system for monitoring and evaluation of NAPWA performance and outcomes.

3.6.2.2 Objectives. The objectives of the component consists of:

- To promote the mainstreaming of NAPWA into the monitoring work of oversight agencies;
- To strengthen government-wide coordination and reporting among NAPWA implementers; and
- To develop MOWA's capacity to manage and coordinate macro monitoring mechanisms and processes and promote the use of their outputs for gender policy making and programming.

3.6.3 Strategies

3.6.3.1 *Overall strategy.* This component will be pursued by targeting three (3) major players in the NAPWA macro M&E process, namely: (a) oversight bodies; (b) line ministries and local governments; and (c) MOWA. The strategy to capacitate each of them are briefly described as follows:

- Oversight bodies – The monitoring, coordination and evaluation of inter-ministerial and local government actions on NAPWA implementation will be shared among policy and oversight bodies of government. At the highest level, the mandate of the Cabinet Committee on Social and Cultural Affairs will be strengthened to serve as the champion and sponsor of the gender equality agenda within the Cabinet, with a vision to designate MOWA as co-Chair. This body will be supported by an inter-ministerial Oversight Committee for Gender Equality composed of technical deputy ministers (or equivalent rank) from the IAR-CSC, MOF, IDLG, and CSO. This body will be led and provided with technical and secretariat support by MOWA and will be mainly responsible for raising political support, ensuring compliance in line with NAPWA implementation, issuing guidelines and policies, and holding ministry and local officials accountable for the implementation of their respective gender obligations under NAPWA. It will convene periodically and will have the authority to call upon any ministry or local government official to hold them accountable over their performance on NAPWA implementation.

Considering that the government had created four (4) clusters to move the implementation of the NPPs in the next three years, efforts will be exerted to influence the monitoring of NPPs within and across clusters. Guidelines for reporting on gender will be incorporated into the preparation of Cluster reports to the Joint Monitoring and Coordination Body (JCMB).

- Ministries and local governments – In accordance with the provision of the ANDS Gender Cross Cutting Sector Strategy, *“the monitoring and evaluation system of every ministry will be revisited to ensure that they will capture performance on gender equity. This will be done by: (a) including gender in the terms of reference of M&E unit and the job descriptions of the chiefs of such units; (b) providing training on gender sensitive monitoring and reporting; (c) adopting gender sensitive indicators; (d) collecting and processing sex disaggregated data and (e) highlighting progress on gender within ministry and sector reports. Participatory monitoring that will engage both women and men in interactive reflection process will also be adopted at the ministry, sector and inter-ministerial levels. Surveys that will set the baseline data sets for monitoring will be conducted. The baseline statistics on women and men in Afghanistan*

will be updated annually and disseminated to strategic users.” Likewise, gender will be incorporated into evaluation activities of ministries and a set of guidelines will be issued by MOWA for such purpose. Insights from the evaluation will be used to inform future planning, including the updating of NAPWA.

- MOWA - The above mechanisms are designed to strengthen political support at the highest level. Nevertheless, the effectiveness of NAPWA monitoring will depend on strong technical and substantive backing which will be the main responsibility of MOWA. For this purpose, MOWA’s capacity for monitoring and evaluation will be built both in regard to the roles that it will play at the macro and inter-ministerial levels and on its roles as manager of the entire NAPWA M&E system. For the macro mechanisms, MOWA will design the modus operandi, draft M&E policy guidelines for ministries and local governments, come up with analytical reports and release credible information that will serve as basis for action on the above-mentioned bodies. At the inter-ministerial level, MOWA will convene monthly monitoring meetings with directors of planning and policy departments of ministries and local government bodies, produce bi-annual and annual reports on NAPWA implementation, and link ministries and local governments with sources of technical support for their mainstreaming work. More importantly, MOWA will design a comprehensive monitoring and reporting system and a set of processes, output and outcome indicators against which the overall performance of government will be measured.

Through this component, MOWA will establish a centralized data management system that will include strategic data elements coming from both internal and external data providers and users. The data base that will be developed by the six MOWA NPP components will be linked and processed through the central data management system towards production of knowledge and information that caters to both MOWA officials and a variety of users including civil society, UN agencies, international organizations, ministries, local governments, and other relevant entities that are engaged in the promotion of gender equality in the country. The design of the central data management system will be elaborated with the guidance of the UNDP which is the lead partner of MOWA in Component 6.

