

USAID/Afghanistan
Operational Plan

FY 2006

June 12, 2006

Please Note:

The attached RESULTS INFORMATION is from the FY 2006 Operational Plan and was assembled and analyzed by the country or USAID operating unit identified on the cover page.

The Operational Plan is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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Portions released on or after July 1, 2006

Program Performance Summary FY 2005: Background:

Afghanistan is seen as one of the key battlegrounds in the fight against global terrorism. Considered as both a fragile state and a strategic state due to its recent emergence from violent conflict, continuing instability, and importance to the U.S. as a partner in the war against terrorism, USAID efforts in Afghanistan focus on not only the rebuilding and creation of a modern nation-state, but also on assisting the economic and social development of the country's people. USAID programs directly support U.S. foreign policy by addressing the root causes of conflict, insecurity, and political instability. The United States is the largest provider of humanitarian and reconstruction aid to Afghanistan and works through the coordinated efforts of USAID and the Departments of State, Justice, Agriculture, Treasury and Defense to accomplish strategic goals. According to the USAID/Afghanistan Strategic Plan for Afghanistan, the goal is to achieve the basic social and economic conditions needed for long-term sustainable development to occur.

Development Challenges:

Despite the continuing difficulties of emerging from decades of conflict and on-going insurgent and criminal movements, Afghanistan made progress towards stability and development this year. Security is an ever-present concern in the country for its citizens and development agencies alike and the threat of violence remains the greatest obstacle to project implementation in the country. Armed security forces must accompany USAID officials on project oversight visits and non-governmental organizations (NGOs) have been indiscriminately attacked forcing some to cancel planned activities or scale back efforts. However, in spite of the security concerns USAID and our partner staff continue to work with our Afghan counterparts to affect change.

Poppy production in Afghanistan is a complex problem requiring multifaceted solutions of which USAID activities are but one part of a five pillar approach supported by other USG Agencies as well as other international organizations and governments. Today, opium cultivation accounts for nearly 60% of Afghanistan's GNP. Poverty is widespread in rural areas of Afghanistan, with nearly 80% of the rural population living in poverty, and poppy cultivation/opium production is seen by many as the only means of generating enough annual income to meet basic household requirements. In fact, economic considerations were cited as the most important factors for farmers' decisions to grow poppy by the United Nations Office of Drugs and Crime (UNODC) summary report on opium trends. The main reason for farmers' continued poppy cultivations was a higher opium price compared to other traditionally grown commodities. The prospect of higher income generation from alternative-high-value USAID promoted crops is a positive factor that will shift production to more licit crops as eradication and interdiction programs are implemented.

Many of Afghanistan's government institutions are weak, lack coordination, have inadequate resources, beset by corruption at all levels, and lack competent staff to provide even basic government services and functions. Slow economic and social progress, while expected, has led to moderate levels of support for the national government. USAID is working towards building government capacity with direct technical assistance and training to ministry officials and members of parliament as well as working with local and international NGOs to provide training and assistance to government officials and ministry staff at provincial and local levels.

Economic growth is a necessary complement to other USAID goals and a requirement for Afghanistan developing into a modern nation-state. However, the existing physical, political, and regulatory infrastructure cannot support sustained economic growth. Stimulation of the private sector will be challenging, given the impediments to commercial and investment activity. These impediments include concerns over the security situation, inadequate power supplies, an uncertain legal and regulatory framework, inadequate land-titling and registration systems, and the lack of financing for business start-up and expansion. Similar to the need for trained and competent government leaders and bureaucrats, there is a similar need in the private sector for skilled workers and mid-level professionals. Sustainable economic growth will only be achieved once the Afghanistan government is capable of supporting a favorable transparent regulatory body, support the on-going development and maintenance of its infrastructure, and the local workforce acquires a skill-set appropriate for today's modern economies.

Innovative Solutions/Major Accomplishments:

Agriculture: USAID agriculture projects employ a market-driven, value chain approach that may be best summarized by the theme, "produce what will sell." This value chain approach emphasizes the importance of strengthening all the processes from input supply, through production, post-harvest handling (including storage, transportation and processing), and marketing to increase sales of agricultural products. USAID's efforts to rebuild Afghanistan's agriculture markets directly contributed to rehabilitating more than 542 km of irrigation canals, improving irrigation on 341,624 hectares of land, disbursing 28,118 micro credit loans for agricultural activities, serving over 815,769 farmers through improved agricultural extension service, vaccinating or treating over 14 million head of livestock, and training over 19,000 women in improved poultry management.

