

**Afghanistan:  
“One UN – One Programme”**



**1 January 2018 – 31 December 2021**

**Submitted to H.E. President Mohammad Ashraf Ghani  
21 November 2017**

## Introduction

In 2016, the Islamic Republic of Afghanistan (GoIRA) launched the Afghanistan National Peace and Development Framework (ANPDF) to carry the country forward from 2017 to 2021. The United Nations Mission in Afghanistan (UNAMA) and the United Nations Agencies, Funds and Programmes (hereafter 'UN agencies') recognize the ANPDF, and the development planning system that underpins it, as the single coordinating structure for development assistance. This comprehensive framework serves to focus all development assistance to Afghanistan around the priorities of the GoIRA, ensuring that Afghanistan's development is Afghan led and owned. The ANPDF addresses Afghanistan's legacy by identifying the development challenges of the population, and describing GoIRA's roadmap for ensuring peace and security, and ending poverty and achieving self-reliance. While the ANPDF recognizes that realizing these goals will take longer than a single generation, it serves to "begin the long journey to prosperity."

The ANPDF notes the establishment of Development Councils, each of which are the custodians of one or more of the ANPDF's ten National Priority Programmes (NPPs).

The UN recognizes that there are significant challenges in all spheres, from the political to the economic, human resourcing capacity to institutional structures. Indeed, to date, the UN has organized its work under the auspices of the UN Development Assistance Framework (UNDAF), with a number of pillars aiming to contribute to a comprehensive set of outcomes. The approach was standard in that it centred on what UN agencies are expected to do or aspire to achieve in such a context.

When speaking about the situation in Afghanistan, the United Nations Secretary-General has recently noted that the UN's development assistance, "needs to be aligned closely with the Afghanistan National Peace and Development Framework while reflecting the global objectives of the United Nations, in particular the 2030 Agenda for Sustainable Development." The Secretary-General encourages the UN in Afghanistan to embody a New Way of Working that will enable it to be a partner that provides support in a way that is more strategic, collective, transformative, and efficient.

In light of the ANPDF, inspired by President Ghani's expectation that the UN deliver jointly as one under the Government's leadership, and given the Secretary-General's call for reform, the UN in Afghanistan has undertaken a comprehensive review of its work. This analysis has shown that 90% of the money spent by UN agencies focuses on five thematic areas: education; food security, nutrition and livelihoods; health; return and reintegration; and rule of law. An additional 1% of resources is dedicated to a sixth thematic areas, i.e. the UN's normative work, including human rights advocacy and protection, and promoting international regulations and guidelines.

Together with government counterparts UN agencies have identified how their work in the six thematic areas contributes to outcomes that the NPPs strive to achieve. Four of the six are largely focused on Poverty Reduction, Social Inclusion, Economic Growth and Job Creation, with the central pole being the Citizens' Charter and the Agriculture Development Programme. The area of Rule of Law supports different parts of the ANPDF, including governance, social capital and nation building. The UN's normative agenda supports the Government to achieve its key commitments, particularly in the area of workers' rights, child rights, gender equality and governance and meeting its obligations to international instruments, regulations, guidelines, and protocols. All in all, there is a strong degree of clustering around common objectives, outcomes and accountabilities.

This paper proposes a "One UN - One Programme: 2018 - 2021" that is based on past performance, available resources and those foreseen to be available in the future. In other words, the focus is on what UN agencies can actually deliver. Further, UN agencies do not see their role as supporting all of the ANPDF, but rather to centre work

where the UN has a comparative advantage in technical capacity and resources. Given that the UN agencies' work is clustered in six thematic areas, this paper shows how these six thematic areas contribute to various NPPs within the ANPDF. The UN's work is to be conducted under the guidance of and in close coordination with the relevant Development Councils. For each of the six areas, the UN has two agency co-leads<sup>1</sup> who act as the main counterparts for the relevant Development Councils. "One UN – One Programme" outlines also how UN agencies will work as one and make more meaningful contributions to key areas, including capacity development. This paper serves as a basis for continuous dialogue to enable the UN to detail more clearly the UN's contribution to key development challenges facing the people of Afghanistan and, at the same time, to demonstrate how the UN works better as one team.

In preparing "One UN – One Programme," hard choices had to be made. In a setting such as Afghanistan, it is tempting to try to help address all or most of the challenges facing a country. Indeed, many donors or officials in government approach UN agencies with a wide range of offers or requests. But based on the thorough review of the UNDAF, the UN has noted where it added the most value and wishes to focus.

A case can be made that the UN system in Afghanistan has previously not paid enough attention to an exit strategy. Since March 2017 the UN has consciously adjusted to focus more on capacity building, on building self-reliance, and on enabling Afghanistan's youth, both those who have been forced to grow up abroad and those who have remained in Afghanistan, to take part in the transformation of their country. As an example of institutional capacity building, following President Ghani's alignment of the National Technical Assistance (NTA) and the Capacity Building for Results (CBR) pay scales, the UN has consciously and assiduously sought to reduce the number of advisors under the NTA. In the same vein, the UN is ever-more focused on hiring Afghans and empowering them to lead its work. UN agencies attribute an average of 14.5 per cent to personnel costs. For each international staff member hired, 12 Afghan nationals are employed by the UN providing a ratio that reflects the importance of and recognition for national knowledge and expertise for sustainable development. Following discussions with different stakeholders in August and September 2017, there is a more deliberate effort to articulate our exit strategy which is closely aligned to the ANPDF results framework, the NPPs and the Sustainable Development Goals. This provides a series of outcomes that align national and international goals and that provide the basis for an exit for the agencies involved. At the same time, the UN is committed to helping Afghanistan create the conditions for donors to increase their on-budget funding.

The proposed way of working heeds Afghanistan's policy planning and monitoring framework that the government is setting in place under the leadership of the Ministry of Finance, where the aid coordination team and development assistance database sit. Clearer communication by the UN about what it does, at what cost, to help Afghanistan meet key outcomes is central to this new, singular effort by UN agencies based in Kabul. The UN thereby aims to better support the Afghan owned and led development path. It also allows UN agencies to conduct a more rigorous and regular dialogue with Afghanistan's leadership, and in this way be held accountable for its work and that value it adds to enabling Afghans to meet their goal for peace, stability and prosperity.

---

<sup>1</sup> Thematic Area Co-leads: Education: UNESCO and UNICEF; Food Security, Nutrition and Livelihoods: FAO and WFP; Health: UNFPA and WHO; Normative: OHCHR and UN Women; Return and Reintegration: IOM and UNHCR; and, Rule of Law: UNDP and UNODC.

## **One UN - One Programme: 2018 - 2021**

This paper will now look at each of the six focus areas in “One UN – One Programme.” It seeks to show with more precision how UN agencies are working as one to deliver in a progressively more coherent way, under the leadership of the Government, through the ANPDF and under a mutual results framework. Joint programming is a key element wherever support can best be provided this way. The paper then presents a budget, outlines coordination, discusses monitoring and evaluation, puts forward the UN’s exit strategy, highlights strategic communications, and closes by charting the path forward.

The UN recognizes that there is a need to do more to report on the financial aspects of our work. UN agencies will intensify their engagement with the Development Assistance Database, led by the Ministry of Finance, to report on expenditures. This will also enable the Government of Afghanistan to assess the UN’s contribution to the national budget despite our expenditure being off budget. At the same time, by 30 June 2018, the UN plans to have in place a web site where any interested party can search and find key information about “One UN – One Programme.” The site will enhance transparency, and also include analyses of efficiency and effectiveness and enable viewers to compare our value with that of other parties, such as the private sector.

Readers looking for specific benchmarks might be disappointed: the UN has not developed these fully yet preferring instead to engage with Development Councils to align UN benchmarks with those of each NPP as they take hold. Afghan owned and Afghan led means that the councils should lead the way on benchmarks, and the UN stands ready to engage on this topic.

Finally, some readers, in particular those versed in “One UN,” might ask about one fund or one office. Given the size and scope of the UN’s work in Afghanistan some aspects of “One UN” would detract from the UN’s central focus, i.e. to help Afghanistan meet key development outcomes, and oblige it to become more process heavy. One fund in a setting where some twenty UN agencies deliver a \$1 billion or more per year could result in tensions, including between donors and agencies’ headquarters. Creating one office to replace the UN’s three main offices in Kabul would cost hundreds of millions of dollars, money better spent on programmes such as education and health care. Indeed the thrust of “One UN – One Programme” is to help the people of Afghanistan better than the UN has managed to date. Finally, Secretary-General Guterres has called on the UN to embody a “New Way of Working,” which demands that the UN is more decentralized, accountable, efficient, nimble and transparent. In so doing, it is hoped that the UN can also be more humble and live up to its stated purpose: to put people, communities and nations first and help enable them to reach their full potential.

## **Normative**

### **The challenge**

The ANPDF’s growth-focused development strategy is grounded in well-established norms, such as the principles of inclusivity and equality. It highlights the Government’s commitment to ensuring fair and equitable geographic, gender, ethnic, and social balance in national policies and programmes.

Through the ANPDF, the Government continues its progress on: eliminating poverty; supporting human capital; establishing the rule of law; and, ending corruption, criminality and violence – core areas that enable the full enjoyment of the constitutionally protected rights of every Afghan. In its work to achieve self-reliance and increase

the welfare of every Afghan, the ANPDF articulates a commitment to equality, inclusivity, non-discrimination and social justice, fundamental rights that are well established in international norms, treaties and standards.

The UN in Afghanistan supports the implementation of the ANPDF by working with the Government of Afghanistan to develop and ensure full implementation of legislation, policies and programmes which observe international norms and standards, including multilateral agreements. The UN in Afghanistan will continue its normative support to the Government of Afghanistan, with particular focus on education; food security, nutrition and livelihoods; health; return and reintegration; rule of law; and human rights advocacy and protection. While UN normative support to the Government is not resource intensive, its impact on the country's standing in the international community is extremely important, as it brings Afghanistan's policy and legal frameworks into the membership of states that adhere to globally accepted human rights, including in the environmental, labour, development and international security domains.

Norm and standard-setting and dissemination of public policy lessons and best practice are core responsibilities of the UN. There are universal norms that are mandatory for the Members States who ratified them as well as the UN itself, as well as sector-specific mandates for respective UN agency to act as custodians of specific norms. There are almost no alternatives or substitutes in other inter-governmental organizations (although some also developed human rights instruments) or in for profit providers (management consultancies and others) to the services provided by the UN in the field of normative work. All UN agencies contribute to one or more global norms and standards and, thus, engage in normative work.

As per Article 7 of the Constitution of Afghanistan, "The state shall observe the United Nations Charter, inter-state agreements, as well as international treaties to which Afghanistan has joined, and the Universal Declaration of Human Rights. The state shall prevent all kinds of terrorist activities, cultivation and smuggling of narcotics, and production and use of intoxicants". This article highlights the link between the global normative mandates of the UN and the commitments of the Government.

### **ANPDF approach to meeting the challenge**

The overarching goal of the ANPDF is to *reduce poverty and improve the welfare of the people (page 2)*. The ANPDF's plan to achieve self-reliance highlights the long-term goals of sustainable development: ending poverty through credible national budget processes; abolishing corruption; improved governance; organizational reforms and ensuring peace and stability. These priorities are aligned with Afghanistan's commitments to implement multiple international norms and standards as set forth in conventions, treaties, declarations and other normative instruments.

### **United Nations alignment with the ANPDF**

The UN will support the Government in achieving the following three outcomes

1. The internationally recognized human rights<sup>2</sup> of women and men, and girls and boys are respected, protected and fulfilled through compliance with international obligations, harmonization of national legislation and regular public reporting;

---

<sup>2</sup> Universal Declaration of Human Rights and the following Human Rights Treaties: International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, Convention against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment, Convention on the Elimination of All Forms of Discrimination against Women, International Convention on the Elimination of All Forms of Racial Discrimination, Convention on the Rights of the Child and its two Optional Protocols, Convention on the Rights of Persons with Disabilities. Human rights also encompass a range of norms

2. The Government of Afghanistan shapes national policies and programmes observing international norms and standards, including multilateral agreements and the Sustainable Development Agenda; and
3. Robust data, information and statistics management, in line with international standards, informs evidence-based decision-making across all sectors.

In particular, the UN's support will focus on specific aspects of the ANPDF:

- Section 2.4 and 2.5 Economic Outlook and Socio-Economic Outlook as it relates to the right to development, women's economic empowerment, and the ratification of the remaining ILO fundamental conventions and the Covenant on Civil and Political Rights (ICCPR) optional protocols; the work related to access to justice, commitments to human rights through such instruments as the EAW Law and adherence to the CEDAW convention; and efforts to deliver services including measures to combat corruption;
- Section 2.6 Women and Socio-Economic Development as they relate to the Covenant on Economic, Social and Cultural Rights (ICESCR) as well as other conventions, including CRC and CEDAW;
- Section 5 Development Strategy as it relates to countering narcotics as part of the Convention against Transnational Organized Crime and its Protocols; the right of all children and adolescents to receive information, education, and services regarding their sexual and reproductive health; and conventions on accountability of the justice system;
- Section 5.4 Social Capital and Nation Building as they relate to the justice system, application of rule of law, delivery of locally valued services, and valuing the country's cultural heritage for building 'national identity and sense of citizenship', all of which align with both the Covenant on Civil and Political Rights and the Covenant on Economic, Social and Cultural Rights;
- Section 5.5: Economic Growth and Job Creation, where the focus is on increasing labour productivity and human capital, which are aligned to ILO Conventions as well as other instruments, while addressing climate change;
- Section 5.6: Poverty Reduction and Social Inclusion as they relate to the ICESCR as well as other conventions, including CRC and CEDAW; and
- Section 6: Development Partnerships, noting that the ANPDF establishes a platform for cooperation with development partners and the international community to nationalize the SDGs and to strengthen accountability. Afghanistan's National Priority Programmes and Inter-Ministerial Councils are mandated to set normative mechanisms and monitor implementation of the SDGs, and to strengthen evidence-generation across all areas of activity.