Intensive capacity building of MOWA staff will be undertaken, particularly in the areas of (a) managing inter-ministerial collaboration, (b) indicator development, (c) data collection, processing and analysis, (d) policy-oriented

information gathering, (e) gender sensitive statistical analysis, (f) reporting, (g) provision of technical assistance to ministries, and (h) information packaging and information. A key measure of capacity for MOWA is the development and publication of government's report on NAPWA implementation on a bi-annual and annual basis, along with policy-oriented position/advisory papers, gender sensitive statistics, and informative materials on gender.

3.6.3.2 Strategy to attain tangible results in the provinces. The implementation of this component at the sub-national level will be pursued in close collaboration with the IDLG, DOWAs and provincial governments.

A model M&E framework for NAPWA monitoring will be developed and piloted in the context of the NAPWA pilot implementation in Dai Kundi with a vision to replicate it in other provincial offices. Such model will be lodged within the M&E mechanism of the province and linked to the DOWA M&E system that will be established at the national level by the MOWA Provincial Relations Department. To do this, Dai Kundi will identify a flagship issue for each of the 6 sectors of NAPWA and come up with a plan of action to address them within the framework of the UN piloting of NAPWA implementation under 'delivering as one' approach. The plan of action will identify the: (a) results targeted for one year and three years, (b) strategic programs, projects and activities to be implemented, and (c) measures of performance and (outputs and outcomes). These will serve as the focus of monitoring and will be the basis for the development of M&E tools, training, data collection, and reporting. The insights of the M&E piloting process in Dai Kundi will be documented and a knowledge product will be developed for such purpose.

3.6.3.3 Strategy for operating in insecure areas. This component will only be applied in provinces with a clear NAPWA implementation plan and indicators. For insecure areas, monitoring will be done by convening national agencies, local leaders and civil society groups operating in such areas and coming up with basic NAPWA action plan, targets, and monitoring indicators.

3.6.3.4 Strategy for ensuring attention to environment and counter narcotics. As mentioned under 2.3.4, MOWA will coordinate with the MCN and NEPA to draw up gender indicators for the Counter Narcotics Law and Environment Law. Based on such indicators, their respective technical staff members who are responsible for data collection, monitoring and reporting on such laws will be provided with training on gender issues in environment and counter narcotics.

MOWA will also endeavor to forge partnership with MCN and NEPA to come up with a collective, minimum set of cross cutting indicators to be prescribed to all Clusters. MOWA will also enjoin MCN and NEPA to convene a cross cutting consultation where all ministries/clusters will be tasked to account for their performance related to cross cutting concerns.

4. PROGRAM IMPLEMENTATION STRATEGY AND ACTION PLAN

4.1 *General Strategy* - MOWA will be mainly accountable for ensuring the implementation of the MOWA NPP. The Minister will be answerable to the President and will ensure that adequate resources, staff and expertise are provided to ensure the implementation of the components. The Technical Deputy Minister will represent MOWA in senior level technical meetings and in the process, s/he will be supported by a Program Management Unit (PMU) which has the designated authority to coordinate, oversee, and monitor the quality and timeliness of implementation (See Annex A for the PMU TOR).

The implementation of the 6 components will be pursued through six working groups which will plan and implement their activities in coordination with each other, under the guidance of the PMU. Each working group will also have international partners, one of which serves as MOWA's lead partner. (See Annex B for the matrix on lead departments and international partners). In addition, civil society representatives will sit in each of the six working groups, as well as in processes and mechanisms of the program that have decision making and coordination functions.

Although the implementation of the components is envisioned to proceed independently, they will also be coordinated and harmonized, both in substance and strategy for implementation. In this connection, the PMU will arrange and conduct coordination meetings and ensure that it is represented in all the meetings of the various working groups. An assessment of the substantive/coordination linkages among the components will be prepared by each working group and consolidated by PMU as tool for management, coordination and follow up of results.

A quarterly performance monitoring and coordination meeting will be conducted by MOWA through PMU for such purpose, and monthly submission of reports is also expected from the working groups. The progress of work on the program will also be monitored in the weekly meeting of technical deputy ministers, directors and advisers of MOWA. More importantly, the overall achievements in the implementation of the

action plan will be documented and reported to the Ministry of Finance which will incorporate it into the government report to the Joint Coordination and Monitoring Body (JCMB).