Alternative Livelihoods (AL): The USAID-managed alternative livelihoods program is one piece of a five-part program targeted to eliminate poppy cultivation and increase licit crop activity and total agriculture contribution to GNP. The other areas - public information, interdiction, eradication, and law enforcement are managed by other agencies within the U.S. Government. The alternative livelihoods program is effecting change in poppy cultivation, income levels, and economic growth in Afghanistan. Switching from poppies to other licit crops is not without costs and loss of income to farmers. In order to meet the immediate income needs of farmers who are no longer planting poppies, USAID activities provided short-term income opportunities through 2.8 million work days created by a cash-for-work program. An added benefit of this program was the increase in rural productivity from the 2,780 km of drains and canals cleaned through the program which lead to improved drainage on 67,620 hectares of agricultural land and higher agriculture productivity.

Economic Growth: USAID activities contributed to an improved customs systems that generated \$150 million in revenue in Afghanistan's FY1383 (March 2004-March 2005) surpassing the goal set by the International Monetary Fund. For the first four months of Afghan FY1384, \$84.66 million was collected in total domestic revenue, a 15% increase from the same period in the previous Afghan fiscal year. The completion of the Jumma Mohammad Mohammadi Industrial Park provided the impetus for Coca-Cola to locate its first Afghan bottling plant adjacent to the site. Additionally, seven new commercial banks were licensed and a loan guarantee fund was established for employers of ex-combatants. Since work began in the economic growth sector, 3 million land title deeds and 55,734 businesses have been registered which have assisted the private sector in raising its importance in the economy.

Infrastructure, Engineering, and Energy: The reconstruction and rehabilitation of Afghanistan's infrastructure is a high priority of USAID and a necessity for success in many other areas. The lack of critical infrastructure such as roads, electricity, and water hinders other development efforts. Additionally, public perception of government legitimacy and efficacy diminishes when basic infrastructure is lacking. USAID infrastructure projects include the paving of 389 km of the Kabul-Kandahar Highway, the reconstruction of 7 bridges, and the rehabilitation of 39 damaged bridges. 70% of the project to rehabilitate the U.S. government's section of the Kandahar-Herat Highway is complete. Construction of 700km of provincial roads linked to the Ring Road and 491 kilometers of rehabilitated district farm-to-market roads have helped increase market access, trade, and as a result rural incomes. USAID is engaged in rehabilitating the Kajaki Dam Hydro-electric Plant in Kandahar and the Darunta Hydro-electric Plant in Jalalabad to increase sustainable energy production and use in these regions and to fuel business activity.

Democracy and Governance: Since 2004, the U.S. has built 25 courthouses and piloted court administration reform in 4 provinces. A judicial training program, piloted by USAID, trained 579 judges and has since been turned over the Afghan Supreme Court for management and on-going implementation. There was high demand for the 4,000 copies of the Constitution and basic laws that USAID printed and distributed to courthouses, the Ministry of Justice, prosecutors, and the Palace. USAID supported voter registration, civic and voter education programs in 29 of 34 provinces, polling, ballot counting, security, and logistics to allow an estimated 6.84 million Afghans to cast their vote in the historic Parliamentary elections of September 2005.

Education: Since the inception of the education program through FY05, 311 schools have been

constructed and handed over to the Government of Afghanistan (GoA), and another 65 are finished and waiting to be handed-over to the government. As part of the Afghanistan Primary Education Program (APEP), master trainers taught their provincial counterparts, who in turn trained local village teachers, eventually reaching and providing quality training, at all grade levels, to 10,496 teachers. Enrollment targets for the APEP exceeded expectations with more than 170,000 students benefiting at the peak of the program. In addition, approximately 65,000 teachers were regular listeners to USAID sponsored daily teacher training radio broadcasts. From 2002 until the end of FY 2005, USAID printed 48.5 million textbooks and distributed over 42 million throughout the countryside.