## Budget

The UN agency resources allocated for programming in this thematic area are as follows:

- Actual for 2016:<sup>3</sup> \$8,033,961;
- Actual for 2017:<sup>4</sup> \$6,145,966; and

---

that include the rights of workers as enshrined in the ILO Conventions; International Humanitarian Law based on Afghanistan's ratification of the 4 Geneva Conventions and 2 of the 3 Additional protocols; Convention relating to the status of refugee and its 1967 Protocol; the Rome Statute of the International Criminal Court.

<sup>3</sup> UNICEF: \$2.5M; UNEP: \$0.5M; UNESCO: \$3.5M; OHCHR: \$0.26M; UNFPA: \$0.12M; and UN Women: \$1.2M. WHO contribution included under the Health section; UNHCR contribution included under the Return and Reintegration section; and the FAO contribution is included under the Food Security, Nutrition and Livelihood section.

<sup>4</sup> UNICEF: \$2.8M; UNEP: \$0.5M; UNESCO: \$1.5M; OHCHR: \$0.3M; UNFPA: \$0.2M; and UN Women: \$1.1M. WHO contribution included under the Health section; UNHCR contribution included under the Return and Reintegration section; and the FAO contribution is included under the Food Security, Nutrition and Livelihood section.

- Planned for 2018:<sup>5</sup> \$8.6 million.

## Relationship between stakeholders

All government institutions, as duty-bearers, are key partners for UN support to strengthen the Government’s adherence to its obligations and commitments under international conventions and other instruments of a binding or indicative nature. National civil society and international public, private and NGO sector stakeholders advance advocacy and accountability of the Government and the United Nations to meet global commitments. The key stakeholders for normative work, by category and role, are listed in Table 1 below.

**Table 1 – Key Stakeholders in the normative thematic area**

Stakeholder Category	Stakeholders	Role
<b>National Government</b>	CSO, MoPH and MAIL, MOJ, MOI, MOD MRRD, MoLSAMD, MoE, MoF, MoF, MoWA, National Medical Council, MoRR, Council of Minister’s Sub-Committee on Migration Affairs, DiREC, AIHRC, NEPA, ANSA	Decision-makers/funding
<b>Local Government</b>	Officials at province/district levels	Decision-makers/ implementing supporters and workers at different departments
<b>United Nations</b>	WFP, UNICEF, FAO, UNFPA, IFAD, UNDP, WHO, UN Women, UNAMA, UNESCO, UNODC, UNMAS, UNHCR, UNEP, UNIDO, ILO	Partnership/ policy/advocacy/ funding/complementing Implementers
<b>International Organizations</b>	World Bank	Partnership/ policy/advocacy/ funding/complementing Implementers
<b>NGOs</b>	Local and international NGOs	Partnership
<b>Academia</b>	Academics	Consultants
<b>Civil Society</b>	Community leaders, health volunteers, men, women, religious leaders, Human Rights Defenders	Participation, Monitoring, Advocacy, implementing partners
<b>Targeted Communities</b>	Citizens of Afghanistan or targeted populations for specific polici	Decision-makers/participants
<b>Service Provide Consortia</b>	N/A	N/A
<b>Retailers</b>	N/A	N/A

## Elements of One UN

UN agencies work closely with UNAMA to ensure that programming in support of government does the most to enable the Government to adhere to international conventions and to adopt international norms and standards. At the same time, UNAMA holds itself neutral when it comes to reporting on the Government’s and other actors’ adherence to international conventions such as those relating to human rights.

<sup>5</sup> UNICEF: \$2.5M; UNEP: \$1M; UNESCO: \$3.7M; OHCHR: \$0.25M; UNFPA: \$0.2M; and UN Women: \$1.2M. WHO contribution included under the Health section; UNHCR contribution included under the Return and Reintegration section; and the FAO contribution is included under the Food Security, Nutrition and Livelihood section.

## Action Plan

As all UN agencies contribute to the normative sector as part of their regular programmes, specific actions are included under the key thematic areas.

## Education

### The challenge

More than three decades of conflict have devastated Afghanistan's education system and completing primary school remains a distant dream for many children, especially in rural areas and for girls in the poorest and hardest to reach parts of the country. While the number of primary school students has jumped from just over one million in 2002, to over 9.6 million to date, an estimated 3.5 million children remain out-of-school.<sup>6</sup> Further, the majority of returnee children who attended secondary school in Iran and Pakistan before returning to Afghanistan in 2016 and 2017 remain out of school due to various barriers, including among others lack of absorption capacity, documentation and language.

Deeply rooted cultural norms, socio-cultural factors and traditional beliefs undermine girls' education. Girls continue to get married early (17 percent before the age of 15 years). Drop-out rates are high and 22 percent of children who are on the enrolment book are permanently absent in primary grades.<sup>7</sup> Insecurity in recent years has exacerbated these challenges with some parents worried about the safety of their children in school. There has been a recent warning that girls' enrolment may actually be declining.<sup>8</sup> Structural challenges hamper more access to education and improvements to the quality of education delivered and to students' learning outcomes. Inefficient resource management remains an area where greater support is needed; a recent assessment of the Ministry of Education's vulnerability to corruption identifies multiple areas where greater accountability and transparency are needed, for example in recruitment and procurement<sup>9</sup>.

### ANPDF approach to meeting the challenge

Within the framework of the ANPDF, the following National Priority Programmes (NPPs) contribute to the goals of the Education Sector (see details in Annex A):

- NPP 2: The Citizens' Charter and within it the basic package for education; and
- NPP 10: Human Capital Development, i.e. national programmes for education, vocational education, women's economic empowerment and social safety nets.

---

<sup>6</sup> As per NESP-III and Education Sector Analysis (ESA) 2016, the MoE estimates there are over 3.5 million children out of school children.

<sup>7</sup> All statistics taken from EMIS 2016, NESP III and UNICEF Education Fact Sheet 2017.

<sup>8</sup> Taken from the Human Rights Watch report, "I Won't Be a Doctor, and One Day You'll Be Sick" Girls' Access to Education in Afghanistan (2017).

<sup>9</sup>Independent Joint Anti-Corruption Monitoring and Evaluation Committee (MEC) (2017)



The NPPs guide the individual strategies and plans developed by the line ministries responsible for education. The Ministry of Education (MoE)'s National Education Strategic Plan 2017-2021 (NESP III) has been developed under NPP10, and is the major document guiding UN and other partners' education programming. The NESP III contains the following three outcomes:

1. *Quality and Relevance of Education*: All learners are prepared to contribute to the welfare of society and equipped for viable employment in the labor market through increased knowledge, skills, attitudes and values needed to be productive, healthy and responsible citizens;
2. *Equitable Access to Education*: Increased equitable and inclusive access to relevant, safe, and quality learning opportunities for children, youth, and adults in Afghanistan, especially women and girls, but also including access to education for refugees and asylum seekers; and
3. *Efficient and Transparent Management*: Quality education services at national and sub-national levels are delivered transparently, cost-effective and efficiently.

A fourth outcome guiding the UN agencies' work in the sector derives directly from NPP 10 and is also linked to each of the three pillars of the NESP III outlined above:

4. Adolescents, youth and women are empowered and equipped with increased skilled-based, occupational literacy and life skills knowledge.

#### **United Nations alignment with the ANPDF**

The four outcomes under the education thematic area are expected to contribute to the common goal of the NESP III, to *prepare skilled and competent citizens through the education system to sustain Afghanistan's socio-economic development and social cohesion*. With the NESP III being the key strategic document for the education sector, UN agencies support the MoE to prepare and implement activities to meet each of its three pillars:

1. Improved quality and relevance of education;
2. Expanded and more equitable access to education; and
3. The strengthening of the efficiency and transparency of education management. In doing so, the UN agencies support the fulfilment of the two NPPs (Citizen Charter and Human Capital Development) with a focus on national education.

These outcomes also directly support the Government to meet Afghanistan's international commitment to planning, implementing, and monitoring progress towards meeting the Sustainable Development Goals (SDGs) by 2030. The MoE is designated as the lead government entity in Afghanistan for the achievement of **SDG4**, the education-specific SDG calling on signatory nations to *ensure inclusive and quality education for all and promote lifelong learning by 2030*. The Government's education activities also contribute to the attainment of SDG5: *Achieve gender equality and empower all women and girls*; and, SDG8: *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*.

#### **Capacity Development**

The focus of the United Nations' capacity development, to be collated and codified by the MoE in a plan for Cabinet approval, is to strengthen government systems to improve the delivery of essential services. There is a continued need for capacity development and systems strengthening at the national and sub-national levels within the education sector. The principal vector for capacity development is the provision of core technical assistance by the UN agencies with mandates specialized to education. UN in-country staff, backstopped by the UN's regional and

global offices, temporary international and national assistance (the latter fully harmonized to the Government's NTA guidelines), are the basis for the capacity support delivered to the Government's education ministries. This support is fully focused on specific initiatives aligned with priorities outlined in the ANPDF and NESP III.

## **Budget**

The UN agency resources allocated for programming in this thematic area are as follows:

- Actual for 2016:<sup>10</sup> \$34,479,435;
- Actual for 2017:<sup>11</sup> \$47,426,535; and
- Planned for 2018:<sup>12</sup> \$42.23M.

## **Relationship between stakeholders**

UN agencies active in the sector offer recognized expertise and a normative mandate to support Member States' work to strengthen their education systems. UN agencies are well placed in Afghanistan, present at national and sub-national levels covering nationwide initiatives and in at least 19 out of 34 provinces with key education programme activities. There is also a comparative advantage in being able to draw support from leaders, such as Special Envoy Gordon Brown, and technical expertise from reputable global, regional and national networks, both within and outside the UN system. The UN agencies are widely trusted technical partners in Afghanistan, and have recognized experience of working in close collaboration with partners to support MoE develop its NESP III, and in strengthening capacities of education institutions to deliver quality education at various levels through a mix of inter-linked development and humanitarian organizations. The UN agencies also bring financial management and procurement mechanisms that can allow it to support government to access donor funding where the risks are particularly high. This said, there is always room for improvement and the UN recognises that more could be done, better and faster, to ensure better outcomes for children wishing to access and complete quality education.

The key stakeholders for Education, by category and role, are listed in Table 2 below.

---

<sup>10</sup> UNICEF: \$28,582,638; UNESCO: \$5,574,585; UNFPA: \$0.1M; UNOPS: \$0.23M. IOM and UNHCR contributions are included under Return and Reintegration, and the WFP contribution is reflected in Food Security, Nutrition and Livelihoods.

<sup>11</sup> UNICEF: \$29,978,133; UNESCO: \$10,371,233; UNFPA: \$0.08M; UNOPS: \$7M. IOM and UNHCR contributions are included under Return and Reintegration, and the WFP contribution is reflected in Food Security, Nutrition and Livelihoods.

<sup>12</sup> UNICEF: \$33M; UNESCO: \$7M; UNFPA: \$0.13M; UNOPS: \$2.1M. IOM and UNHCR contributions are included under Return and Reintegration, and the WFP contribution is reflected in Food Security, Nutrition and Livelihoods.

**Table 2 – Key Stakeholders in Education**

Stakeholder Category	Stakeholders	Role
<b>National Government</b>	MoE, MoF, MoHE, MoLSAMD, MoPH, MoWA, MoF, MoRR, MRRD, MDoYA	Funding/Decision Makers
<b>Local Government</b>	Provincial and District Education Directorates	Decision Makers/ implementer supporters
<b>United Nations</b>	IOM, OCHA, OHCHR, UNAMA, UNESCO, UNFPA, UNICEF, UNIDO, UNOPS, UNHCR, WFP, WHO	Partnership/ Policy/Funding/Complementing Implementers/ Consultants/Advocacy
<b>International Organizations</b>	World Bank	Partnership/ Policy/Funding/Complementing Implementers/ Consultants/Advocacy
<b>NGOs</b>	Local and International NGOs	Partnership/Advocacy
<b>Academia</b>	Academics, Universities	Consultants
<b>Civil Society</b>	Community Leaders and Decision Makers	Participants
<b>Targeted Communities</b>	Recipients of the Education programme and their families	Decision Makers/participants
<b>Service Provider Consortia</b>	Telecommunications Firms, Mobile Money Agents	Consultants
<b>Retailers</b>	Associations, Producers, Logistics providers, Retailers	Partnership/participants in procurement

**Elements of One UN**

UNICEF acts as the focal point for development partners and donors when engaging the government on education. In addition, UNICEF, in collaboration with UNESCO, leads the education thematic area and has convened a dedicated working group to develop system-wide action related to equitable access to quality education, including gender equality, as well as coherence and complementarity between humanitarian and development programming.

In humanitarian settings, capacity building is geared towards strengthened emergency preparedness and response of partners in the sector at national and provincial levels. This includes information management, identification of needs and opportunities, advocacy and exploring strategic partnerships with initiatives such as the Citizens’ Charter to link humanitarian and development work. To strengthen development programming, UN agencies have also explored partnerships with entities such as the World Bank, bridging humanitarian action with mid- and longer-term programming.