The Program Management Unit's capacity to oversee the implementation of MPP will be strengthened through the support of UN Women. Capacities of MOWA directors and staff who are managing the implementation of the components will be developed by their respective lead international partners.

In consultation with MOWA directors, the PMU will design processes and mechanisms that will organize and coordinate the implementation of MOWA NPP with ministries and stakeholders. To the extent possible, a senior official from each ministry/partner will be thoroughly briefed on the totality of the work that MOWA will pursue with them. The PMU, in consultation with the International Relations and Coordination Department will ensure that the work of the departments with ministries and other stakeholders are planned and implemented in an integrated way. Existing mechanisms for multi-stakeholder coordination will also be optimized as vehicles for pursuing and following up actions relevant to MOWA NPP implementation. Lead international partners of MOWA will also agree on their own mechanism to organize their support to MOWA and avoid fragmented approach to MOWA NPP implementation that could inadvertently lead to increased pressures on MOWA staff and its partners.

4.2 *Program Implementation Action Plan (3 years)* – Please refer to Annex 3

5. IMPLEMENTATION REQUIREMENTS (to follow once the narrative and work plan had been finalized)

5.1 General Implementation Requirements

5.2 Technical Assistance Requirements

5.3 Procurement Plan

7. CHALLENGES, CONSTRAINTS AND SOLUTIONS

7.1 Assessment of main constraints

7.1.1 Component 1: Organizational reform and capacity building of MOWA. The successful implementation of this component is bound to be hindered by slow procedures in securing technical assistance. During the past few months, MOWA had tried to accelerate the contracting of an organizational development expert to assist in the reform but this did not succeed because nobody in the ministry devoted time to write the TOR and facilitate the contracting process. This is bound to happen again unless MOWA's leadership identifies the locus of accountability for such tasks and adopts disciplinary actions against staff members who are not able to perform tasks that are crucial to the implementation of the MOWA NPP. It is also an imperative for MOWA to immediately find an international lead partner for Component 1 to help address capacity gaps. Another potential constraint is inadequate political will to replace non-performing staff and to abolish irrelevant positions. This is reinforced by anticipation of a potential backlash against MOWA for economically displacing a predominantly-female staff who would be laid off in the reform process. During the first MOWA's reform process, media picked up the issues raised by female staff members who were laid off due to inadequate qualifications. Should this happen again, the implementation of Component 1 could be adversely affected. For this purpose, MOWA should find ways of helping the women access alternative sources of income. In regard to non-performing staff, MOWA should adopt a system of graduated disciplinary actions combined with on-the-job coaching.

7.1.2 Component 2: Gender training of government staff. The main constraints anticipated for this component is the lack of motivation from government staff to attend gender trainings and apply the learned knowledge and skills in the context of their work. This constraint will be addressed through the issuance of a policy on the conduct of gender training in government. A related constraint is the lack of qualified and skilled nationals who could be contracted to conduct the gender trainings. Because of this, it would be important to contract a training firm which will be responsible for conducting the training, instead of recruiting individual trainers. A monitoring and incentive system should also be adopted to raise the interest of trained government staff to apply the learned skills in their work contexts.

7.1.3 Component 3: Piloting of gender mainstreaming in key policies and programs. In the absence of a compelling policy on gender mainstreaming, government's response to the incorporation of NAPWA provisions into their policies and programs have also been lukewarm. A system of accountability should be pushed by NGOs and at the highest level in government, including through budget hearings in Parliament to compel ministries to deliberately pursue gender mainstreaming. Another potential constraint

in this regard is the lack of skills among MOWA staff to provide technical guidance to ministries in incorporating NAPWA into their key policies and programs. This constraint will be dealt with by conducting specialized training on gender mainstreaming for MOWA staff, developing gender mainstreaming tools, and coming up with clear procedures and guidelines on gender mainstreaming.