Health: At the policy level, USAID has assisted with the development of the Essential Package of Hospital Services (EPHS), as well as Infection Prevention, Reproductive Health, Disease Surveillance and Behavior Change Communication policies. Towards the end of the year, USAID also supported the development of a Post Partum Hemorrhage Prevention strategy. In cooperation with the GoA, a total of 320 health clinics have been rehabilitated and staffed, and an additional 389 clinics have been built and transferred to the government. These clinics are now providing health care services to local communities and an estimated 7.4 million citizens. To combat one of the highest infant and maternal childbirth mortality rates in the world, USAID trained 337 midwives and currently enrolls over 493 women in the 18-month community and hospital midwifery education program. Through the Rural Expansion of Afghanistan' Community-based Healthcare Project, USAID has supported the training of approximately 2,000 Community Health Workers (CHWs). This cadre of health workers is critical to reaching those remote areas of Afghanistan where underserved populations have no immediate access to a health facility. The GOA's initiative to provide basic services is supported by USAID. Currently USAID-funded clinics provide basic services to 333,000 people in 332 facilities per month; Community Health Workers see an additional 150,000 people per month. Locally produced and bottled Clorin, a USAID water treatment product, provided 375 million liters of safe drinking water to Afghans. USAID, in conjunction with The United Nations Children's Fund (UNICEF) and the World Health Organization (WHO), in efforts to eradicate polio, provided vaccinations of 9.9 million children.

Disarmament Demobilization and Reintegration (DDR): The successful disbanding of illegally armed groups is critical to the future progress of the country. A successful DDR program, along with a capable Afghan National Army and Afghan National Police force, will be critical in the near- and medium-term future to reduce state fragility and to improve the overall security situation. Disarmament of 63,380 former combatants, through the UN's DDR program, was concluded in August and one third of the personnel have graduated from the program. As a part of this process, USAID created DDR Employment Assistance Centers in multiple locations. These centers recorded impressive demand for job placement services and also high demand for business advice for the self-employed. Through DDR pilot micro finance projects, approximately 400 loans were granted, some as low as \$50. Working with USAID's education and democracy and governance programs, local manufactures owned by or employing DDR participants were contracted to build and supply furniture for schools and courtrooms. Although initially small, this cross-sector project injected \$160,000 directly into the local economy and created demand for more orders of school and court room furniture, all of which keeps the DDR craftsmen employed, supports local enterprise development, and places USAID funds directly into the heart of the Afghan economy.

Provincial Reconstruction Teams (PRT): Extending the authority and reach of the GoA is critical to the future progress of the country and is one of the goals of the 22 PRTs. Additionally the PRTs contribute to improving security outside of Kabul and facilitating reconstruction. The PRTs work with the Afghan National Army and local police to improve the security environment for USAID initiated Quick Impact Projects (QIP) or independent NGO projects. Numerous QIPs have been completed in sectors such as agriculture, infrastructure, health, education, and water.

Integrated Programming:

USAID integrates the needs of women into virtually all of its programs to increase women's political participation, education, economic opportunities, and their role in civil society. To adequately address gender inequalities in Afghanistan, USAID makes gender a cross-cutting issue in almost every component of the USAID portfolio. The health sector is one area in which close attention has been given

to the effect of programming on gender status and traditional gender norms. These programs consider appropriate interventions to disseminate information on family planning, contraceptive methods, maternal health, and neo-natal care.

Positive gender impact has been realized in many of the areas in which USAID works. Close to five million children are now enrolled in school and 40% are women and girls, representing the highest percentage of female students in Afghanistan's history. Another sign of success is the number of women in the workplace, including the more than 1,000 women entrepreneurs belonging to the newly formed Afghan Women's Business Federation. Women are also present in the government, with 102 women participating in the Constitutional Loya Jirga and several holding senior positions in the government. In the newly elected 188-member lower house of Parliament, 68 women will sit in elected positions, unimaginable just a few short years ago under the oppressive Taliban regime.

FY 2006 Program
SO: 306-004 Program Support

Improve Quality of Workforce through Vocational/Technical Education

Improve Quality of Workforce through Vocational/Technical Education (\$2,000,000 ESF; \$29,094,832 ESF Prior Year Supplemental). The Afghan Building Capacity (ABC) program is engaging Afghan government employees in participant training, workshops, and seminars. It is also building capacity at the national and provincial levels by strengthening key institutions such as the Civil Service Training Center and institutions of higher education. The ABC is also fostering alliances to introduce learner-centered teaching methods, build digital libraries, promote e-Learning, and modernize curriculums. USAID is forging links with U.S. technology leaders such as Cisco Systems, Inc. to build an Information Technology workforce and provide incentives to develop private sector training. Principal Implementer: To Be Determined (TBD).

Program Support

Program Support (\$3,000,000 DA; \$9,000,000 ESF; \$299,168 ESF Prior Year Supplemental). The Afghan Management Information Services program is expanding its GeoBase activity tracking system to include other U.S. Government agencies, and a standard evaluation process is being applied throughout the portfolio. Modern web-based technologies are being used to launch a broad outreach campaign focused on communicating USAID's programs to the Afghan public. USAID is introducing web-based knowledge sharing software so USAID staff and their partners can work jointly on documents and projects without common access to a Local Area Network. Principal Implementers: Washington State University and United States Department of Agriculture.