**Action Plan**

Serial	Action	Responsibility	Deadline	Remarks
1	MoE is supported to ensure: All learners are prepared to contribute to the welfare of society and equipped for viable employment in the labor market through increased knowledge, skills, attitudes and values needed to be productive, healthy and responsible citizens.	MoE, UNICEF, UNESCO	2021	NESP III objective (NPP2)

Serial	Action	Responsibility	Deadline	Remarks
2	MoE is supported to ensure: Increased equitable and inclusive access to relevant, safe, and quality learning opportunities for children, youth, and adults in Afghanistan, especially women and girls.	MoE, IOM, OCHA, UNESCO, UNHCR, UNICEF, WFP, WHO	2021	NESP III objective (NPP2)
3	MoE is supported to ensure: Quality education services at national and sub-national levels are delivered transparently, cost-effective and efficiently.	MoE, UNICEF, UNESCO	2021	NESP III objective (NPP2)
4	Human Development Council members supported to ensure: Adolescents, youth and women are empowered and equipped with increased skilled-based, occupational literacy and life skills knowledge.	MoE, MoLSAMD, MoHE, MoF, MoEc, MoPH, CSO. MoWA, IOM, UNFPA, UNESCO, UNICEF, UNIDO, UN WOMEN	2021	Contributing to the 3 NESP III pillars (NPP10)

## Food Security, Nutrition and Livelihoods

### The challenge

There are eight broad challenges that are driving food insecurity, undernutrition, and poor livelihoods in the country:

1. Protracted conflict;
2. Climate change and natural disasters;
3. Demographic shifts;
4. Gender disparities;
5. Limited productive employment and decent work opportunities;<sup>13</sup>
6. Transparency and accountability concerns;
7. Poor livelihood infrastructure; and
8. High illicit crop dependency.<sup>14</sup>

The problems of food insecurity,<sup>15</sup> undernutrition,<sup>16</sup> and limited livelihoods<sup>17</sup> are linked in a negative, self-reinforcing cycle: food insecurity and undernutrition make it difficult for people to engage fully in livelihoods, while the lack of adequate livelihood opportunities undermines their ability to meet their food and nutrition needs. This negative cycle can create desperation, impede economic growth and development, and contribute to instability.

<sup>13</sup> According to the Afghanistan Living Conditions Survey 2016-2017, the unemployment rate in Afghanistan is 35%.

<sup>14</sup> Opium poppy cultivation provides daily wage labour for an estimated 47 million person-days or an equivalent of 235,100 full time jobs (Afghanistan Opium Survey, UNODC, 2016).

<sup>15</sup> According to the Seasonal Food Security Assessment 2017, the national food security situation is deteriorating, with 37% of the population now food insecure.

<sup>16</sup> According to the National Nutrition Survey 2013, 41% of children under the age of 5 are stunted, 9.5% are wasted, and 25% are underweight.

<sup>17</sup> Over 34 percent of the working-age population are either unemployed or underemployed (CSO 2015/16), and the average income of vulnerable families selling livestock and agricultural products is only USD 800 per year (USAID 2016).

## **ANPDF approach to meeting the challenge**

The ANPDF commits Afghanistan to a path of self-reliance, with a focus on sustainable job creation with concomitant improved welfare and poverty reduction. For private sector employment, the ANPDF approach to job creation is to build efficient and competitive markets, enabling SMEs, particularly export and domestic focused Afghan-owned firms, and encouraging domestic and international investments, including by aligning training and education with private sector requirements.

Recognizing that human capital drives economic growth, the ANPDF aims to improve workforce quality by investing in preventative and curative health, including nutrition, and providing a basic package of health services. While acknowledging that the country cannot yet afford large-scale social protection systems, the ANPDF calls for carefully targeted and professionally managed assistance for the most vulnerable, including those who cannot access sufficient nutritious food, and a gradual transition towards safety nets. For agriculture-based livelihoods, the ANPDF emphasizes expanding irrigation and wheat production through water management, a national wheat programme, livestock management, value chains, strategic grain reserves, and agroforestry and reforestation. The ANPDF raises a special concern about the impacts of climate change on agriculture-based livelihoods and emphasizes the importance of disaster risk reduction and natural resource management to address this challenge.

## **United Nations alignment with the ANPDF**

UN programmes are presented by agency, NPP and outcome in Annex B that contribute to the achievement of the following outcomes:

1. Food insecure populations, including crisis-affected people, have improved access to safe, nutritious and sufficient food all year round;<sup>18</sup>
2. Vulnerable groups, in particular children under five years, adolescent girls, and women of reproductive age, have improved nutritional status;<sup>19</sup>
3. Small-scale subsistence farmers, including women, nomads, and pastoralists have improved sustainable crop and livestock production and productivity and increased access to markets;<sup>20</sup>
4. Rural communities and authorities have enhanced resilience to climate-related disasters;<sup>21</sup> and
5. People have improved private sector-led opportunities for income, employment and trade, including through value-added activities and value chains.<sup>22</sup>

## **Capacity Development**

The UN's strategy for food security, nutrition and livelihoods is to develop the individual, organizational and enabling capacity within government and non-government actors to support the implementation of the ANPDF NPPs and contribute to achieving SDGs 1, 2, 5, 6, 8, 12 and 15. The capacity building strategy will outline specific initiatives at national, subnational and community levels to create demand and delivery of quality food, nutrition and livelihood services and develop guidelines (standard operating procedures, strategies, training packages, and communication materials). Institutions to benefit from capacity building include officials from: ministries, district

---

<sup>18</sup> ANPDF Human Capital NPP; ANPDF Citizens' Charter NPP; and, AFSeN.

<sup>19</sup> ANPDF Human Capital NPP; ANPDF Citizens' Charter NPP; National Health Strategy; National Public Nutrition Strategy; Nutrition Promotion Strategy.

<sup>20</sup> ANPDF National Comprehensive Agriculture NPP.

<sup>21</sup> ANPDF National Comprehensive Agriculture NPP; and, NRM.

<sup>22</sup> ANPDF strategies for growth in SMEs and export production under the Private Sector Development NPP; ANPDF Citizen's Charter NPP; and, ANPDF Women's Economic Empowerment NPP.

governors' offices, municipalities and district line departments, community development councils and their sub-committees, farmers and small and medium entrepreneurs.

The strategy foresees developing institutional, technical and financial capacity at the national and sub-national levels in order to, in the first instance, coordinate and monitor the implementation of food security, nutrition and livelihood programmes. Key elements of this effort will be to provide technical assistance to the Government to establish the required regulatory framework and strategy and promote the transition from livelihoods to productive employment and decent work. UN agencies will support the change in the role of the state from a direct provider of services to an enabler and regulator of local service delivery by the private sector and non-state actors.

## Budget

The UN and GoIRA partnership in this area supports economies of scale, staff and operational savings, and bring benefits that are greater than the sum of its parts. Further, the participating agencies' core budgets bring predictable multiyear financial resources and staffing to support a combination of immediate humanitarian response and long-term development to help the country move from conflict to peace, reduce poverty and improve peoples' welfare.

The UN agency resources allocated for programming in this thematic area are as follows:

- Actual for 2016:<sup>23</sup> \$63,614,658;
- Actual for 2017:<sup>24</sup> \$118,000,125; and
- Planned for 2018:<sup>25</sup> \$154M.

## Relationship between stakeholders

The key stakeholders for food security, nutrition and livelihoods, by category and role, are listed in Table 3 below.

**Table 3 – Key Stakeholders in Food Security, Nutrition and Livelihoods**

Stakeholder Category	Stakeholders	Role
<b>National Government</b>	CEO, MoPH, MAIL, MoLSAMD, MRRD, MoWE, MoF, MoFA, MoE, MOCI, MoEC, MoJ, MoWA, ANDMA, DiREC, IDLG, CSO	Funding and Decision Makers
<b>Local Government</b>	Provincial and District Offices in Ministries and Governors' Offices (see above)	Decision Makers/ implementing supporters and workers at different Departments
<b>United Nations</b>	FAO, ILO, IFAD, IOM, UNICEF, UNODC, UNDP, WHO, UNHCR, OCHA, UN Women, WFP	Partnership/ Policy/Advocacy/ Funding/Complementing Implementers/ Consultants

<sup>23</sup> From Contributing to the ANPDF Paper: The United Nations In Afghanistan Working As One, September 2007, United Nations, Kabul. UNICEF \$ 16 M; UNDP \$11M.

<sup>24</sup> FAO: \$24 M; UNDP: \$ 18 M; UNICEF: \$20M; WFP: \$55M; WHO: \$1,125M.

<sup>25</sup> FAO: \$22M; UNDP: US\$ 20 M; UNICEF: \$20 M; WFP: \$90M; WHO: \$ 1M; UNEP \$1 M.

Stakeholder Category	Stakeholders	Role
<b>International Organizations</b>	World Bank, ADB, EU, USA, Canada, Japan, Korea, Italy, Finland, Switzerland, Denmark, Norway, UK, INL, GEF, GCF	Partnership/ Policy/Advocacy/ Funding/Complementing Implementers/ Consultants
<b>NGOs</b>	Local and International NGOs	Partnership and implementation
<b>Academia</b>	Kabul University, Kabul Medical University, Afghan American University, Ghazanfar Health and Science institute, Agriculture & Veterinary Institutes of Herat, Balkh, Samangan, Badakhshan, Parwan, Nangarhar, Herat University and Kandahar University	Partnership
<b>Civil Society</b>	Community Development Councils, Extension Workers, Agriculture Cooperatives, Lead Farmers, Community Leaders, Community Health Workers, Family Action Groups, WASH Mobilizers, Polio Mobilisers, Religious Leaders, Food Fortification Associations, Field Veterinary Units (FVUs), National Union of Afghan Workers & Employees (NUAWE)	Participation and Implementation
<b>Targeted Communities</b>	Recipients of the programme and their families	Stakeholders, Clients and Participants
<b>Service Provider Consortia</b>	Millers, DABS, FINCA, Afghanistan Chamber of Commerce & Industry (ACCI)	Service providers, Consultants and implementation
<b>Retailers</b>	Associations, Producers, Logistics providers, Retailers	Partnership/Participants in Procurement

## Elements of One UN

There is a dense network of Government and UN coordination structures in the food security, nutrition and livelihoods area that drive joint UN programming and coherence. On the Government side, programme leadership and coordination is provided by:

1. The High Council on Poverty Reduction, Service Delivery and Citizen Engagement;
2. The High Economic Council;
3. The High Council for Land and Water Management;
4. The High Council for Infrastructure Development; and
5. The Human Development Council.

These structures are further reinforced by the Afghanistan Food Security and Nutrition Agenda (AFSeN) established to strengthen government leadership to achieve SDG 2 – Zero Hunger, and the High-Level Food Security and Nutrition Steering Committee, chaired by the Office of the Chief Executive. The UN is also supporting the Government to join Scaling Up Nutrition (SUN), a movement that connects the Government, UN and civil society to achieve collective outcomes to improve nutrition. SUN membership will also expand sources of financing for nutrition programming.

Benefiting from effective governance, whenever possible, UN agencies will coordinate, plan, implement and monitor their joint work by:

- Strengthening value chains for jobs, and improving access to markets for farmers and entrepreneurs;
- Monitoring and evaluating nutrition activities;

- Improving the evidence-base by assessing and forecasting;
- Bringing coherence to UN and World Bank DRR programming and supporting the development and implementation of a Sendai Roadmap; and
- Strengthening links to related thematic areas, such as the durable solutions initiative to enhance livelihood support to the most vulnerable.

## Action Plan

Serial	Action	Responsibility	Deadline	Remarks
1	Support the Secretariat of the High-Level Food Security and Nutrition (AFSeN) Steering Committee to operationalize the activities of AFSeN and SUN Movement	FAO UNICEF, WFP, WHO	End of 2019	<ul style="list-style-type: none"> <li>• Support the development of a costed action plan for food security and nutrition within the framework of AFSeN agenda.</li> <li>• Support coordination of relevant institutional structures of SUN.</li> <li>• Support the development and roll out for a unified communication strategy</li> </ul>
2	Support the Government to establish an implementation road map for the Sendai Framework and submit it to UNISDR	FAO, IOM, UNDP, UNEP, UNESCO, UN-HABITAT, UNOPS, UN-Women, WFP, WHO, WB	March 2018	<ul style="list-style-type: none"> <li>• Provide technical assistance to ANDMA to develop an implementation road map for the Sendai Framework in coordination with relevant stakeholders, including government ministries, line departments, NI/NGOs for submission to UNISDR</li> <li>• Strengthen the capacity of the Government to be prepared and respond to man-made and natural disasters</li> </ul>
3	Support the Government to implement NPPs relevant to poverty reduction and economic growth in line with 2030 Agenda	FAO, ILO, IOM, UNDP, UNEP, UN-HABITAT, UNHCR UNICEF, UNIDO, UNODC, WFP, WHO	End of 2021	<ul style="list-style-type: none"> <li>• Support government counterparts members of the High Council on Poverty Reduction, Service Delivery and Citizen Engagement; the High Economic Council; the High Council for Land and Water; the Infrastructure Development Council; the Human Development Council to operationalize the Citizens Charter, the Women's Economic Empowerment Programme, Private Sector Development Programme, the National Comprehensive Agriculture Development Priority Programme, National Infrastructure Plan, Human Capital Development Programme, in line with the objectives of the SDGs 1; 2;5; 6; 8; 12; 15 and 17</li> </ul>

## Health

### The challenge

Protracted violence has had a direct impact on the physical and mental health status of affected populations and compromises the overall functional capacity of health care services. Despite significant progress in the health system, the ANPDF and National Health Policy and Strategy identifies many challenges which include: low level of investment in health, lack of trust, poor quality of services, institutional fragmentation, poor planning, low budget execution rates, inequity in service provision, shortage of qualified health care providers (particularly females) and concern about sustainability. Other challenges include an unacceptably high and preventable maternal, newborn



and child mortality and morbidity. Afghanistan also has low routine immunization and is one of the three remaining polio endemic countries in the world. Polio has been declared a public health emergency of international concern. So far in 2017 there have been ten cases of polio. Inability to reach all children consistently with vaccines due to access or security issues, inequitable access to and utilization of services and gaps in programme management are key challenges.