7.1.4 Component 4: Policy research and development. This component is about the development of knowledge about the substance of MOWA's work. For this reason, it is imperative that this component be staffed by an elite group with analytical potentials and ability to comprehend and synthesize huge amount of information from a policy perspective. Unfortunately, this component is lodged as a rider to the Statistics Unit who have lots of tasks and whose qualifications are not only limited but are also not in line with gender research and policy development. For this purpose, MOWA needs to adopt a distinct organizational unit to manage this component and develop it to serve as the 'brain' of the organization.

7.1.5 Component 5: Public education and awareness-raising. Once public education and awareness-raising is conducted in massive scale, MOWA has to deal with the problem of drawing too much attention to its work of promoting gender equality and women's empowerment. If this will happen, sectors that are resistant to women's advancement may organize and come out in the open with a counter campaign that could be deleterious, not only to MOWA as an institution that has been considered for abolition many times in the past. It could also have a backlash on the security of women and men who are involved in promoting women/gender concerns. In view of this, the advocacy and awareness-raising should be designed and conducted with attention to avoiding unwanted reactions from traditional sectors of society.

7.1.6 Component 6: Establishment of macro mechanisms for compliance, monitoring and evaluation -This component will necessitate strong political clout of the MOWA Minister with her colleagues in the Cabinet, heads of oversight bodies and the Office of the President. This is a potential problem area considering that there is an anticipated turn-over of ministers and heads of agencies once the Parliament resumes its sessions. The relationship and support that the MOWA Minister had built with the current members of the Cabinet will have to be re-started with the new set of Cabinet Ministers. This could particularly affect the intention to incorporate gender into the function of the Cabinet Committee on Social and Cultural Affairs as well as the plan to set up an advisory council on gender equality which will involve deputy ministers of oversight bodies. To address this problem, MOWA will have to mobilize its supporters from the international community, such as the donors and UN agencies. MOWA could also use

its clout with the Office of the President to generate support from new members of the Cabinet.

8. COSTING/BUDGETING (to follow after the implementation requirements have been determined)

(See Annex 4)

28 FEB

Yellow - MOWA
Green - JICA
Blue Green - Sweden
Gray - Norway
Pink - UNDP

28 Feb



Certifications, Assurances, Other Statements of the Recipient and Solicitation Standard Provisions

A Mandatory Reference for ADS Chapter 303

New Edition Date: 06/28/2012
Responsible Office: M/OAA/P
File Name: 303mav_062812

Certifications, Assurances, Other Statements of the Recipient and Solicitation Standard Provisions

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NOTE: When these Certifications, Assurances, and Other Statements of Recipient are used for cooperative agreements, the term “Grant” means “Cooperative Agreement.”

Part I – Certifications and Assurances

1. Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs

Note: This certification applies to Non-U.S. organizations if any part of the program will be undertaken in the United States.

(a) The recipient hereby assures that no person in the United States will, on the bases set forth below, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under, any program or activity receiving financial assistance from USAID, and that with respect to the Cooperative Agreement for which application is being made, it will comply with the requirements of:

(1) Title VI of the Civil Rights Act of 1964 (Pub. L. 88-352, 42 U.S.C. 2000-d), which prohibits discrimination on the basis of race, color or national origin, in programs and activities receiving Federal financial assistance;

(2) Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), which prohibits discrimination on the basis of handicap in programs and activities receiving Federal financial assistance;

(3) The Age Discrimination Act of 1975, as amended (Pub. L. 95-478), which prohibits discrimination based on age in the delivery of services and benefits supported with Federal funds;

(4) Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et seq.), which prohibits discrimination on the basis of sex in education programs and

activities receiving Federal financial assistance (whether or not the programs or activities are offered or sponsored by an educational institution); and

(5) USAID regulations implementing the above nondiscrimination laws, set forth in Chapter II of Title 22 of the Code of Federal Regulations.

(b) If the recipient is an institution of higher education, the Assurances given herein extend to admission practices and to all other practices relating to the treatment of students or clients of the institution, or relating to the opportunity to participate in the provision of services or other benefits to such individuals, and must be applicable to the entire institution unless the recipient establishes to the satisfaction of the USAID Administrator that the institution's practices in designated parts or programs of the institution will in no way affect its practices in the program of the institution for which financial assistance is sought, or the beneficiaries of, or participants in, such programs.

2. Certification Regarding Lobbying

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal Cooperative Agreement, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned must complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned must require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients must certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the

required certification will be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

“The undersigned states, to the best of his or her knowledge and belief, that: If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned must complete and submit Standard Form-LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement will be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.”

3. Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206)

USAID reserves the right to terminate this Agreement, to demand a refund or take other appropriate measures if the Grantee is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140. The undersigned must review USAID ADS 206 to determine if any certifications are required for Key Individuals or Covered Participants.

If there are COVERED PARTICIPANTS: USAID reserves the right to terminate assistance to or take other appropriate measures with respect to, any participant approved by USAID who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

4. Certification Regarding Terrorist Financing, Implementing Executive Order 13224

By signing and submitting this application, the prospective recipient provides the certification set out below:

1. The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.

2. The following steps may enable the Recipient to comply with its obligations under paragraph 1:

a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of [Specially Designated Nationals and Blocked Persons](#), which is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC), or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.

b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al-Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's Web site:
<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.

d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.

3. For purposes of this Certification -

a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."

b. "Terrorist act" means -

(i) an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site:

<http://untreaty.un.org/English/Terrorism.asp>); or

(ii) an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or

(iii) any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

c. "Entity" means a partnership, association, corporation, or other organization, group or subgroup.

d. References in this Certification to the provision of material support and resources must not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

e. The Recipient's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it will be grounds for unilateral termination of the agreement by USAID prior to the end of its term.

5. Certification of Recipient

By signing below the recipient provides certifications and assurances for (1) the Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs, (2) the Certification Regarding Lobbying, (3) the Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206) and (4) the Certification Regarding Terrorist Financing Implementing Executive Order 13224 above.

These certifications and assurances are given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts, or other Federal financial assistance extended after the date hereof to the recipient by the Agency, including installment payments after such date on account of applications for Federal financial assistance which was approved before such date. The recipient recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in these assurances, and that the United States will have the right to seek judicial enforcement of these assurances. These assurances are binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign these assurances on behalf of the recipient.

Request for Application or
Annual Program Statement No. _____

Application No. _____

Date of Application _____

Name of Recipient _____

Typed Name and Title _____

Signature _____

Date _____

Part II – Key Individual Certification Narcotics Offenses and Drug Trafficking

I hereby certify that within the last ten years:

1. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.
2. I am not and have not been an illicit trafficker in any such drug or controlled substance.
3. I am not and have not been a knowing assister, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

Signature: _____

Date: _____

Name: _____

Title/Position: _____

Organization: _____

Address: _____

Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain key individuals of organizations must sign this Certification.

2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

Part III – Participant Certification Narcotics Offenses and Drug Trafficking

1. I hereby certify that within the last ten years:

a. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.

b. I am not and have not been an illicit trafficker in any such drug or controlled substance.

c. I am not or have not been a knowing assister, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

2. I understand that USAID may terminate my training if it is determined that I engaged in the above conduct during the last ten years or during my USAID training.

Signature: _____

Name: _____

Date: _____

Address: _____

Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain participants must sign this Certification.

2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

Part IV – Survey on Ensuring Equal Opportunity for Applicants

Applicability: All Requests for Application (RFAs) must include the attached Survey on Ensuring Equal Opportunity for Applicants as an attachment to the RFA package. Applicants under unsolicited applications are also to be provided the survey. (While inclusion of the survey by Agreement Officers in RFA packages is required, the applicant's completion of the survey is voluntary, and must not be a requirement of the RFA. The absence of a completed survey in an application may not be a basis upon which the application is determined incomplete or non-responsive. Applicants who volunteer to complete and submit the survey under a competitive or non-competitive action are instructed within the text of the survey to submit it as part of the application process.)

Survey on Ensuring Equal Opportunity for Applicants

Part V – Other Statements of Recipient

1. Authorized Individuals

The recipient represents that the following persons are authorized to negotiate on its behalf with the Government and to bind the recipient in connection with this application or grant:

Name	Title	Telephone No.	Facsimile No.
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

2. Taxpayer Identification Number (TIN)

If the recipient is a U.S. organization, or a foreign organization which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., please indicate the recipient's TIN:

TIN: _____

3. Data Universal Numbering System (DUNS) Number

(a) Unless otherwise specified in the solicitation using an applicable exemption, in the space provided at the end of this provision, the recipient should supply the Data Universal Numbering System (DUNS) number applicable to that name and address. Recipients should take care to report the number that identifies the recipient's name and address exactly as stated in the proposal.