Promote And Support Anti-Corruption Reforms

Promote and Support Anti-Corruption Reforms (\$5,000,000 DA; \$65,000,000 ESF; \$91,906,000 ESF Prior Year Supplemental). USAID technical specialists are assisting the Ministry of Women's Affairs to prepare a strategic plan, launch a national advocacy campaign, and design and test a management improvement program for its 17 Women's Development Centers. Funds are being committed to the Afghan Reconstruction Trust Fund (ARTF), which is managed by the World Bank and promotes accountability and transparency while providing resources for GOA-managed development and operational activities. Contributions to the ARTF are an extremely high priority for the Government of Afghanistan, and the United States is the second largest bilateral donor. The PRTs are heightening the profile and reach of the provincial and local governments through a range of locally driven projects such as roads, small irrigation canals, public buildings, and renewable energy. The PRTs are also working to increase capacity and responsibility of local government units to identify, program, and manage development funds. USAID is supporting the National Solidarity Program (NSP) which helps organize community and village-level councils, strengthens transparency and accountability, and finances community-designed development activities. Principal Implementers: International Organization for Migration and United Nations Office of Project Services.

FY 2007 Program
SO: 306-004 Program Support

Improve Quality of Workforce through Vocational/Technical Education

Improve Quality of Workforce through Vocational/Technical Education (\$30,000,000 ESF). Internet networks will become operational on a majority of Afghan university campuses, and several hundred Afghan students and junior faculty will be able to enroll in e-Learning-based degree programs through the ABC program and its alliance partners. Certificate and Master's Degree programs will become available on select university campuses nationally and in the provinces. Private sector providers of training

services will broaden their coverage to include multiple priority sectors. Principal Implementer: TBD.

Program Support

Program Support (\$8,000,000 DA; \$3,000,000 ESF). The Afghan Management Information Services program will expand its GeoBase activity tracking system until all donors and most elements of the GOA are using it for program and activity tracking. Benefits that will accrue are enhanced planning, implementation, and coordination of assistance in all sectors. USAID will collect and disseminate evaluation findings and observations to all stakeholders on a regular and consistent basis. Collaborative workspaces will be enabled for use by all USAID partners, major donors, and the GOA to work on project design, implementation, and evaluation. Awareness of USAID efforts among key Afghan stakeholder groups will be widespread and well-received due to modern web-based outreach campaigns. Principal Implementer: TBD.

Promote And Support Anti-Corruption Reforms

Promote & Support Anti-Corruption Reforms (\$107,000,000 ESF). USAID will begin mainstreaming e-Government through the ABC program, continue aiding the Ministry of Women's Affairs, promote transparency and accountability through the ARTF, and direct PRTs to work closely with provincial-level officials and their district-level counterparts to establish locally integrated development approaches. Support will continue for the organization of community councils and the funding of local development activities under the NSP. Principal Implementer: TBD.

FY 2006 Program

SO: 306-005 A Thriving Economy Led by the Private Sector

Develop & Expand Alternative Development

Develop and Expand Alternative Development (\$8,403,000 DA; \$132,200,000 ESF; \$700,000 ESF Prior Year Supplemental). The Alternative Livelihoods program is combating poppy production in nine poppy producing provinces, promoting sustainable regional development, and providing cash-for-work programs. Principal Implementers: Chemonics, Development Alternatives Inc. (DAI), and Planning and Development Collaborative International (PADCO).

Expand & Improve Access To Economic & Social Infrastructure

Expand and Improve Access To Economic and Social Infrastructure (\$138,000,000 ESF; \$97,850,000 ESF Prior Year Supplemental). USAID is completing the Kandahar to Herat Highway, which is a Presidential Initiative; completing the construction of critical secondary roads; expanding power generation; and procuring fuel for power plants until sufficient domestic electric production is attained. Principal Implementers: the Louis Berger Group, Inc., United Nations Office of Project Services, and Advanced Engineering Associates, Inc.

Improve Access To Clean Water & Sanitation

Improve Access To Clean Water and Sanitation (\$2,000,000 ESF; \$3,000,000 ESF Prior Year Supplemental). USAID is expanding access to clean water by rural and urban households and communities, focusing primarily on service delivery and service access. Principal Implementers: CDM Constructors, Inc. and United Nations Development Programme.