Afghanistan also faces challenges in its response to the increasing needs for emergency health services due to rapidly evolving conflict, increasing security threats and ongoing waves of displacement, and natural disasters. This is characterized by significant increases in the number of war trauma cases, compromised access and so forth. The country also suffers from a high burden of Communicable Diseases (CDs) and increasing prevalence of Non-Communicable Diseases (NCDs) including drug use and Substance Use Disorders (SUD) that affect approximately one in three households.

Despite these challenging circumstances, Afghanistan has made significant progress in many health indicators. The recent Presidential Summit on Health in June 2017 confirmed this progress, and endorsed a continued focus on primary health care and contract-out service delivery. Though many of Afghanistan's health indicators have improved, many remain extremely worrisome.

### **ANPDF Approach to meeting the challenge**

In line with the Citizens' Charter, the Health For All, the Human Capital Development and the National Health Policy and strategy, UN agencies are helping the government to implement the National Health Policy 2015-20 and Strategy 2016-2020 which focus on the following:

- Ensure universal access to primary health services;
- Improve the quality of services, not just expanding the coverage;
- Strengthen regulatory systems leading to improved workforce quality, pharmaceutical and supply chain management systems;
- Ensure, through the Citizen Charter, provision of the Basic Package of Health Services, including mandated services at all clinics, minimum hours of operation, and basic staffing requirements;
- Improve mechanisms for health service delivery, using Community Development Councils as the entry point for both governance and development activities at the micro-level;
- Increase investment in health and define a sustainable model for health care financing. A significant share of any growth will be used to address the health needs of Afghanistan's growing population;
- Facilitate women's engagement into the provision of health services; and
- Build a responsive and effective public health administration at national and sub-national levels.

### **United Nations alignment with the ANPDF**

In health UN Agencies are contributing to the following outcomes:

1. Strengthening, expanding and sustaining the health system with well-functioning institutions, focusing on improving public perception of the health sector, national and local capacity for effective and evidence based health planning, human resources, health information, health regulation, norms and standards for clinical practices, diagnostic capacity of the health facilities, access and quality of health services, health financing mechanisms and increased domestic and international resource allocation for health;
2. RMNCAH: improved access to and utilization of high quality reproductive (including family planning), maternal, neonatal, child and adolescent health (RMNCAH) preventive and curative services;

3. Polio Eradication and Immunization: achieve 90% coverage with all basic antigens at the national level and interrupt poliovirus transmission with certification through standard surveillance;
4. In health emergencies working to reduce death, illness and disability in the most acutely vulnerable populations while complementing and strengthening existing health institutions to adequately prepare for and respond to conflicts, outbreaks and natural disaster-related health crises; and
5. CDs and NCDs: improve capacity to monitor the trends and delivery of integrated quality services that are inclusive and free of stigma and discrimination to help reduce the burden of communicable and non-communicable diseases including drug use and substance use disorders.

## Capacity Development

The ANPDF, the National Health Policy, the National Health Strategy and Independent Joint Anti-Corruption Monitoring and Evaluation Committee Report identify the following gaps in relation to the health system:

- Low availability, quality, utilization and access to health services; inadequate numbers of health workers particularly female health workers; limited availability of family planning (FP) services; gaps in the Health Information System (HIS), Human Resource (HR) management, pharmaceutical regulatory and quality/supply chain issues, weakness in financial management, and weaknesses in systems for accountability and risk mitigation; and
- Inadequate ability to provide universal health services and to ensure effective oversight and accountability. This is due to factors such as: the inability to assess and monitor disease burden; limited human resources; sustainable financing and supply of essential drugs and vaccines.

The UN will mobilize and streamline its support to the Government based on the priorities, needs and gaps identified. The UN's strategy to address critical gaps includes: advocacy and regular engagement with MoPH senior leadership; short and long term trainings and technical assistance; rehabilitation of existing structure; investment in infrastructure; equipping health facilities, labs and cold chain systems; and provision of required supplies and essential drugs to complement SEHAT within a given timeline to achieve Universal Health Coverage and SDGs targets.

Under the leadership of MoPH, UN also continues to strengthen systems at all levels, including key programmes, to work toward overall sustainability. This will enable the ministry to direct and shape all support provided both at the national and subnational levels.

## Budget

The UN agency resources allocated for programming in this thematic area are as follows:

- Actual for 2016:<sup>26</sup> \$144,860,221;
- Actual for 2017:<sup>27</sup> \$169,864,046; and
- Planned for 2018:<sup>28</sup> \$169M.

<sup>26</sup> WHO: \$59,271,386; UNICEF: \$62,978,508; UNFPA \$8,504,546; UNDP: \$13,700,000; and UNODC: \$405,781.

<sup>27</sup> WHO: \$74,107,276; UNICEF: 63,197,070; UNFPA: \$6,069,280; UNDP: \$24,800,000; and UNODC: \$1,690,420.

<sup>28</sup> WHO: \$65M; UNICEF: \$74M; UNFPA: \$6M; UNDP: \$20.6M; and UNODC: \$3.4M.

## Relationship between stakeholders

Under the leadership of MoPH, UN agencies are working together to support Afghanistan achieve universal health coverage and attain health related targets in SDG 3 – Ensure healthy lives and promote well-being for all at all ages. The work of UN agencies in other related SDGs will also have a significant contribution to the social determinants of health. The UN agencies with Ministry of Public Health (MoPH) develop and implement joint country programmes. The key stakeholders for Health, by category and role, are listed in Table 4 below.

**Table 4 – Key Stakeholders in Health**

Stakeholder Category	Stakeholders	Role
<b>National Government</b>	MoPH, MoF, MRRD, MoHE, MoLSAMD, MoE, MoWA, MAIL, MoI, MoIC, Ministry of Religious Affairs, Ministry of Tribal and Borders Affairs, ARCS, ANDMA	Needs analysis focusing on problem identification, prioritization, joint planning, resource mobilization, resource allocation, joint programme implementation at the national level, stakeholder coordination, analysis and oversight on programme implementation, programme evaluation
<b>Local Government</b>	Municipalities, officials at province/district levels	Development of operational plans for province/district, implementation support, monitoring and reporting
<b>United Nations</b>	WHO, UNICEF, UNFPA, UNDP and UNODC	Partnership, Policy Support, Advocacy, Funding, Technical Support, Provision of Temporary Advisors
<b>International Organizations</b>	WB, USAID, GAVI, BMGF, GFATM, Rotary International, CDC, KFW, EU, Japan, Italy, Korea, DFID, Canada, Australia, UAE, international non-governmental organizations	Partnership, Policy Support, Advocacy, Funding, Technical Support, Provision of Temporary Advisors
<b>NGOs</b>	National and International NGOs	Partnership and support to programme implementation
<b>Academia</b>	Academic Institutions	Technical Assistance, support to generating evidence; operational research, surveys, data analysis, training, development of training materials
<b>Civil Society</b>	Community Leaders, Community Development Councils, NGOs, Health Volunteers, Women Networks, Religious Leaders, Professional Associations, Patients Associations and Networks	Advocacy for uptake of services and resource mobilization, implementation support, monitoring service delivery and programs, supporting coordination, supporting ongoing dialogue with communities particularly in remote, underserved and security compromised areas
<b>Targeted Communities</b>	Children under 5, youth, women, marginalized groups, communities in security compromised, remote and underserved areas affected by emergencies, IDPs, returnees, persons with disabilities	Needs analysis focusing on problem identification and prioritization, support ongoing dialogue with local influencers, support programme implementation, support monitoring of delivery and programs
<b>Service Provider Consortia</b>	Media, Professional Associations, Patients Associations and Networks, Banks, Telecommunications Firms, Mobile Money Agents	Raise awareness, facilitate programme implementation and monitoring, capacity building

## Elements of One UN

Close coordination will be ensured with MoPH in joint planning, programme implementation, monitoring and evaluation through existing taskforces and coordination forums. All strategic decisions concerning the health sector are taken in the newly established High-Level Health Sector Oversight Committee. The committee is comprised of MoPH, WB, USAID, Canada, EU, WHO, UNICEF and UNFPA. In addition, all decisions on planning, programme implementation and oversight of GFATM supported programs (TB, Malaria, HIV and Health system strengthening [HSS]) will be taken through a multi-sectoral committee of CCM (Country Coordination Mechanism). The GAVI supported programme is coordinated by an Immunization Coordination Committee (ICC). The division of work between UN agencies is based on their mandates, existing capacities and comparative advantage. The UN agencies have strengthened their coordination, planning, programme implementation and monitoring through a joint committee and other existing mechanism.

The national and regional Emergency Operations Centres (EOCs) for Polio have provided a strong platform for action oriented partnership and coordination. They have enabled the UN to support the Government in the PEI at both national and regional levels. Within the EOCs, the Government and UN partners plan, coordinate and ensure that targets of the National Polio Emergency Plan are monitored closely and fully achieved. Polio is a good example of two UN agencies, namely UNICEF and WHO working to support the Government in a well-coordinated manner, with clear delineation of roles and responsibilities based on the comparative advantage of each agency.

Humanitarian support to natural and manmade disasters is planned and coordinated through the Health Cluster which is comprised of all UN agencies, the MoPH and active health sector NGOs. The health cluster is co-chaired by MoPH and WHO.

## Action Plan

Serial	Action	Responsibility	Deadline	Remarks
1	Strengthen health system	MoPH, WHO, UNICEF, UNDP	2021	System building requires long term efforts and investment
2	Reduce maternal, newborn and child mortality and morbidity	MoPH, WHO, UNICEF, UNFPA	2021	The work of other UN agencies will also contribute to improve social determinants of health and contribute to the reduction of morbidity and mortality
3	Make Afghanistan polio free	MoPH, WHO, UNICEF	2017	The current Polio NEAP indicates to stop transmission of wild Polio Virus by end of 2017
4	Strengthen the capacity for preparedness and response to manmade and natural disasters	MoPH, WHO, UNICEF, UNFPA	2021	Priority to be given to trauma care and addressing the needs of internally displaced people
5	Reduce the burden of Communicable and Non-Communicable Diseases	MoPH, WHO, UNICEF, UNDP and UNODC	2021	More focus to be placed on vaccine preventable diseases, TB, Malaria, HIV, and drug and substance abuse disorders

## Return and Reintegration

### The challenge

Approximately 1 in 4 Afghans have been displaced at one point in their lives and since 2002 more than 6 million Afghans have returned from neighbouring countries. In 2016, up to 1 million Afghans came home from Iran, Pakistan and other countries, with many settling in Kabul or Nangarhar provinces. In 2017, the UN now expects 300,000 Afghans to return from Iran and 200,000 from Pakistan. As many as 4 million Afghans remain in neighboring countries, and many could return to their country over the coming years.

Internal displacement remains high and is driven by the conflict, natural disasters and urban migration. In 2016 violence forced over 630,000 Afghans from their homes with an additional 320,000 displaced in 2017. Returnees and IDPs, particularly women and youth and unskilled labourers experience high levels of socio-economic vulnerability, including restricted access to basic services and opportunities. Economic growth and opportunities have been unable to keep pace with return, and as a consequence communities have struggled to absorb returnees or displaced persons.

### ANPDF approach to meeting the challenge

The ANPDF commits to *‘Ensuring a better future for our refugees, returning migrants and internally displaced people’*, highlighting that returnees and IDPs are a valuable source of human capital that can contribute to economic growth and development. It emphasizes the centrality of finding durable solutions for returnees and IDPs. The ANPDF also highlights the importance of returnees and IDPs being included in local governance, expanding the scale of technical and vocational training afforded to them, and community-based approaches to generate income with particular attention to women’s empowerment.

### United Nations alignment with the ANPDF

UN agency programmes, particularly in the areas of high return and displacement, are presented by agency, NPP and outcome in Annex E and contribute to the achievement of the following outcomes which impact returnees, IDPs and host communities:

1. Increase access to basic services for community resilience and social cohesion;<sup>29</sup>
2. Improve access to adequate land and housing;<sup>30</sup>
3. Improve access to livelihoods and jobs through market based programming;<sup>31</sup>
4. Facilitate voluntary, gradual and safe return, regular and responsible migration and mobility by implementing well-planned and managed policies;<sup>32</sup> and
5. Ensure access of the returnees, displaced populations, and host communities to the infrastructure services in areas of high return and displacement, including (or particularly) in the returnee townships.<sup>33</sup>

---

<sup>29</sup> Citizen’s Charter [DiREC Action Plan Matrix Goals 1, 2, 3 and 7].

<sup>30</sup> Comprehensive Return Policy 2015, Urban Development Programme, the 2014 National IDP Policy and the Provincial IDP Action Plans [DiREC Action Plan Matrix Goal 4].

<sup>31</sup> Citizen’s Charter, the Urban Development NPP, the Women’s Economic Empowerment NPP and Human Capital Development programmes [DiREC Action Plan Goal 5].

<sup>32</sup> Regional Solution Strategy for Afghan Refugees (SSAR), the 2016 New York Declaration, the Bali Process, the Colombo Process and the Abu Dhabi Dialogue to which Afghanistan is an active member [DiREC Action Plan Goals 5 and 6].

<sup>33</sup> DiREC Action Plan Goal 4.