(b) The DUNS is a 9-digit number assigned by Dun and Bradstreet Information Services. If the recipient does not have a DUNS number, the recipient should call Dun and Bradstreet directly at 1-800-333-0505. A DUNS number will be provided immediately by telephone at no charge to the recipient. The recipient should be prepared to provide the following information:

- (1) Recipient's name.
- (2) Recipient's address.
- (3) Recipient's telephone number.
- (4) Line of business.
- (5) Chief executive officer/key manager.
- (6) Date the organization was started.
- (7) Number of people employed by the recipient.
- (8) Company affiliation.

(c) Recipients located outside the United States may e-mail Dun and Bradstreet at globalinfo@dbisma.com to obtain the location and phone number of the local Dun and Bradstreet Information Services office.

The DUNS system is distinct from the Federal Taxpayer Identification Number (TIN) system.

DUNS: _____

4. Letter of Credit (LOC) Number

If the recipient has an existing Letter of Credit (LOC) with USAID, please indicate the LOC number:

LOC: _____

5. Procurement Information

(a) **Applicability.** This applies to the procurement of goods and services planned by the recipient (i.e., contracts, purchase orders, etc.) from a supplier of goods or services for the direct use or benefit of the recipient in conducting the program supported by the grant, and not to assistance provided by the recipient (i.e., a subgrant or subagreement) to a subgrantee or subrecipient in support of the subgrantee’s or subrecipient's program. Provision by the recipient of the requested information does not, in and of itself, constitute USAID approval.

(b) **Amount of Procurement.** Please indicate the total estimated dollar amount of goods and services which the recipient plans to purchase under the grant:

\$ _____

(c) **Nonexpendable Property.** If the recipient plans to purchase nonexpendable equipment which would require the approval of the Agreement Officer, indicate below (using a continuation page, as necessary) the types, quantities of each, and estimated unit costs. Nonexpendable equipment for which the Agreement Officer's approval to purchase is required is any article of nonexpendable tangible personal property charged directly to the grant, having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

TYPE/DESCRIPTION (Generic)	_____
QUANTITY	_____
ESTIMATED UNIT COST	_____

(d) **Source** If the recipient plans to purchase any goods/commodities which are not in accordance with the Standard Provision “USAID Eligibility Rules for Procurement of Commodities and Services,” indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, and probable source. “Source” means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located in the cooperating country at the time of purchase. However, where a commodity is shipped from a free port or bonded warehouse in the form in which received, “source” means the country from which the commodity was shipped to the free port or bonded warehouse. Additionally, “available for purchase” includes “offered for sale at the time of purchase” if the commodity is listed in a vendor’s catalog or other statement of inventory, kept as part of the vendor’s customary business practices and regularly offered for sale, even if the commodities are not physically on the vendors’ shelves or even in the source country at the time of the order. In such cases, the recipient must document that the commodity was listed in the vendor’s catalog or other statement of inventory; that the vendor has a regular and customary business practice of selling the commodity through “just in time” or other similar inventory

practices; and the recipient did not engage the vendor to list the commodity in its catalog or other statement of inventory just to fulfill the recipient's request for the commodity.

TYPE/DESCRIPTION	_____
QUANTITY	_____
ESTIMATED GOODS	_____
PROBABLE GOODS	_____
PROBABLE (Generic)	_____
UNIT COST	_____
SOURCE	_____

(e) Restricted Goods. If the recipient plans to purchase any restricted goods, indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, intended use, and probable source. Restricted goods are Agricultural Commodities, Motor Vehicles, Pharmaceuticals, Pesticides, Used Equipment, U.S. Government-Owned Excess Property, and Fertilizer.

TYPE/DESCRIPTION	_____
QUANTITY	_____
ESTIMATED	_____
PROBABLE	_____
INTENDED USE (Generic)	_____
UNIT COST	_____
SOURCE	_____

(f) Supplier Nationality. If the recipient plans to purchase any goods or services from suppliers of goods and services whose nationality is not in accordance with the Standard Provision "USAID Eligibility Rules for Procurement of Commodities and Services," indicate below (using a continuation page, as necessary) the types and quantities of each good or service, estimated costs of each, probable nationality of each non-U.S. supplier of each good or service, and the rationale for purchasing from a non-U.S. supplier.