Improve Economic Policy and the Business Environment

Improve Economic Policy and the Business Environment (\$25,000,000 DA; \$5,500,000 ESF; \$8,400,000 ESF Prior Year Supplemental). USAID assistance to the Ministry of Finance is building capacity for customs revenue collection. USAID is pursuing privatization of state-owned enterprises and promotion of property rights through land titling. Principal Implementers: Bearing Point and Emerging Markets Group.

Improve Private Sector Competitiveness

Improve Private Sector Competitiveness (\$13,500,000 DA; \$17,000,000 ESF; \$15,100,000 ESF Prior Year Supplemental). USAID is working in targeted provinces with a new Small and Medium Enterprise (SME) program and a new Access to Capital activity. SMEs are receiving assistance in the areas of developing business plans, marketing, accounting, production, quality control, and human resource management. USAID is developing industrial parks, improving Afghan production and marketing, and integrating the private sector into the global competitive market. Principal Implementers: On-The-Frontier, Center for International Private Enterprise, and Technologies Inc.

Increase Agricultural Sector Productivity

Increase Agricultural Sector Productivity (\$32,835,000 DA; \$2,123,000 ESF; \$17,600,000 ESF Prior Year Supplemental). The Rebuilding Agricultural Markets Program (RAMP) is continuing to build Government of Afghanistan capacity, rehabilitate rural infrastructure, utilize Information Technology for agricultural productivity gains, expand rural financial services, and equip partners to manage natural resources in a sustainable manner. A follow-on activity will be initiated to further increase agricultural sector productivity in a sustainable manner through technology transfer, access to credit for rural producers, and agribusinesses. In order to increase trade and investment, USAID is building the capacity of associations to produce, market, and export high-value agriculture commodities. The Ministry of Agriculture and Kabul University will receive technical assistance. Principal Implementer: Chemonics and others To Be Determined (TBD).

FY 2007 Program

SO: 306-005 A Thriving Economy Led by the Private Sector

Develop & Expand Alternative Development

Develop and Expand Alternative Development (\$9,000,000 DA; \$100,000,000 ESF). USAID will continue to implement the Alternative Livelihoods program to combat poppy production in major poppy growing provinces, promoting sustainable regional development and providing cash for work to individuals to forego poppy cultivation. Principal Implementers: Chemonics, DAI, and PADCO.

Expand & Improve Access To Economic & Social Infrastructure

Expand and Improve Access To Economic and Social Infrastructure (\$5,500,000 DA; \$219,500,000 ESF). USAID will rehabilitate and expand power generation and transmission systems, fund ongoing metering and capacity building activities, procure fuel in four principal urban areas, and fund one secondary road and three provincial roads. Principal Implementer: TBD.

Improve Economic Policy and the Business Environment

Improve Economic Policy and the Business Environment (\$24,500,000 ESF). Macroeconomic reform, revenue collection, and privatization of state-owned enterprises will continue. Principal Implementer: TBD.

Improve Private Sector Competitiveness

Improve Private Sector Competitiveness (\$39,000,000 DA; \$8,000,000 ESF). USAID will continue to develop industrial business parks, assist Afghan firms to compete in the global market, and support SMEs. Principal Implementer: TBD.

Increase Agricultural Sector Productivity

Increase Agricultural Sector Productivity (\$35,500,000 DA; \$8,500,000 ESF). The follow-on program to RAMP will accelerate market led growth. It will link rural producers with markets and input suppliers, assist farmers and private sector entrepreneurs to add value to agricultural raw materials, harness market opportunities, rehabilitate small scale agricultural infrastructure such as irrigation and farm to market roads, and provide support for storage and processing facilities. USAID will focus on high-value horticulture products for domestic and international markets to increase rural incomes. A biodiversity conservation and natural resource management program will promote environmental protection and conservation in areas with significant biological and economic values. The Global Livestock Collaborative Research Support Program will introduce risk management tools to enable livestock raisers and government decision makers to plan for and put into place measures that will reduce the impact of droughts. Principal Implementer: Wildlife Conservation Society and University of California-Davis.

FY 2006 Program

SO: 306-006 A Democratic Government with Broad Citizen Participation

Establish & Ensure Media Freedom & Freedom Of Information

Establish and Ensure Media Freedom and Freedom of Information (\$3,000,000 ESF; \$1,100,000 ESF Prior Year Supplemental). USAID is assisting newly established independent radio stations to improve their financial sustainability and the quality of their production and journalism. Principal Implementer: Internews and others To Be Determined (TBD).