## Capacity Development

There is a gap in the capacity of the key government line ministries to: carry out voluntary return and repatriation, including establishing encashment and transit centres, registration and delivery of assistance to returnees and IDPs; identify and respond to gender-based violence; and manage data. The UN capacity development strategy is to provide government stakeholders with technical and advisory support and training.

## Budget

The UN agency resources allocated for programming in this thematic area are as follows:

- Actual for 2016:<sup>34</sup> \$279,399,309;
- Actual for 2017:<sup>35</sup> \$164,768,604; and
- Planned for 2018:<sup>36</sup> \$233,974,902.

## Relationship between stakeholders

To ensure the safe and successful reintegration of returnees, UN agencies support the Council of Ministers Sub-Committee on Migration Affairs, and work with the Chief Executive's office and MoRR to implement the DiREC Action Plan. This helps to minimize the time returnees spend in transition, and capitalize on their knowledge, experience and skills to encourage their active participation in identifying longer-term sustainable solutions for returnees and IDPs.

Importantly, the Government and UN agencies coordinate programme activities, linking humanitarian and development, through various fora including: the DiREC working groups, the Durable Solutions Working Group, inter-agency durable solution initiatives, the protection cluster, and the HLP task force. Regional frameworks are applied to enable UN agencies to support the Government with voluntary repatriation and return, and to advocate for the Afghan refugees and migrants' rights in the host countries.<sup>37</sup> The key stakeholders for return and reintegration, by category and role, are listed in Table 5.

**Table 5 – Key Stakeholders in Return and Reintegration**

Stakeholder Category	Stakeholders	Role
<b>National Government</b>	MoRR, Council of Minister's Sub-Committee on Migration Affairs, DiREC, MRRD, MoLSAMD, MoWA, MoPH, AIHRC, MAIL, MUDA, MoF, IDLG, CSO, MoI, ACCRA, Deputy Ministry for Youth and Culture	Funding/Decision Makers

<sup>34</sup> IOM: \$57.5M; UNHCR: \$202.2M; UNICEF: \$11.2M; UNDP: \$2M; UNHABITAT: \$3.3M; ILO: \$2M; UNODC: \$900K; UNFPA: \$268K; and UNMAS: \$100K; WFP food assistance to returnees is included in the Food Security section. FAO assistance is included in the Livelihoods section. WHO assistance is included in the health section.

<sup>35</sup> IOM: \$65.3M; UNHCR: \$88.7M; UNICEF: \$9.2M; UNDP: \$1.1M; UNESCO: \$125K; UNHABITAT: \$3.3M; ILO: \$1.9M; UNODC: \$2.3M; UNFPA: \$1.5M; and UNMAS: \$0.5M; WFP food assistance to returnees is included in the food security, nutrition and livelihoods section, as is FAO assistance. WHO assistance is included in the health section.

<sup>36</sup> IOM: \$62M; UNHCR: \$126M; UNDP: \$2.5M; UNESCO: \$3.485M; UNHABITAT: \$33.3M; ILO: \$3.7M; UNODC: \$1.1M; UNFPA: \$1.5M; and UNMAS: \$0.2M; WFP food assistance to returnees is included in the food security, nutrition and livelihoods section, as is FAO assistance. WHO assistance is included in the health section.

<sup>37</sup> Examples: Solution Strategy for Afghan Refugees, Comprehensive Refugee Response Framework (CRRF), the Bali Process, the Colombo Process, the Budapest Process, the Abu Dhabi Dialogue, ICMPPD, and the Joint Way Forward.

Stakeholder Category	Stakeholders	Role
<b>Local Government</b>	Provincial and district MoRR offices, provincial governors office	Decision Makers/ implementing supporters and workers at different Departments
<b>United Nations</b>	FAO, ILO, IOM, OCHA, UNAMA, UNICEF, UNDP, UNESCO, UNFPA, UNHABITAT, UNHCR, UNODC, WFP, WHO	Partnership/ Policy/Advocacy/ Funding/Complementing Implementers/ Consultants
<b>International Organizations</b>	Not applicable	N/A
<b>NGOs</b>	Local and International NGOs	Partnership
<b>Academia</b>	Academics	Consultants
<b>Civil Society</b>	Community Leaders and Decision Makers (incl. elders, religious leaders, influential community leaders, Shuras, men, women, children), NUAWA	Participation
<b>Targeted Communities</b>	Recipients of the programme and their families	Decision Makers/participants
<b>Service Provider Consortia</b>	Telecommunications Firms, Mobile Money Agents, Banks, Research organizations, Social enterprises, ACCI	Consultants/Partnership
<b>Retailers</b>	Associations, Producers, Logistics providers, Retailers	Partnership/participants in procurement

## Elements of One UN

UN work on return and reintegration (and support to the GoIRA) has been recognized as good practice. From 2014-16, the UN replaced the ‘multi-sector cluster’ with a refugee and returnee chapter to serve as a platform for cooperation on returnee issues. Currently, the Durable Solutions Working Group (chaired by MoRR and either IOM, UNDP, or UNHCR as revolving co-chair) links development and humanitarian initiatives undertaken by NGOs, UN agencies and the government, including DiREC. In terms of operational response, UN agencies coordinate activities at border crossing points, transit centres, and when providing longer term solutions such as site selection for community reintegration. The DiREC Action Plan further outlines the supportive and collaborative role of the UN agencies to return and reintegration.

## Action Plan

Serial	Action	Responsibility	Deadline	Remarks
1	Strengthen DiREC governance	IOM, UNHCR	March 2018	
2	Support implementation of DiREC action plan	FAO, ILO, IOM, OCHA, UNAMA, UNICEF, UNDP, UNESCO, UNFPA, UNHABITAT, UNHCR, UNODC, WFP, WHO	December 2021	Strengthening resilience, self-reliance and protection capacities of returnees and IDPs, and promoting humanitarian and development linkages for durable solutions.
3	Support the Government of Afghanistan ability to facilitate voluntary and safe return, regular	ILO, IOM, UNDP, UNHCR	December 2019	This in line with the ANPDF, DiREC Action Plan, Anti-Corruption

Serial	Action	Responsibility	Deadline	Remarks
	and responsible migration and mobility			Strategy, National Labour Migration Strategy, draft National Diaspora Strategy, and regional and global fora such as Regional Solution Strategy for Afghan Refugees (SSAR), the 2016 New York Declaration, the Bali Process, the Colombo Process and the Abu Dhabi Dialogue to which Afghanistan is an active member.
4	Support reform of the legal and policy framework surrounding displacement, including PD 104	UNHABITAT, IOM, UNHCR, UNAMA, UNDP	June 2019	
5	Support durable solutions for returnees and protracted IDPs by allocating well located and serviceable land	UNHABITAT, IOM, UNHCR, UNAMA, UNDP, UNICEF, FAO, WFP, UNESCO, WHO	December 2018	

## Rule of Law

### The Challenge

The Government's efforts to re-establish a stable state, and help its citizens feel that the state can deliver justice through the neutral application of the law, are challenged by poorly functioning representative governance structures centered largely in the urban areas, weak law enforcement mechanisms, insecurity and weak government service delivery mechanisms. Contributing to this is a history of weak governance and low governmental capacity, a protracted conflict and the significant role of narcotics production in the life of the country. These in turn contribute to corruption, limited governmental control and presence outside the major urban centres and district administrative capitals, and a general lack of public trust in public personnel, institutions, and social accountability mechanisms. These weaknesses are exacerbated by a limited presence of women in public life, and in the civil service in particular. Continuing insecurity and limited access to substantial parts of the country, and the explicit targeting of government civilian officials, especially the judiciary, by armed groups, hinder progress.

### ANPDF approach to meeting the challenge

The ANPDF establishes five focus areas under the rubrics of governance and state effectiveness, and social capital and nation building. These are:

1. Reforming the justice sector;
2. Reforming the public sector;
3. Rooting out corruption;
4. Strengthening Subnational Governance; and
5. Countering Narcotics.



Under the guidance of the High Council on Reforms, the High Council on Service Delivery, and the High Council on Rule of Law and Anti-Corruption, and the High Council on Poverty Reduction, Service Delivery and Citizen's Engagement, these areas will be addressed through four National Priority Programmes, including the Effective Governance Programme, the Justice Sector Reform Programme and the (to-be-finalized) Subnational Governance National Priority Programme, and the Citizen's Charter for work relating to service delivery.

### **United Nations alignment with the ANPDF**

The UN's support to the ANPDF aims to achieve five outcomes:

1. The government's Justice and Judicial Reform Plan supported leading to an impartial, transparent, and accountable justice system and application of law; improved delivery and enforcement of court judgements and decisions; improved access to, delivery, and use of the formal justice system; increased trust in judicial services; and a fully operational and independent Anti-Corruption Justice Centre;
2. Strengthened electoral and representative institutions and systems better able to ensure full public participation, representation, and transparency in electoral processes;
3. More capable and inclusive provincial and municipal governments better able to plan, monitor and budget for accountable and transparent service delivery in accordance with the Sub-National Governance Policy and National Priority Plan;
4. Increased participation of women in civil service and public life; full implementation of the Government's National Action Plan for Women in Afghanistan; and improved security and reduced conflicts for communities and enhanced law enforcement capacity to combat drug trafficking and transnational organized crime.

### **Capacity Development**

Capacity building is at the core of the rule of law and governance thematic area. The overall focus of UN efforts to increase human capacity in the public sector, build institutional capacity, and bureaucratic simplification of government institutions, will ensure that the services and rights of people are provided for and protected. This will also reduce losses from corruption. Ensuring that human capacity is built for the long term and not substituted to achieve short term objectives, and that existing human capacity is not drawn away from the public sector, are essential to achieve the outcomes and are a commitment of the UN agencies and leadership to the Government.

### **Budget**

The UN agency resources allocated for programming in this thematic area are as follows:

- Actual for 2016:<sup>38</sup> \$429,800,000;
- Actual for 2017:<sup>39</sup> \$468,000,000; and
- Planned for 2018:<sup>40</sup> \$399,200,000.

---

<sup>38</sup> UNDP: \$20.5M (ex LOTFA); UNICEF: \$0.5M; UNODC: \$0.9M and UNFPA: \$1.9M.

<sup>39</sup> UNDP: \$44.5M (ex LOTFA); UNICEF: \$0.9M; UNODC: \$3.7M and UNFPA: \$1.1M.

<sup>40</sup> UNDP: \$33.2M (ex LOTFA); UNICEF: TBC; UNODC: \$3.0M and UNFPA: TBC.

This includes LOTFA payroll fund administration of \$406M for 2016, \$413M in 2017, and \$363M for 2018 although it should be noted that UNDP is currently in discussions with donors to transfer the police payroll system to the Government.

### Relationship between stakeholders

Because of its intergovernmental nature with a mandate to support governments in areas that have political implications, the UN has built up years of experience in various countries and has access to global knowledge that it can bring to bear in support of the Government’s governance and rule of law programmes. The UN’s neutrality and the link between the UN’s programme and UNAMA’s political mandate, enables the UN to support the Government as it establishes a stable and legitimate state able to provide its citizens with security and a representative government which adheres to the rule of law and is able to deliver essential services. (For example, this link is made formal in the United Nations Electoral Support Project where UNAMA leads a combined effort in support of ensuring elections are Afghan led and Afghan owned, and are free, fair and inclusive.) The mission’s inclusion in “One UN - One Programme” more broadly ensures that issues relating to support to the peace process, to establishing legitimate representative processes, and protecting human rights, for example, are integrated in UN agency programming. Moreover, the UN has the responsibility and legitimacy to support governments to adhere to international rights conventions. Finally, the UN has financial management and procurement mechanisms that can allow it to support government to access donor funding where the risks, political and in the form of the misappropriation of funds, are particularly high. The key stakeholders for Rule of Law, by category and role, are listed in Table 6.

**Table 6 – Key Stakeholders in Rule of Law**

Stakeholder Category	Stakeholders	Role
<b>National Government</b>	MOJ; MOIA; Attorney General; Supreme Court; Independent Bar Association; MoWA; IDLG; Parliament;	Funding/Decision Makers
<b>Local Government</b>	Officials at Province/district levels	Decision Makers/ implementing supporters and workers at different Departments
<b>International Organizations</b>	UNDP; UNICEF; UNESCO; UNFPA; UNAMA; UNODC; UN-Habitat; World Bank; EU; NATO/Resolute Support; CSTC-A	Partnership/ Policy/Advocacy/ Funding/Complementing Implementers/ Consultants
<b>NGOs</b>	Local and International NGOs	Partnership
<b>Academia</b>	Academics	Consultants / advocacy
<b>Civil Society</b>	Community Leaders, Health Volunteers, Men, Women, Religious Leaders, NUAW	Participation
<b>Targeted Communities</b>	Recipients of the programme and their families	Decision Makers/participants
<b>Service Provider Consortia</b>	Millers, POS retailers, Telecommunications Firms, Mobile Money Agents, ACCI	Consultants
<b>Retailers</b>	Associations, Producers, Logistics providers, Retailers	Partnership/participants in procurement

## Elements of One UN

UN agencies will work as one in this domain thanks to the working group for governance and rule of law. Other platforms for coordination include the Rule of Law Board of Donors, where UN agencies coordinate with a wider group of stakeholders from the international community, and specific thematic working groups and tasks forces, such as on anti-corruption, gender-based violence, ending early and child marriage, and the Sub National Governance Coordination Forum (SNGCF). A Steering Committee including government, the electoral management bodies, UNAMA and UN agencies oversees support to the elections.