TYPE/DESCRIPTION	_____
QUANTITY	_____
ESTIMATED	_____
PROBABLE SUPPLIER	_____
NATIONALITY	_____
RATIONALE (Generic)	_____
UNIT COST (Non-US Only)	_____
FOR NON-US	_____

6. Past Performance References

On a continuation page, please provide past performance information requested in the RFA.

7. Type of Organization

The recipient, by checking the applicable box, represents that -

(a) If the recipient is a U.S. entity, it operates as a corporation incorporated under the laws of the State of, an individual, a partnership, a nongovernmental nonprofit organization, a state or local governmental organization, a private college or university, a public college or university, an international organization, or a joint venture; or

(b) If the recipient is a non-U.S. entity, it operates as a corporation organized under the laws of _____ (country), an individual, a partnership, a nongovernmental nonprofit organization, a nongovernmental educational institution, a governmental organization, an international organization, or a joint venture.

8. Estimated Costs of Communications Products

The following are the estimate(s) of the cost of each separate communications product (i.e., any printed material [other than non-color photocopy material], photographic services, or video production services) which is anticipated under the grant. Each estimate must include all the costs associated with preparation and execution of the product. Use a continuation page as necessary.

Part VI – Standard Provisions for Solicitations

1. Branding Strategy - Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
 - (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
 - (2) The intended name of the program, project, or activity.
 - (i) USAID prefers to have the “USAID Identity,” comprised of the USAID logo and brandmark, with the tagline “from the American people” as found on the USAID Web site at transition.usaid.gov/branding, included as part of the program or project name.
 - (ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.
 - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
 - (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos.
 - (3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target

segments.

- (4) Planned communication or program materials used to explain or market the program to beneficiaries.
 - (i) Describe the main program message.
 - (ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.
 - (iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, "USAID is from the American People."
 - (iv) Provide any additional ideas to increase awareness that the American people support this project or program.
 - (5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.
 - (6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.
- e. The Agreement Officer will consider the Branding Strategy's adequacy in the award criteria. The Branding Strategy will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- f. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement

(END OF PROVISION)

2. Marking Plan – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and landmark,

with the tagline “from the American people.” The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://transition.usaid.gov/branding>.

- b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Marking Plan must include all of the following:
 - (1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:
 - (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
 - (ii) Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
 - (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
 - (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity

cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

- (2) A table on the program deliverables with the following details:
 - (i) The program deliverables that the applicant plans to mark with the USAID Identity;
 - (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
 - (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
 - (iv) What program deliverables the applicant does not plan to mark with the USAID Identity , and
 - (v) The rationale for not marking program deliverables.
- (3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:
 - (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Strategic Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
 - (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
 - (iii) Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or

product.

- (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
 - (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
 - (vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
 - (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.
- f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness in the award criteria, and will approve and disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

(END OF PROVISION)

3. Conscience Clause Implementation (Assistance) – Solicitation Provision (February 2012)

APPLICABILITY: This provision must be included in any APS or RFA anticipated to use FY04 – FY13 funds available for HIV/AIDS activities.

CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) – SOLICITATION PROVISION (FEBRUARY 2012)

- a. An organization, including a faith-based organization, that is otherwise eligible to receive funds under this agreement for HIV/AIDS prevention, treatment, or care—

- (1) Must not be required, as a condition of receiving such assistance—
 - (i) to endorse or utilize a multisectoral or comprehensive approach to combating HIV/AIDS; or
 - (ii) to endorse, utilize, make a referral to, become integrated with, or otherwise participate in any program or activity to which the organization has a religious or moral objection; and
 - (2) Must not be discriminated against in the solicitation or issuance of grants, contracts, or cooperative agreements for refusing to meet any requirement described in paragraph (a)(1) above.
- b. An applicant who believes that this solicitation contains provisions or requirements that would require it to endorse or use an approach or participate in an activity to which it has a religious or moral objection must so notify the cognizant Agreement Officer in accordance with the Standard Provision “Notices” as soon as possible, and in any event not later than 15 calendar days before the deadline for submission of applications under this solicitation. The applicant must advise which activity(ies) it could not implement and the nature of the religious or moral objection.
- c. In responding to the solicitation, an applicant with a religious or moral objection may compete for any funding opportunity as a prime partner, or as a leader or member of a consortium that comes together to compete for an award. Alternatively, such applicant may limit its application to those activities it can undertake and must indicate in its submission the activity(ies) it has excluded based on religious or moral objection. The offeror’s proposal will be evaluated based on the activities for which a proposal is submitted, and will not be evaluated favorably or unfavorably due to the absence of a proposal addressing the activity(ies) to which it objected and which it thus omitted. In addition to the notification in paragraph (b) above, the applicant must meet the submission date provided for in the solicitation.