Strengthen Civil Society

Strengthen Civil Society (\$5,000,000 ESF; \$2,300,000 ESF Prior Year Supplemental). USAID is continuing to support training and provide small grants to non-governmental organizations (NGO) to increase their ability to serve their communities and advocate for the interests of Afghan citizens. At least 50% of the small grants program is reserved for NGOs addressing women's issues. Principal Implementer: Counterpart International.

Strengthen Democratic Political Parties

Strengthen Democratic Political Parties (\$3,000,000 ESF; \$1,550,000 ESF Prior Year Supplemental). USAID is continuing to provide support to strengthen political parties. USAID will assist Members of Parliament in developing constituent communication and services, and aid the National Assembly and Independent Election Commission in voter education. Principal Implementer: International Republican Institute (IRI) and National Democratic Institute (NDI).

Strengthen the Justice Sector

Strengthen the Justice Sector (\$7,500,000 DA; \$3,150,000 ESF Prior Year Supplemental). USAID is completing the construction and rehabilitation of three additional courthouses; supporting judicial education, court administration, and public education to acquaint citizens with the legal system and their rights; and continuing efforts to support drafting, legal translation, harmonization, indexing, and

codification of laws. Principal Implementers: Management Systems International (MSI) and Checchi.

Strengthen the Legislative Function/Legal Framework

Strengthen the Legislative Function/Legal Framework (\$10,000,000 DA). USAID is funding orientation and training programs for Members of Parliament and the Parliament's professional staff; assisting the establishment of administrative procedures and a committee system; supporting the development of legislative oversight functions; and initiating strategies to effectively manage executive-legislative relations. Assistance is being provided to establish efficient relationships between the Parliament and the newly established Ministry of State for Parliamentary Affairs representing the President. Principal Implementers: The State University of New York (SUNY), NDI, and IRI.

Support Democratic Local Government & Decentralization

Support Democratic Local Government and Decentralization (\$7,500,000 DA; \$10,000,000 ESF). USAID is providing assistance to provincial councils and other sub-national governments to define their roles and authorities vis-à-vis the national government; teach the basic skills needed to carry out these responsibilities (budgeting, planning, etc.); and improve service delivery of the sub-national governments. Principal Implementers: Associates in Rural Development Inc. (ARD) and International City Managers Association (ICMA).

FY 2007 Program

SO: 306-006 A Democratic Government with Broad Citizen Participation

Establish & Ensure Media Freedom & Freedom Of Information

Establish and Ensure Media Freedom and Freedom Of Information (\$3,000,000 ESF). USAID will continue to emphasize financial sustainability through the production of marketing plans, the use of customer surveys, and increased fees for services. The aim is to consolidate the gains made to date as the number of viable radio markets shrink with the increase in radio stations. Television production will be examined, but given the low percentage of homes with televisions and the uncertainty of electricity supply, assistance to television production currently is undecided. Principal Implementer: TBD.

Strengthen Civil Society

Strengthen Civil Society (\$5,000,000 ESF). USAID will continue to support training and small grants to civil society organizations to increase their ability to advocate for the interests of Afghan citizens. Building the capacity of NGOs to efficiently manage themselves both in administration and finance will continue to be a priority. The small grant program will continue with at least 50% of such grants reserved for NGOs addressing women's issues. Principal Implementer: Counterpart International.

Strengthen Democratic Political Parties

Strengthen Democratic Political Parties (\$7,000,000 DA; \$3,000,000 ESF). USAID support will address topics such as party management, voter outreach programs, coalition building, democratic self-management, and financial campaigns. Support will be aimed at Members of Parliament and Members of the Provincial Councils. This activity will liaise closely with the Legislative/Legal Framework and Local Government/Decentralization activities. Principal Implementer: IRI and NDI.

Strengthen the Justice Sector

Strengthen the Justice Sector (\$12,000,000 DA). USAID will continue to support justice sector infrastructure improvements, judicial education, court administration, and civic education. Specialized training on the rights of women and children will be offered to more advanced judges to form a cadre within the judiciary equipped to deal with such issues. Principal Implementers: MSI and Checchi.

Strengthen the Legislative Function/Legal Framework

Strengthen the Legislative Function/Legal Framework (\$1,000,000 DA; \$4,000,000 ESF). USAID will continue to support the development of the Parliament and training programs for Members of Parliament. USAID's focus will be on improving the structures and functions of committees and sub-committees and promoting understanding and mastery of the budgetary process. Principal Implementer: SUNY.