## Action Plan

Serial	Action	Responsibility	Deadline	Remarks
1	Support the Independent Directorate of Local Governance to draft Sub-National Governance Policy and Sub-National Governance National Priority Programme, and support the Government to implement it.	UNAMA, UN agencies supporting delivery at sub-national level	2021	
2	Support government ministries and agencies, through training and institutional reforms, focusing on achieving the SDGs through the development and implementation of policy, budgeting and monitoring, systematically throughout “One UN – One Programme.”	All UN agencies and UNAMA	2021	
3	Support women through dedicated training and the creation of supportive working environments within government institutions, elected bodies and in civil society to take part in the civil service and other leadership positions in society; and support the development of better protection mechanisms against gender based violence and violence against children.	UNDP, UNFPA, UNICEF, UN Women, UNAMA	2021	
4	Strengthen the electoral management bodies to conduct free, fair and transparent, Afghan-owned and -led parliamentary and district, and presidential elections.	UNAMA, UNDP	2021, 2018 and 2019	
5	Strengthen the parliamentary civil service and assure its independence to enable it to support the legislature to perform their functions within the constitution, including passage of the Parliamentary Civil Service Act, and develop institutional and technical capacity of the Afghan Parliament for Integration of Population Issues into National Development plans.	UNDP, UNFPA	2021	
6	Strengthen the High Peace Council’s secretariat to enable it to perform its functions in support of the High Peace Council.	UNAMA, UNDP	2021	
7	Provide technical assistance to the justice sector institutions to implement their strategic plans under the Justice and Judicial Reform Plan, focusing on capacity development, service delivery and gender mainstreaming in line with international standards, and age appropriate implementation of justice.	UNAMA Rule of Law & Human Rights Unit, UNDP, UNFPA, UNICEF, UNODC, UN Women	2021	
8	Provide technical assistance to the Government to implement the National Strategy for Combatting Corruption, through developing the capacity of relevant government institutions including the ACJC and strengthening the legal framework to effectively fight corruption; empower civil society and	UNAMA Rule of Law, UNDP, UNODC	2020	

Serial	Action	Responsibility	Deadline	Remarks
	communities to contribute to a culture of accountability and transparency, including implementation of the access to information law.			
9	Support the Government to develop the strategic, operational and tactical capacities of the Counter Narcotics Police of Afghanistan (CNPA), including developing an effective law enforcement response to address drug and precursor trafficking at the national and international level through the provision of training, mentorship, equipment, advocacy and technical support.	UNODC	2019	Guided by the priorities of the National Drug Action Plan.
10	Support the Ministry of Interior Affairs (MOIA) to meet the criteria for police payroll transition and to transfer the Afghan National Police (ANP) into a professional civilian police force.	UNDP	2018 (payroll) and 2021	
11	Provide support and capacity building to the national statistical system.	UNFPA	2021	

## One Budget

The UN must be able to track costs against specific outcomes and identify how programmed resources catalyze others in a given thematic area. This capacity, when integrated with monitoring and evaluation, will also allow the UN to measure programme impact and sustainability. In turn, this will facilitate engagement with the Government around value for money, and inform when it is time for the UN to exit a given activity. This will be achieved by fortifying the existing Common Budgetary Framework (CBF) which will apply to the mutual accountability framework.

The CBF constitutes the financial expression of the total resource picture of “One UN – One Programme” against outcomes and outputs, including:

1. Regular and core, or assessed contribution resources of UN organizations;
2. Non-core or extra-budgetary or earmarked and un-earmarked from all sources – bilateral, multilateral, and private, received or pledged; and
3. The funding gap between existing resources and the total cost of “One UN – One Programme.”

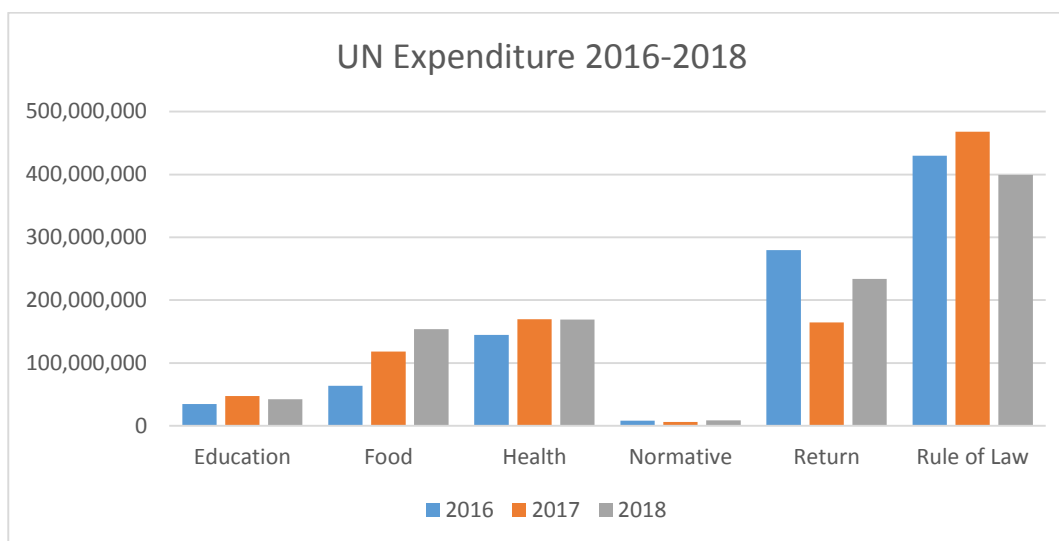
A sample format of the annual CBF format, showing the level of granularity of financial information by outcome and output is outlined in the table below.

	UN Agency	Annual Resource Requirements			
		Total	Core/ regular/ assessed	Non-core/ other/extra budgetary	To be mobilized (funding gap)
<b>Outcome 1</b>					
Output 1.1					
<b>Outcome 2</b>					
Output 2.1					
Etc...					

During annual reviews, expenditures against the budget will be reviewed and reported against annual workplans.

This paper would be incomplete without detailing resource contributions to programming in each thematic area. A summary of the actual expenditures for 2016 and 2017 under the UNDAF, and the planned expenditure for 2018 under “One UN – One Programme” are presented in the table and graph below.

	2016	2017	2018
<b>Education</b>	34,479,435	47,426,535	42,230,000
<b>Food</b>	63,614,658	118,000,125	154,000,000
<b>Health</b>	144,860,221	169,864,046	169,000,000
<b>Normative</b>	8,033,961	6,345,966	8,800,000
<b>Reintegration</b>	279,399,309	164,768,604	233,974,902
<b>Rule of Law</b>	429,800,000	468,148,967	399,200,000
<b>Total</b>	<b>\$960,187,584</b>	<b>\$974,554,243</b>	<b>\$1,007,204,902</b>



The UN notes that there are some discrepancies between the financial figures presented here and those detailed in a previous working paper. This is largely the result of the application of a new methodology to capture resource levels by thematic area for programmes that fall within the humanitarian-development nexus and purely development activities, and avoids double counting. For the normative thematic area, the figures exclude those dedicated by agencies to key policy development initiatives within a specific thematic area.

Increasing the transparency of the allocation of UN resources supports joint planning between the UN and the Government, and helps identify programming gaps. “One UN – One Programme” will follow the CBF, which provides joint budgeting of all participating UN entities at outcome or priority level with a common budget against outputs and activities on an annual basis through the joint annual workplans. This will allow for a comprehensive costing of the results to be achieved under “One UN – One Programme,” assisting the Government and UN to pinpoint priority programmes for the UN to support to implement the ANPDF and achieve the SDGs. In this way, the UN aims to achieve “One UN - One Programme – One Budget.”

## Coordination Structures

The principal aim and value added of coordination is greater development impact. This requires increased levels of coherence with national goals and, quite possibly, fewer coordination mechanisms. Greater integration of the UN is possible with closer cooperation with the Government at ministerial and development council levels. This calls for joint analysis, planning and implementation with a defined assistance horizon and exit modalities.

Within the six thematic areas, a number of intergovernmental and UN entities engage through various fora. For example, in June 2017, the Durable Solutions Working Group on Displacement and Return (DSWG) became the primary mechanism through which the UN and NGOs coordinate the planning and programming of durable solutions for IDPs and returnees while ensuring close links with the Government mechanism, the Displacement and Returns Executive Committee, DIREC. The DSWG is chaired by the Ministry of Refugees and Repatriation and co-chaired by IOM, UNDP and UNHCR on a rotational basis. Membership of the DSWG includes DIREC members (President’s Office, CE’s Office), ministries, UN agencies, NGOs and civil society organizations, which are actively engaged in implementing durable solution-related activities for IDPs and returnees in Afghanistan.

There is a need to address complex cooperation conditions and to modify existing mechanisms to improve development effectiveness. Moving forward, the “One UN – One Programme” will be conducted under the guidance and in close coordination with the Development Councils. The Government of Afghanistan plays the key role in developing a system with which the UN can engage to deliver key outcomes that Afghanistan wishes to achieve.

Streamlined coordination mechanisms are summarized in Table 7 below.

**Table 7 – Existing United Nations and Government Coordination Mechanisms**

Thematic Area	Development Council	Existing mechanisms
Education	High Council on Poverty Reduction, Service Delivery and Citizen Engagement Human Development Council	Education: In August 2017, within the international community the UN took on the role of coordinator for the education sector from USAID. Agencies participate in MoE coordination bodies.
Food Security, Nutrition and Livelihoods	High Council on Poverty Reduction, Service Delivery and Citizen Engagement High Economic Council	High-Level Food Security and Nutrition Steering Committee Durable Solutions Working Group
Health	High Council on Poverty Reduction, Service Delivery and Citizen Engagement	High Level Health Sector Oversight Committee (MoPH, Canada, USAID, EU, WB, WHO, UNICEF, UNFPA). GFATM supported programs will be taken through a multi-sectoral committee of CCM (Country Coordination Mechanism). National and Regional Emergency Operations Centres (EOCs) for Polio
Normative	High Economic Council High Council on Reforms	N/A
Return and Reintegration	High Council for Infrastructure Development Human Development Council	DiREC Durable Solutions Working Group Regional framework

Thematic Area	Development Council	Existing mechanisms
Rule of Law	High Council for Rule of Law and Anti-Corruption High Council on Reforms	A wider group of stakeholders: specific thematic working groups and tasks forces, such as on Anti-Corruption, Gender Based Violence, Ending Early and Child Marriage  Sub National Governance Coordination Forum (SNGCF). A Steering Committee including government, the electoral management bodies, UNAMA and UN agencies oversees support to the elections.

## Monitoring and Evaluation

While each agency is governed by different regimes for monitoring, evaluation and transparency and accountability, they are similar and consistent with each other. There are three levels: a UN-wide level to ensure UN supported results at the national level; the agency level for accountability purposes to the separate agency governance bodies; and the project level. Lessons learnt from these processes, in particular from evaluations, are a mandatory input to any new programme and project design. Quality assurance mechanisms at the project design phase, such as appraisals, specifically look at how lessons learnt have been reflected in the design as part of their terms of reference.

**Monitoring:** At the UN level, the organization will use and help strengthen existing or foreseen government monitoring mechanisms within National Priority Programmes, or programmes flowing from them. For example, in the Education focus area, UN agencies work with other partners to support the Government to ensure effective monitoring of progress towards all three outcomes specified in the NESP under NPP 2 (Citizens’ Charter) as well as the outcome specified under NPP 10 (Human Capital Development), feeding into the three pillars of the NESP. At the agency level, work includes dedicated monitoring and evaluation capacity within core teams, and engage continuous progress monitoring against results frameworks, in conjunction with government counterparts. Oversight is provided from the agency programme units that include dedicated monitoring and evaluation capacity. In addition, core work under “One UN – One Programme” has a governance system including a decision-making body, such as a board, that includes government and other stakeholders. The board is tasked, among other things, to review annual work plans and progress reports and approve changes as needed to achieve the results.

**Evaluation:** At the UN level, the organization will operate within the framework of the outcome indicators and targets detailed in each National Priority Programme or associated government sector strategies for tracking the results in all six thematic areas. In addition, the UN is mandated to undertake periodic joint reviews (mid-term and final) for its assistance frameworks. (Indeed, it was the mid-term review of the UNDAF that led to the current changes and realignments resulting in this “One UN – One Programme.”) This paper and the assistance framework it outlines will last from 2018 to 2021, with an interim review scheduled for the end of 2019 and a final review at the start of 2022. The outcome groups which comprise the UN agencies operating within each UNDAF pillar have also generally conducted joint annual reviews of their annual workplans and progress towards achievement of the results. As the UN moves forward, it expects to undertake such reviews with the relevant government Development Councils. Again, taking the education focus area as an example, regular joint sector reviews will ensure effective sector-wide monitoring of policy targets. These efforts will strengthen MoE’s system coherence and will directly contribute to the monitoring and reporting of progress towards the NESP III and SDG4 targets.

In his repositioning the UN development system to deliver on the 2030 agenda, the Secretary General calls for a “single, joint annual report on UNCT results for the Government” and for “system-wide evaluations of performance and results”. While the Secretary-General has still to detail the guidance for this, which is expected in his report in December 2017, the UN system in Afghanistan stands ready to deliver on it.

At the agency level, most UN agencies are required to have their own country programme which includes a results framework fully aligned with “One UN – One Programme” (which is itself fully aligned with the ANPDF). Each UN agency reports through a governance structure at the apex of which is the agency’s governing body, such as the board located at the relevant headquarters, and is subject to periodic evaluation. Many agencies are also required to undergo other forms of results evaluations, such as assessments of development results that typically take place a period of time after the programme under review ends in order to assess the longer-term impact.

Programmes, at a minimum, require independent mid-term and final evaluations. Donors also require separate periodic reports on the use of their funds. All such monitoring and evaluation reports are prepared in close collaboration with government partners and are publicly available, and feed into agency country programme reviews, as are country office annual reports to their headquarters and donors.

