

### Girl Raped in Revenge for Her Brother's Crime in Kapisa

KABUL - A young girl has been raped by a boy whose sister was allegedly raped by the girl's brother a while back in northeastern Afghanistan. Saifoarah Kohistani, director of the directorate of women affairs in Kapisa province says that the rapist has been detained and introduced to judiciary for legal ... (More on P4)...(15)

### Pajhwok-Sponsored Event on Evaluating Peace Drive Begins

KABUL - Sponsored by Pajhwok Afghan News, a day-long conference on evaluating the reconciliation process got under way in Kabul on Sunday morning. Political analysts, representatives of civil society groups and High peace council officials are attending the event at Safi Landmark. The ... (More on P4)...(16)

#### Islamic Republic of Afghanistan: Ministry of Rural Rehabilitation & Development (MRRD): National Solidarity Program (NSP) Request for Expressions of Interest (REoI) For International Individual Consultant: Operations Advisor (Reference # MRRD/NSP III/CN/114)

Country: Afghanistan
Ministry: Ministry of Rural Rehabilitation & Development (MRRD)
Type: Individual (International) Consultant
Project ID: P117103
Grant #: TF 098459-AF or any other NSP grant as may be available
Issue Date: 31st August, 2015
Closing Date: 14th September, 2015

#### I. General Introduction:

The National Solidarity Program (NSP) is the largest of the Afghanistan Government's national priority programs and is one of the largest community driven development program in the world. The Program is implemented by the Afghanistan Ministry of Rural Rehabilitation and Development (MRRD) and currently into its 13th year and 3rd phase. NSP consists of four core elements:

- Facilitation at the community level to assist communities establish inclusive community institutions known as Community Development Councils (CDCs);
Building the capacities of CDC and community members;
Providing direct block grant transfers to fund approved subprojects; and
Linking CDCs to government agencies, NGOs, and donors to improve access to services and resources.

#### III. Roles and Responsibilities for the Stated Position

##### A. NSP Strategic & Operational Framework:

- Assist the Director of Operations in strategic management of the programme by outlining long, medium and short term programme implementation plans - this includes, but is not limited to, advising on the design of future phases of NSP and special projects, roll-outs and overall budgets and work plans.
Support the operations directorate in the last year of NSP III implementation, closing and ensure that all operational issues are flagged and resolved in a timely manner.
Compile data, monitor, analyze and report to the NSP management on adherence to the NSP III closure plans. Make revisions to the work and budget plans as per actual implementation progress on the ground.
Support NSP management to prepare the Client's (MRRD's) Implementation Completion Report (ICR) for the NSP III.
Support the Operations Directorate in finalizing operational level plans for a possible NSP Phase Four ("NSP IV") and assist in preparing the various operations manuals and documentations for the same;
Work closely with the Director of Operations in preparing, reviewing and providing feedback on proposed policies, proposals and project documents submitted to the Directorate of Operations; provide key inputs and where necessary lead on the development of similar items by the Directorate of Operations.
Analyze the operational components of the program and highlight and analyze strengths and challenges in an on-going manner; develop comprehensive recommendations upon request to the Director of Operations on how to leverage the strengths and address the challenges.
Compile inputs from FPs and field offices and prepare Operational Manual revisions for NSP III if required, and work closely with the NSP departments and management to prepare the new Operational Manual for NSP IV.
On behalf of the Director of Operations, contribute to the design, implementation oversight and reporting of stand-alone sub-programs within the NSP such as IFAD-CLAP, CASA-CSP and others as may be required.

- On behalf of the Directorate, facilitate (or support the facilitation of) working groups on key operational/implementation issues.
Upon request, review, analyze and provide comments and inputs to relevant papers, studies and evaluations on behalf of the Director of Operations, and assist to ensure that evaluation studies are better disseminated.
Support Department Heads, where necessary, in management of new and/or urgent initiatives within the departments especially those requiring no-objections from donors and/or prior/post reviews.

##### B. NSP overall management

The advisor does not have staff management functions but will perform an advising and supporting function to the Director of Operations with regard to overall implementation and operations of NSP; she/hemayrepresent the Director of Operations in management functions as and when directed to do so.