Support Democratic Local Government & Decentralization

Support Democratic Local Government and Decentralization (\$5,000,000 DA; \$14,000,000 ESF). USAID will continue to support sub-national governments to improve their effectiveness and service delivery. The provision of provincial level services will become a target of intervention, with health, education, and urban waste and waste-water management as the principal foci. Principal Implementers: ARD and ICMA.

FY 2006 Program

SO: 306-007 A Better Educated and Healthier Population

Achieve Equitable Access to Quality Basic Education

Achieve Equitable Access to Quality Basic Education (\$35,762,000 DA; \$7,877,000 ESF; \$21,500,000 ESF Prior Year Supplemental). The Afghanistan Primary Education Program is continuing to work in accelerated learning, reintegrating out-of-school children into the formal educational system. School construction and rehabilitation activities are providing students access to education facilities. The new Basic Education Project (BEP) is providing training for primary school teachers in subject matter and modern teaching practices; capacity building for the MoE to develop systems that support and sustain quality teaching; and support for annual printing and distribution of textbooks. USAID is also implementing a Community-Based Education Project (CBEP) to expand and improve the quality of community-based education where government schools are not available. The Literacy for Community Empowerment and Integrated Skills (L-CEIS) program is supporting the development of a flexible and adaptable approach to literacy, numeracy, and life skills. Principal Implementers: Creative Associates Inc. International and the Education Development Center.

Improve Child Survival, Health & Nutrition

Improve Child Survival, Health and Nutrition (\$33,808,500 CSH; \$6,000,000 ESF; \$2,415,000 CSH Prior Year Unobligated; \$7,370,099 ESF Prior Year Unobligated; \$12,475,901 ESF Prior Year Supplemental). In conjunction with building the capacity of the MoPH, the Rural Expansion of Afghanistan's Community-based Healthcare Program (REACH) is emphasizing improved access to basic health services in 13 provinces, capacity building for health workers, community health education, and community involvement and empowerment. USAID is supporting the United Nations Children's Fund and the World Health Organization to conduct polio and measles immunization campaigns and maintain polio surveillance. Additionally, USAID is assisting the National Program for Action on Disability to effectively advocate and provide services to persons with disabilities. Principal Implementer: Management Sciences for Health (MSH) and others To Be Determined (TBD).

Improve Maternal Health & Nutrition

Improve Maternal Health and Nutrition (\$7,640,500 CSH; \$4,000,000 ESF; \$7,175,000 ESF Prior Year Supplemental). USAID is undertaking behavior change activities to increase knowledge, access, and use of services by women for an improved health status for the entire family. The MoPH is continuing to receive technical assistance in diagnosis, treatment, and surveillance of tuberculosis. REACH is continuing to support capacity building for health workers, including midwives and female community health workers, and quality improvement at all levels of the health service delivery system. Principal Implementer: MSH and others TBD.

Increase Capacity of Higher Education to Contribute to Development

Increase Capacity of Higher Education to Contribute to Development (\$14,000,000 ESF; \$9,200,000 ESF Prior Year Supplemental). USAID is continuing support for the National Women's Dormitory and the American University of Afghanistan (AUAf). Since AUAf construction is financed by other donors, future USAID funding will primarily support operating expenses and equipment. The new Higher Education Project (HEP) will begin to provide training to improve teacher education for future secondary school teachers at 16 four-year post-secondary institutions. Principal Implementers: The Asia Foundation and United Nations Office of Project Services.

FY 2007 Program

SO: 306-007 A Better Educated and Healthier Population

Achieve Equitable Access to Quality Basic Education

Achieve Equitable Access to Quality Basic Education (\$28,000,000 DA; \$33,000,000 ESF). USAID will continue the BEP, CBEP, and L-CEIS activities. School construction and rehabilitation activities will continue to provide students access to education facilities. Principal Implementer: TBD.

Improve Child Survival, Health & Nutrition

Improve Child Survival, Health and Nutrition (\$25,384,000 CSH; \$25,384,000 ESF). USAID's health program will continue to support provision of basic child health services with increased management and oversight from MoPH. Health worker capacity building and health system quality improvement will continue to be supported through USAID implementers. Behavior change activities initiated in FY 2006 will continue to improve family knowledge, access, and use of services for improved child health. The MoPH will receive support from USAID implementers in the management of NGO service delivery grants and contracts. Principal Implementer: TBD.