Accountability and integrity of project management: To ensure accountability and integrity in project management, UN agencies comply with international financial management and procurement standards, such as the International Public Sector Accounting Standards (IPSAS). Usually once per year agency country offices are subjected to audits of their functional systems as well as overall office audits. Projects are systematically audited by external or independent auditors. Audits are publicly available for most agencies on their websites (in some cases, e.g. where the implementing partner is a government agency, this requires host government approval). These actions fall under the Preventive Measure of the United Nations Convention Against Corruption (UNCAC); further, UN agencies’ audit functions are reviewed periodically to ensure compliance with international standards, such as those set by the Institute of Internal Auditors (IIA) that sets audit standard worldwide.

The Secretary General has also called for UN agencies to strengthen transparency of expenditures and results through system-wide enrolment in the IATI, with which many agencies already comply. This in turn feeds into the Development Assistance Database, to which UN agencies have contributed and will contribute more systematically in the context of “One UN – One Programme.”

## **Exit Strategy**

As noted in the United Nations paper, “Contributing to the ANPDF: The United Nations in Afghanistan working as one,” there has been inadequate attention given to an exit strategy for UN programmes. To address this, concomitant with the One UN initiative in Afghanistan and expanding Government capacity and executive focus, the UN is now strengthening its commitment to an exit strategy.



UN agencies primarily deliver social benefits, with a corresponding exit strategy defined by the resolution of a specific problem, such as the eradication of polio. Up to now, UN agency exit strategies have therefore been broadly defined by:

- The accomplishment of specific goals – such as the achievement of the SDGs or satisfying the conditions of international treaties – with which UN agencies support programme design and delivery until specific objectives are attained; and
- The establishment of government institutions and capacity, where UN agencies continue programmes and provide technical support until the Government and its donor partners signal that they are able to execute without support.

In approaching work this way, the “exit” seems distant and a case can be made that the UN has diminished the sense of national ownership and leadership to which all international partners say they subscribe.

An exit strategy allows agencies to examine how their comparative advantage aligns with government priorities, and is fundamental to an agency’s continued relevance. To this end, “One UN – One Programme” proposes to redefine UN exit strategy as a structured series of reviews to refine UN support to achieve SDG targets sustainably, and in a manner that is specific for Afghanistan and bears in mind international obligations defined by instruments to which Afghanistan is a signatory.

Under this new approach, the UN and the Government would agree on goals or SDG target indicators in each thematic area, and applicable international obligations in the case of the Rule of Law and Normative areas, the satisfaction of which would trigger UN exit from the associated activity. This systematized process would be conducted on a fixed schedule: now, with “One UN – One Programme” replacing the current UNDAF; 2019; and 2021. At each review, the Government would lead an examination of progress toward specific objectives, confirm results and refocus the UN’s contribution to realizing government priorities, based on comparative advantage, or not.

One of the UN’s main roles in Afghanistan is to develop government capacity to: analyze a situation; define priorities; and plan, budget, implement, monitor and evaluate an appropriate response; and, apply lessons learned. Implementing this new approach to an exit strategy will further these goals. In this regard, as this process unfolds, the UN expects its role to shift from delivery to capacity development to technical support, continually catalysing resources to reduce UN involvement in development outcomes. This will result in UN agencies exiting specific activities, and shifting capacity to other national priorities or leaving Afghanistan altogether if they no longer are needed. For example, UNMAS transferred responsibility for coordination and management of the Mine Action Programme of Afghanistan (MAPA) to the Government’s Directorate of Mine Action Coordination (DMAC). The implementation of a Balanced Scorecard system demonstrates the success of this handover and lasting impact, success driven by DMAC’s dedication to national ownership and its drive for excellence. As things stand today, UNMAS has reduced its footprint from 500 employees ten years ago to a handful today.

“One UN – One Programme” marks a significant transition in joint planning between the UN and the Government. Reflecting the guidance from the Government and the UN reform agenda of the UN Secretary-General, the UN proposes to hold regular reviews to ensure the most appropriate application of UN resources and capacity to support the Government’s realization of its development objectives and the SDGs.

## **Strategic Communications**

UN agencies recognize that they need to strengthen their communication and public affairs work in order to improve understanding, especially among key Afghan audiences, of their goals, work and impact in Afghanistan. Indeed, the range and depth of the UN's work in Afghanistan needs to be better positioned to demonstrate how it dove-tails with Afghan priorities as articulated in the ANPDF and by Afghans themselves.

A closer and more regular relationship between UN agencies and the people of Afghanistan should be seen as providing an invaluable channel for the country's future development. Further, the UN must place Afghans centre-stage of its communication work, empowering Afghans to have a voice and lead development.

Part of the UN's communication work aims also to drive political and financial support by highlighting challenges and successes, countering narratives of despair, offering instead concrete examples of positive change.

UN agencies aim to enhance their transparency, as well as assist greater dialogue with Afghan audiences, by launching a "One UN – One Programme" website in mid-2018. The site is intended to provide consolidated information and features on a broad range of vital issues such as financing and tools enabling readers to gauge efficiency and effectiveness.

Under "One UN – One Programme" UN agencies propose to enhance communication via traditional media such as television, radio, newspapers and on social platforms such as Facebook, Instagram, and Twitter to reach a wider and younger audience.

The UN's communication will be driven by the UN Communication Working Group. Thanks to the work of this group it will be possible to promote Afghan-led and UN-supported progress and development. Taking into account the ever-changing context of Afghanistan, communications will enable UN agencies to better gauge Afghans' perception of UN agencies' performance, position UN agencies as a reliable partner with expertise addressing Afghan needs, and communicate about the UN's performance and how it is making a difference. Communication together with UNAMA will foster more clarity on the link between peace, security and development, emphasising the centrality of stability to the success of the development enterprise.

### **The way forward: "One UN – One Programme" and the new way of working**

As this paper has set out, the UN is committed to working in a more coherent manner, i.e. as one, and at the same time having its programme more closely aligned to the development aspirations of Afghanistan, as articulated in the ANPDF. In this way it is not only following the direction it has been given by H.E. President Ghani, but is an early adopter of the vision provided in UN Secretary General Guterres' report from June 2017, *Repositioning the UN development system to deliver on the 2030 Agenda – Ensuring a Better Future for All*. The UN has identified initiatives towards "One UN – One Programme" in the preceding sections of this paper, and these are encapsulated hereunder. These initiatives will be refined and taken further following the guidance of H.E. President Mohammad Ashraf Ghani and taking advantage of further possibilities as they emerge from the structural changes the Secretary-General envisages for UN agencies.

Mutual Accountability Framework. The UN will develop a specific mutual accountability framework, including benchmarks, in collaboration with the government to deliver as one. The UN requires support of the Government, in particular of the Development Councils, in this regard; the UN alone cannot do it. The mutual accountability framework will provide time-bound commitments both from the UN and the Government to achieve different outcomes and results, aligned to national priorities.

Alignment Action Plan. The UN is committed to aligning its programme and projects with the national and sector priorities. While the mutual accountability framework will work at the higher level, alignment is required at the levels of results and deliverables as well. Again, this will require further discussion with Development Councils or custodians of key initiatives, such as the NESP.

Development Assistance Database (DAD). The UN will work with the Government, in particular the Ministry of Finance, to report expenditure and results data to the DAD, thereby furthering transparency of international assistance and fostering closer coordination. In addition, UN agencies will be required to also enter their data onto the International Aid Transparency Initiative (IATI), which is publicly accessible.

Comparative advantage based joint programming. The UN will focus on what it does best, based on technical expertise, past performance and available resources. Agencies commit to working jointly within the six thematic areas.

Streamlining monitoring. While the existing monitoring mechanisms has been explained, the UN plans to streamline and realign monitoring systems within and across UN agencies, so that lasting impact and progress towards meeting outcomes can be better gauged. The UN would hope to align its systems with the development councils, their technical committees and other working groups. Doing so will help identify sustainable results, which in turn could mark opportunities for the UN to exit associated programme activities.

Strategic communication. The UN's work in support of the Government is to be better communicated to demonstrate how the UN is behind the ANPDF. One such commitment is to provide officials with a simple 'one stop' access to the ways the UN is supporting the Government to achieve its development goals. To enhance transparency, by mid-2018, the UN will share on a website what it does, the outcomes it helps the Government achieve and the associated costs by outcome, and the value it adds.

-----

## Annex A – Thematic Area Outcomes and United Nations Programmes Aligned to the ANPDF: Normative

NPP	Components of Interest to the Thematic Area	Agency	Programme
NPP 2: Citizens Charter (NPP 1)	Access to services (health, education, clean water, energy, irrigation)	UNICEF	Curriculum Reform under Capacity building for Education 2030 (CapED 2030); supports the Government in aligning national policies with norms and standards relating to health, water and sanitation, as defined in the UDHR, the ICESCR and other United Nations resolutions, including the Agenda for Sustainable Development
		ILO	Compliance with labor standards – Signing the remaining 3 fundamental labour rights standards by GoIRA
		UNMAS	Regular reporting on Convention on Rights of Persons with Disability that may involve mandatory periodic reporting to and reviews by expert bodies, complaint mechanisms and inspection privileges
		UNEP	Supports the Government in its commitments under the UN Framework on Convention on Climate Change and the Convention on Biological Diversity.
		WHO	Support MoPH and Medical Council in developing norms and standards for ensuring quality of health care
		UNHCR	Support the Government’s policy framework, including DiREC action plan and Regional Solution Strategy for Afghan Refugees (SSAR) in facilitating access to basic services for returnees, IDPs, and host communities
NPP 3 Effective Governance	Public finance management; national statistics	UN Women, UNDP, UNICEF	Support Gender Responsive Budgeting Reforms; public financing for children in line with the Convention on the Rights of the Child and the ICESCR principle of progressive realization; national statistics are generated in line with international norms and standards, including for the purpose of reporting on SDGs
		UNHCR	Support Government of Afghanistan on ensuring the “Facilitation of voluntary, gradual and safe return, regular and responsible migration and mobility through the implementation of well-planned and managed policies” in line with the Regional Solution Strategy for Afghan Refugees (SSAR), the 2016 New York Declaration and the Comprehensive Refugee Response Framework (CRRF).
	Disaster prevention and preparedness	OCHA, UNDP	Building resilience and reducing disaster risk in the context of the Sendai Framework
NPP 4 Justice Sector Reform Programme	The judiciary operates in line with international standards and norms towards ending impunity	UNAMA, UN Women, UNDP, UNAMA, UNICEF, UNODC	Functioning accountability mechanisms are in place for perpetrators of human rights violations, including joint ANP-UN implementation mechanism for the UN Human Rights Due Diligence Policy

NPP	Components of Interest to the Thematic Area	Agency	Programme
	and offering equality before the law to all	UNAMA, UN Women, UNDP, ILO	By 2021 Afghanistan has ratified: OPCAT, ICCPR OP 1&2, Convention on the Protection of All Persons from Enforced Disappearance and the remaining 3 out of 8 ILO fundamental conventions
NPP 7 Urban Development Programme	Strengthened urban governance, improved urban-rural linkage	UN Habitat	<i>The Atlas of Afghan City Regions 2016</i> which supports the government’s vision to better link urban areas with the urban-fringe, and the significance of these ‘metropolitan’ regions for the economic and social development of Afghanistan; on housing and urban water and sanitation standards, and through published urban data and sector profiles that provided input for National Priority Programmes
		UN Habitat	Programming on tenure security, municipal finance and legislation, IDP policy, informal settlements policy, housing policy
	Access to adequate land and housing	UNHCR	Support Government of Afghanistan (MoRR and relevant government entities) in ensuring access of the returnees, displaced populations, and host communities to the infrastructural services in the returnees’ townships and areas of high return and displacement for sustainable reintegration
NPP 11 Women’s Economic Empowerment Programme	Large number of women gain agency	ILO, UN WOMEN, UNICEF, UNHCR, IOM UNFPA, UNAMA	<ul style="list-style-type: none"> <li>• National Policy on Social Protection</li> <li>• Support women’s access to education, basic services including health, and build their self-reliance through market-based programming</li> <li>• Support Government in implementing its obligations incurred as a state party to CEDAW (human rights, security, and freedom from domestic violence) and reporting regularly to the CEDAW Committee</li> </ul>
OTHER: Child Rights and Child Protection	Children can develop their full potential, free from hunger and want, neglect and abuse	UNICEF	Supports the Government in developing the Child Rights Protection Bill (previously known as Child Act), in line with the CRC