- Assist the Director of Operations in contracts management of consultancy firms contracted by the NSP/MRRD. This will include but not be limited to consultancies for evaluations/ studies, the NSP's FMA, the contract for preparation of CDC training packages, etc.
Support the Directorate in compiling FP, departmental/office work plans and preparing a master NSP work plan for each new fiscal year.
Prepare the annual budgets for the NSP for each new fiscal year.
Assist the Directorate to ensure that the implementation of the work plans is monitored and that the plans are updated/ revised to suit the changing dynamics of the Program.
Assist the Director of Operations in analyzing the overall outputs of the different NSP departments and offices against agreed performance indicators.
Analyze, in coordination with relevant departments and offices, what aspects of the NSP operational policies/procedures are not currently being implemented, the reasons why and make recommendations on what should be done to either make them applicable to the different stakeholders or to enforce them.
Support the recruitment of new staff for the Directorate, and of senior staff at departmental/office level and assist in their induction as required.
Assist the Director of Operations in capacity building of senior staff in select areas relevant for the wider Directorate.
C. Other elements
The Advisor is not expected to primarily work on day-to-day issues, but will provide the required support and assistance to the Director of Operations on ad-hoc issues when required.
Assist the Director of Operations in preparing presentations and papers for external stakeholders and in delivering such briefings as required.

##### V. Qualification Requirements:

Academic Qualifications: At a minimum, a master's degree in international/rural/community development, project management, agricultural economics and/or a related field is required. A PhD in a relevant field is preferable.

Work Experience: A minimum of 6 years of direct operations/ management experience in large development programs is required. At least 2 years in development programs related to CDD, local government, working in high risk areas, rural development and/or service delivery etc. At least 2 years of working in Government at senior/advisor levels is required. Prior experience in Afghanistan is considered preferable.

##### Address of Focal Person for Enquires and Submission of EoIs:

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## Outlook Horoscope

### Aries (Mar. 22-Apr.20)



Taking your inner child out for ice cream today offers you an unexpected opportunity to mend a past wound. Reconnecting with your innocence gives your creativity a chance to soar to new heights. Your simple intention might be to have fun, but the activation of old memories fixes something you didn't even know was broken. There are very few sorrows that cannot be healed.

### Taurus (Apr.21-May 20)



You intuitively know when to be serious and when to lighten the mood today. However, it's tougher to decide when you should share what's in your heart and when you are better off just listening to others. In the final analysis, it really doesn't matter whether you stay close to home or lose yourself in the crowd, you are a pillar of strength for your best friends.

### Gemini (May 21-June 20)



You may be motivated to volunteer your assistance for a community event today. Moving projects along quickly is your specialty and although your involvement is truly about a larger cause, you can't help but be noticed. Your intuition is on point; you know what people need now even before they do. Think of yourself as a spokesperson for the voiceless and use your moment in the sun to speak up on behalf of others.

### Cancer (June 21-July 20)



A thorough reassessment of your philosophical beliefs could lead to a dramatic boost in your self-esteem. However, you might be disheartened today because you're not getting what you need from your current religious or spiritual practice. You want to grasp the meaning of life in your hands, but you're looking for it in all the wrong places.

### Leo (July 21-Aug. 21)



You're looking good, Leo, but you're not necessarily feeling it on the inside. Thankfully, Venus and Mars are busy flirting in your sign, prompting you to show off your charisma and demonstrate your charm. Although you can easily mislead others, there's no point in fooling yourself if you don't know where you're going in your relationship life.

### Virgo (Aug. 22-Sep 22)



You can't continue on the same trajectory and keep expecting different results. Stop struggling because it's time to let go and heal; however, you're not going to solve all your problems in one day. Instead, trust your intuition when it comes to relationships. Set aside your rational approach so you can look at love from a different angle now. Adopting a more spiritual slant reveals possibilities you never even knew existed.

### Libra (Sep 23-Oct. 22)



The mind-body connection is so palpable now that every thought you have affects your physical health. Happily, you probably feel great as long as you maintain a positive mindset. However, the bad news is that too much worrying can make you sick. Improving your self-confidence through meditation actually strengthens your immune system rather than depleting it.

### Scorpio (Oct.23-Nov.22)



The atmosphere is tingling with an anticipation that you will show up and perform. However, you're not necessarily in the mood to put on a song and dance for a crowd. Instead, you might be happier sharing your true feelings, even if it's not on the program now. Remember, your authenticity is one of your greatest strengths.

### Sagittarius (Nov.23-Dec.20)



You're tempted to play the martyr card today if someone in your immediate environment is in need of extra personal care. Naturally, assisting a loved one can be part of a higher calling, but it's still crucial to pay attention to your hidden motives. These challenging circumstances are not about engineering a noisy demonstration. Do it for the personal satisfaction you earn, and not for the recognition.