Improve Maternal Health & Nutrition

Improve Maternal Health and Nutrition (\$17,416,000 CSH; \$10,116,000 ESF). USAID will continue to support health worker capacity building, prioritizing recruitment and training of female health workers and health system quality improvement. Behavior change activities will continue to target family and community decision makers. USAID will address issues related to gender in all programs to increase use of health services by women. Principal Implementer: TBD.

Increase Capacity of Higher Education to Contribute to Development

Increase Capacity of Higher Education to Contribute to Development (\$12,000,000 ESF). The key component will be the continuation of the HEP to support university-level teacher education and faculty development. Support will continue for the National Women's Dormitory and the AUAf. Principal Implementer: TBD.

Results Framework

306-001 Re-establish Food Security
Program Title: Agriculture and Alternative Livelihoods

306-002 Create Conditions for Stability
Program Title: Basic Education and Health

306-003 Rehabilitate Afghanistan as a Nation-State
Program Title: Infrastructure, Economy & Democracy

306-004 Program Support
Program Title: Enhanced Mission Development Results

- 4.1: Improved Environment for Development
 - 4.1.1: Local Stability Programs Supported
 - 4.1.2: Conflicts in Border Areas Reduced
 - 4.1.3: Security Information Widely Distributed
- 4.2: Reinforced Sector Programs
 - 4.2.1: Innovative Approaches Adopted
 - 4.2.2: Public and Private Sector Capacity Expanded
- 4.3: Program Development and Learning Supported
 - 4.3.1: Performance Monitoring, Evaluation, Analyses, and Reporting Enhanced
 - 4.3.2: Information Sharing and Donor Coordination Increased
 - 4.3.3: Program Designs Improved
 - 4.3.4: Integration of Special Interests Addressed

Discussion: PMP has not been approved yet.

306-005 A Thriving Economy Led by the Private Sector
Program Title: Economic Growth

- 5.1: Accelerated Growth in the Rural Economy
 - 5.1.1: Market-led Agricultural Production in Targeted Areas Increased
 - 5.1.2: Alternative Livelihoods in Target Areas Increased
 - 5.1.3: Renewable Natural Resources Management Improved
- 5.2: Increased Incomes through Economic Growth
 - 5.2.1: Economic Policy and Governance Improved
 - 5.2.2: Financial Sector Contribution to Economic Growth Enhanced
 - 5.2.3: Participation in Global Trade and Competitiveness Increased
- 5.3: Improved Physical Infrastructure Essential for Economic Growth
 - 5.3.1: Access to Reliable, Affordable Energy Services Expanded
 - 5.3.2: Road Networks Expanded
 - 5.3.3: Telecommunications Services Built

Discussion: PMP has not been approved yet.

306-006 A Democratic Government with Broad Citizen Participation
Program Title: Democracy and Governance

- 6.1: Enhanced Rule of Law
 - 6.1.1: Citizens' Awareness of Legal Rights and Operation of the Judicial Sector Increased
 - 6.1.2: Formal Court System Improved
 - 6.1.3: Institutional Capacity for Lawmaking Strengthened

- 6.2: Strengthened Election and Political Processes
 - 6.2.1: Non-violent, Participatory, and Fair Elections Ensured
 - 6.2.2: Democratic Political Coalitions and Groupings Ensured
- 6.3: Strengthened Institutions for Good Governance
 - 6.3.1: Office of Presidency Operations Enhanced
 - 6.3.2: Policies and Procedures for National Assembly Developed
 - 6.3.3: Democratic Local Governance Supported
- 6.4: Increase Presence and Performance of Civil Society
 - 6.4.1: Legal and Regulatory Framework Improved
 - 6.4.2: Capacity of Civil Society Organizations Increased
 - 6.4.3: Free, Balanced, and Independent Media Developed

Discussion: PMP has not been approved yet.

306-007 A Better Educated and Healthier Population
Program Title: A better educated and healthier population

- 7.1: Improved health of women of reproductive age and children under five
 - 7.1.1: Access to Basic and Secondary Health Services Expanded
 - 7.1.2: Ability of Individuals, Families, and Communities to Protect their Health Increased
 - 7.1.3: Quality of Health Services Systems Improved
 - 7.1.4: Utilization of the Private Sector for Health Services and Products Increased
- 7.2: Increased Access to Quality Education
 - 7.2.1: Teacher Competency Improved
 - 7.2.2: Systems to Support and Sustain Competent Teaching Strengthened
 - 7.2.3: Facilities, Equipment, and Teaching Materials Enhanced

Discussion: PMP has not been approved yet.