(END OF PROVISION)

303mav_062812

ANNEX D

Part I: Information About Proposed Activities (all parts mandatory)		
1. Name of the proposed awardee of USAID contract or assistance (Firms must include a copy of applicable licenses to do business in Afghanistan)		
2. Type of proposed award or other assistance (check one): <input type="checkbox"/> Contract or Subcontract <input type="checkbox"/> Grant or Subgrant <input type="checkbox"/> Training <input type="checkbox"/> Equipment <input type="checkbox"/> Other		
3. US\$ amount and estimated start/end date of proposed award or assistance: Dollar amount: \$ Start: End:		
4. Purpose of proposed award or assistance:		
5. Organization proposed to receive award or other assistance:		
a. Name:		
b. Address:		
c. Telephone:	d. Fax:	e. Email:
f. Tribal affiliation or clan		
6. Information on Key Individuals associated with the organization named in 5 above, or, if no organization is listed, information on each individual to receive cash or in-kind assistance (including technical assistance). Use continuation sheets as necessary. ** = mandatory information.		
A. Name (As in passport or other government-issued photo ID):**	Government-issued photo ID number, type of ID and country of issuance:**	
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual"):**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**	Gender:**	
Current employer and job title:	Occupation:	
Address of residence:**	Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)	
Email:		
Part II: Contractor/Grantee/Recipient Certification:		
Potential Awardee certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor/Grantee/Recipient understands that the U.S. Government may rely on the accuracy of such information in processing this vetting request.		
Name:	Signature:	
Title/Organization:	Date:	
Part III: Submission details (to be completed by USG vetting official)		
Vetting request number		
Staff member who initiated request		
Project name		
Date submitted for screening		

(Use additional continuation sheets as necessary):

B. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual"):**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:**		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:		
C. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual"):**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:**		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:		
D. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual"):**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:		
E. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual"):**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:		

INFORMATION FORM INSTRUCTIONS

Please provide information for key individuals of all organizations receiving funds from USAID, including grantees, sub-grantees, contractors, and vendors, who work in Afghanistan. Please do not provide information for United States citizens or permanent legal residents of the United States.

Part I

Question 1 – Self-explanatory

Question 2- Indicate the proposed type of mechanism to be utilized by placing a check mark on the line in front of the appropriate term

Question 3 – Enter the amount of award or assistance in U.S. dollars and indicate the start and end date of the program using a mm/dd/yyyy format

Question 4 – Indicate the purpose of the award or assistance. Use additional sheets and attach to page one of the vetting form if necessary

Question 5 a-g – Self-explanatory.

Attach a copy of the relevant Afghan business license.

Question 6 - "Key Individual" means (i) Any large shareholder: defined as owning 10% or more of an equity stake in the organization, whether publically or privately held; (ii) Principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer or secretary of the board of directors or board of trustees); (iii) The principal officer and deputy principal officer of the organization (e.g., executive director, deputy director; president, vice president); (iv) The program manager or chief of party for the USAID-financed program; and (v) Any other person with significant responsibilities for administration of USAID financed activities or resources (while a comprehensive list is not possible, this would include any person acting in a role substantially similar to those outlined in (i)-(iv). For Private Security Companies, this would include leadership roles down to the level of field commanders).

Complete for each of these four categories or indicate "N/A" if a category does not apply. Use additional pages as needed. Attach copies of photo ID for each "key individual".

Note: If a "Key Individual" is a U.S. Citizen or Permanent Residents no information is required.

Part II

Individual filling out form must read the Certification and print their name where indicated, sign where indicated, print their title and the name of their organization where indicated, and print the date where indicated.

Part III

This section is not for individual's information and will be completed by the USG vetting official.