### Capricorn (Dec.21-Jan19)



You may be unhappy about something today but you're unable to tie your feelings up into a nice and tidy package. Unfortunately, others won't be able to rush to your rescue because they are too busy with their own lives to read your mind. Nevertheless, don't give up just because you can't get your ideas across perfectly. Your words don't have to be perfect to serve their purpose.

### Aquarius (Jan 20-Feb.18)

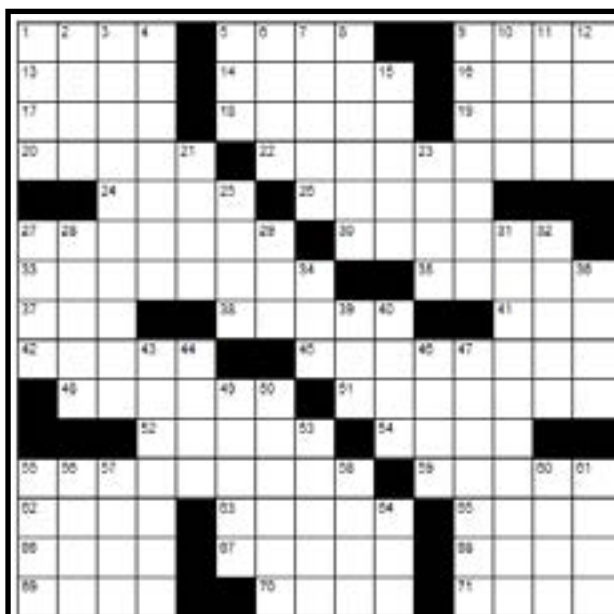


Your self-esteem is intrinsically entangled with your material possessions now. You might believe that the more you lavish tokens of your affection upon someone, the more they will love you. However, it doesn't matter whether you're on the giving or receiving end, all the gifts in the world won't bring you the emotional satisfaction you seek.

### Pisces (Feb.19-Mar.20)



Turning the tables by identifying yourself as a survivor instead of a victim is a necessary step to taking charge of your life. Quit waiting for Superwoman to save the day when you are the one with the power to heal yourself. Buddha said that life is suffering and your heightened sensitivity puts you in touch with your compassionate nature. You can't escape the worries of the world when you care as deeply as you do.



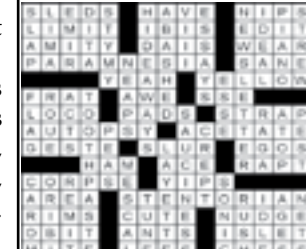
#### Across

- 1. Tibetan monk, 5. Forearm bone, 9. Varieties, 13. Colored part of an eye, 14. Violent disturbances, 16. List of options, 17. Speech disorder, 18. A tart fruit, 19. Chick's sound, 20. Luxury boat, 22. People with the same name, 24. Hearing organs, 26. Weight loss plans, 27. An Irish girl, 30. An unstable situation, 33. Hampered, 35. Leases, 37. Genus of macaws, 38. Banquet, 41. By means of, 42. Prison-related, 45. Reflexive form of "you", 48. Generator, 51. Easily cracked or fractured, 52. Thermionic tube, 54. A flat mass of ice, 55. Handcuffing, 59. Nobles, 62. Black, in poetry, 63. People who accomplish, 65. Role, 66. Dispatched, 67. Japanese wrestlers, 68. Decorative case, 69. Away from the wind.

#### Down

- 1. Easter flower, 2. Operatic solo, 3. Assortment, 4. Paving material, 5. Website address, 6. Mortgage, 7. Bedouin, 8. Nuclear, 9. Stalemate, 10. Scallion, 11. Leg joint, 12. Dines, 15. Contemptuous look, 21. Tall woody plant, 23. Blend, 25. Slave, 27. Fellow, 28. Rowed, 29. Born as, 31. Habitual, 32. Motionless, 34. 24 hours, 36. Not in danger, 39. Weep, 40. Territory, 43. A moderately slow tempo, 44. Nonclerical, 46. Small brook, 47. Hunched, 49. Casts, 50. Loathsome, 53. Colonic, 55. Plateau, 56. Cain's brother, 57. Not a single one, 58. Hot rum drink, 60. Percussion instrument, 61. Anagram of "Ties", 64. South southeast,

#### Yesterday's Solution



beer, bleach, bloom, brawn, business, catch, cloud, crisis, demand, desire, discipline, domestic, ejection, engine, field, fleet, heaven, level, lode, nave, optimist, ought, patch, peek, plenty, privation, public, punch, recall, scar, secure, side, sire, tackles, teacher, yeas,