## Annex B – Thematic Area Outcomes and United Nations Programmes Aligned to the ANPDF: Education

NPP	Components of Interest to the Thematic Area	Outcome	Agency	Programme
<b>NPP 2: The Citizens’ Charter</b>	Basic Package for Education	<b>Outcome 1 (NESP, Pillar 1): Quality and Relevance:</b> All learners are prepared to contribute to the welfare of society and equipped for viable employment in the labor market through increased knowledge, skills, attitudes and values needed to be productive, healthy and responsible citizens.	UNESCO, UNICEF ILO	<ul style="list-style-type: none"> <li>• Curriculum Reform under Capacity Building for Education 2030 (UNESCO, CapED 2030)</li> <li>• Country Programme Action Plan (UNICEF, CPAP, 2015-2019)</li> <li>• Know About Business; and Start and Improve Your Business (ILO)</li> </ul>
		<b>Outcome 2 (NESP, Pillar 2): Equitable Access:</b> Increased equitable and inclusive access to relevant, safe, and quality learning opportunities for children, youth, and adults in Afghanistan, especially women and girls, including in emergencies.	IOM, OCHA, UNESCO, UNHCR, UNICEF, WFP, WHO	<ul style="list-style-type: none"> <li>• Country Programme Action Plan (UNICEF, CPAP, 2015-2019)</li> <li>• Humanitarian Action for Children (UNICEF, HAC, 2017);</li> <li>• Enhancement of Literacy in Afghanistan (UNESCO, ELA) Programme</li> <li>• Multi-Year Country Strategy (UNHCR, 2017-2019)</li> <li>• Solutions Strategy for Afghan Refugees (UNHCR, SSAR);</li> <li>• New York Declaration for Refugees and Migrants</li> <li>• National IDP Policy (2013)</li> <li>• HCT Protection Strategy</li> <li>• Humanitarian Needs Overview &amp; Response Plan (HNO/HRP, 2017)</li> <li>• WFP School Feeding</li> </ul>
		<b>Outcome 3 (NESP, Pillar 3): Efficient and Transparent Management:</b> Quality education services at national and sub-national levels are delivered transparently, cost-effective and efficiently.	UNESCO IIEP, UNICEF	<ul style="list-style-type: none"> <li>• Country Programme Action Plan (UNICEF, CPAP, 2015 - 2019);</li> <li>• National Institute for Educational Planning, Kabul (UNESCO IIEP)</li> </ul>
<b>NPP 10: Human Capital Development</b>	Education, Vocational Education, Women’s Economic Empowerment, Social Safety Nets	<b>Outcome 4:</b> Adolescents, youth and women are empowered and equipped with increased skilled-based, occupational literacy and life skills knowledge.	IOM, UNFPA, UNESCO, UNICEF, UNIDO, UN WOMEN, UNHCR	<ul style="list-style-type: none"> <li>• Capacity-building for Education 2030 (UNESCO, CapED 2030)</li> <li>• Labor Market Assessment with TVET component (IOM);</li> <li>• Entrepreneurship Curriculum (UNIDO)</li> <li>• Family Life Education (FLE) Curriculum (UNFPA)</li> <li>• School Health Programme (Pilot)</li> <li>• Joint UN Programme to Support Youth and Adolescents (JUPSAY)</li> <li>• National Action Plan to Eliminate Early and Child Marriage (NAP)</li> </ul>

NPP	Components of Interest to the Thematic Area	Outcome	Agency	Programme
				<ul style="list-style-type: none"> <li>• UNHCR Multi-Year Country Strategy – 2017-2019</li> </ul>
<b>NPP 11: Women’s Economic Empowerment Programme</b>	Financial Literacy and Inclusion, Gender Statistics	<b>Outcome 5:</b> Employment opportunities and economic activity for women increased and gender gap reduction contributed to.	UNIDO UNHCR	<ul style="list-style-type: none"> <li>• Support to the Afghanistan Women Chamber of Commerce (UNIDO)</li> <li>• UNHCR Multi-Year Country Strategy – 2017-2019</li> </ul>

**Annex C – Thematic Area Outcomes and United Nations Programmes Aligned to the ANPDF: Food Security Nutrition and Livelihoods**

NPP	Components of Interest to the Thematic Area	Outcomes	Agencies	Programme
<p><b>National Comprehensive Agriculture Development Priority Programme</b></p>	<p>Improving Irrigation Systems</p>	<ul style="list-style-type: none"> <li>• Food insecure populations, including crisis-affected people, have improved access to safe, nutritious and sufficient food all year round</li> <li>• Small-scale subsistence farmers, including women, nomads, and pastoralists have improved sustainable crop and livestock production and productivity and increased access to markets</li> <li>• Rural communities and authorities have enhanced resilience to climate-related disasters</li> <li>• People have improved private sector-led opportunities for income, employment and trade, including through value-added activities and value chains</li> </ul>	<p>FAO, IOM, ILO, UNEP, UNDP, UNHCR, UNODC, UNIDO, WFP</p>	<ul style="list-style-type: none"> <li>• FAO’s Food and Nutrition Security, Agriculture, Livestock, Water Resource Management, Livelihoods and Rural Development programmes<sup>i</sup></li> <li>• IOM Reintegration and Development Assistance for Afghanistan (RADA) Programme</li> <li>• ILO’s Road to Jobs</li> <li>• UNHCR’s CPM programme (components: ABCD, EEE, and Cash programming)</li> <li>• UNIDO Programmes<sup>ii</sup></li> <li>• UNODC’s Alternative Livelihoods programme</li> <li>• UNDP’s Small Grant Programme<sup>iii</sup></li> <li>• WFP’s community-based programme; sustainable food system programme<sup>ivv</sup></li> </ul>
	<p>Increased Wheat Production</p>			
	<p>Horticulture Value Chain</p>			
	<p>Livestock Development</p>			
	<p>Climate-Sensitive Natural Resources Management</p>			
	<p>Food and Nutrition Security, and Resilience Building</p>			
	<p>Research &amp; Extension</p>			
	<p>Farmers Organization</p>			
	<p>Private Sector Support and Public-Private Partnerships</p>			
	<p>Cross-Cutting Components</p>			
<p><b>Afghanistan Food Security and Nutrition Agenda (AFSeN)</b></p>	<p>Increasing Food Availability</p>	<ul style="list-style-type: none"> <li>• Food insecure populations, including crisis-affected people, have improved access to</li> </ul>	<p>FAO, UNICEF, WHO, WFP</p>	<ul style="list-style-type: none"> <li>• FAO Technical and Financial Assistance to the Implementation of the Food and Nutrition Security Strategy in Afghanistan</li> </ul>
	<p>Improving Access to Food</p>			
	<p>Improving Stability of Food Supplies</p>			



NPP	Components of Interest to the Thematic Area	Outcomes	Agencies	Programme
	Improving food utilization and nutrition	<p>safe, nutritious and sufficient food all year round</p> <ul style="list-style-type: none"> <li>Vulnerable groups, in particular children under five years, adolescent girls, and women of reproductive age, have improved nutritional status</li> </ul>		<ul style="list-style-type: none"> <li>UNICEF's Country programme Action Plan 2015-2019 and midterm review report (2017) Output 1: Enabling environment; Output 2 and 3: prevention of all forms of malnutrition for children, women and adolescent girls; Output 4 treatment of severe acute malnutrition including emergencies</li> <li>WFP's Technical and Financial Support to AFSeN Secretariat</li> </ul>
Citizen's Charter	Agriculture	Food insecure populations, including crisis-affected people, have improved access to safe, nutritious and sufficient food all year round	FAO, WFP	<ul style="list-style-type: none"> <li>FAO's Food and Nutrition Security, Agriculture, Livestock, Water Resource Management, Livelihoods and Rural Development programmes</li> <li>WFP's community-based programme; sustainable food system programme</li> </ul>
	Health	Vulnerable groups, in particular children under five years, adolescent girls, and women of reproductive age, have improved nutritional status	UNICEF, WHO, WFP	<ul style="list-style-type: none"> <li>UNICEF's Country programme Action Plan 2015-2019 and midterm review report (2017) Output 1: Enabling environment; Output 2 and 3: prevention of all forms of malnutrition for children, women and adolescent girls; Output 4 treatment of severe acute malnutrition including emergencies</li> <li>WHO Country Biennium plan 2018-19, category 2.5 Nutrition</li> <li>WFP's community-based programme; sustainable food system programme</li> </ul>
Women's Economic Empowerment Programme	Increasing the availability and analysis of Gender statistics	<ul style="list-style-type: none"> <li>Small-scale subsistence farmers, including women, nomads, and pastoralists have improved sustainable</li> </ul>	FAO, IOM, ILO, UNDP, UNHCR, UNICEF, UNIDO, UNODC, WFP	<ul style="list-style-type: none"> <li>FAO's Food and Nutrition Security, Agriculture, Livestock, Water Resource Management, Livelihoods and Rural Development programmes</li> </ul>
	Training in Literacy, Business Management and Labor Skills			
	Ensuring access to Finance			

NPP	Components of Interest to the Thematic Area	Outcomes	Agencies	Programme
	<p>Improving access to agricultural inputs, extension services and markets</p> <hr/> <p>Promoting access to creative economic markets</p>	<p>crop and livestock production and productivity and increased access to markets</p> <ul style="list-style-type: none"> <li>• Rural communities and authorities have enhanced resilience to climate-related disasters</li> <li>• People have improved private sector-led opportunities for income, employment and trade, including through value-added activities and value chains</li> </ul>		<ul style="list-style-type: none"> <li>• IOM RADA Programme</li> <li>• ILO's Road to Jobs</li> <li>• UNHCR's CPM programme (components: ABCD, EEE, and Cash programming)</li> <li>• UNIDO programmes</li> <li>• UNODC's Alternative Livelihoods programme</li> <li>• UNDP's Small Grant Programme</li> <li>• WFP's community-based programme; sustainable food system programme</li> </ul>
<p><b>Human Capital Development Programme</b></p>	<p>Technical vocational and educational training (TVET)</p> <hr/> <p>Self-organization of companies</p> <hr/> <p>Partnership between private and public sector</p> <hr/> <p>Research and development</p> <hr/> <p>Expand pool of qualified TVET staff</p>	<ul style="list-style-type: none"> <li>• Small-scale subsistence farmers, including women, nomads, and pastoralists have improved sustainable crop and livestock production and productivity and increased access to markets</li> <li>• People have improved private sector-led opportunities for income, employment and trade, including through value-added activities and value chains</li> </ul>	<p>FAO, IOM, ILO, UNFPA, UN-HABITAT, UNICEF, UNESCO, UNODC, WHO, WFP</p>	<ul style="list-style-type: none"> <li>• FAO's Food and Nutrition Security, Agriculture, Livestock, Water Resource Management, Livelihoods and Rural Development programmes</li> <li>• IOM RADA, AVRR, and Return of Qualified Afghan (RQA) Programme</li> <li>• UNHCR's CPM programme (components: ABCD, EEE, and Cash programming); and UNHCR Cross-border programming with Pakistan and Iran for Afghan Refugees</li> <li>• ILO's Road to Jobs and Youth Empowerment Project</li> <li>• UNICEF and WHO education and health programme</li> <li>• UNDP's Small Grant Programme</li> <li>• UNFPA's Police and health sector response to GBV, family planning and RH programs</li> <li>• UNESCO's Culture for the Successful and Sustainable Reintegration</li> </ul>

NPP	Components of Interest to the Thematic Area	Outcomes	Agencies	Programme
				<ul style="list-style-type: none"> <li>• UNHABITAT's Cities For All (CFA) and Clean and Green Cities programmes</li> <li>• UNODC's Alternative Livelihoods programme</li> <li>• WFP's community-based programme; sustainable food system programme</li> </ul>
<b>Private Sector Development Programme</b>	Building efficient and competitive markets	<ul style="list-style-type: none"> <li>• People have improved private sector-led opportunities for income, employment and trade, including through value-added activities and value chains</li> </ul>	FAO, IOM, ILO, UNFPA, UN-HABITAT, UNICEF, UNESCO, WHO, WFP, UNHCR	<ul style="list-style-type: none"> <li>• FAO's Food and Nutrition Security, Agriculture, Livestock, Water Resource Management, Livelihoods and Rural Development programmes</li> <li>• ILO's Road to Jobs programme</li> <li>• IOM Reintegration and Development Assistance (RADA) in Afghanistan</li> <li>• UNHCR's Global MADE51 programme (Market, Access, Design, and Empowerment of artisanal refugees/returnees) &amp; CPM programme (component: EEE, Employability, Employment, and Entrepreneurship)</li> <li>• UNIDO Programmes</li> <li>• UNDP's Small Grant Programme</li> <li>• UNESCO's Afghanistan's National Programme for Culture and Creative Economy</li> <li>• UNHABITAT's Cities For All (CFA) and Clean and Green Cities programmes</li> <li>• WFP's community-based programme; sustainable food system programme</li> </ul>
	Enabling SMEs, particularly export focused Afghan owned firms			
<b>National Infrastructure Plan</b>	National renewable energy projects (hydropower, renewable, solar, off grid)	<ul style="list-style-type: none"> <li>• Small-scale subsistence farmers, including women, nomads, and pastoralists have</li> </ul>	FAO, UN-HABITAT, UNHCR, UNEP, UNICEF, UNDP, UNIDO, WFP	<ul style="list-style-type: none"> <li>• FAO's Food and Nutrition Security, Agriculture, Livestock, Water Resource Management, Livelihoods and Rural Development programmes</li> </ul>
	Enabling Access to local and transboundary market			

NPP	Components of Interest to the Thematic Area	Outcomes	Agencies	Programme
	Rehabilitate existing irrigated agriculture schemes and water reservoirs	<p>improved sustainable crop and livestock production and productivity and increased access to markets</p> <ul style="list-style-type: none"> <li>Rural communities and authorities have enhanced resilience to climate-related disasters</li> <li>People have improved private sector-led opportunities for income, employment and trade, including through value-added activities and value chains</li> </ul>		<ul style="list-style-type: none"> <li>UNHCR's CPM programme (component ABCD: Asset Based Community Development),</li> <li>UNICEF MRRD-Rural Water Supply and Sanitation Programme (Ru-WatSIP Community Development - ABCD)</li> <li>UNIDO Programmes</li> <li>UNDP's Small Grant Programme</li> <li>UNHABITAT's Cities For All (CFA) and Clean and Green Cities programmes</li> <li>WFP's community-based programme; sustainable food system programme; and Code4Fun programme in collaboration with UNICEF</li> </ul>
<b>National Health Strategy</b>	Reduce incidence and prevalence of acute and chronic malnutrition	<ul style="list-style-type: none"> <li>Vulnerable groups, in particular children under five years, adolescent girls, and women of reproductive age, have improved nutritional status</li> </ul>	UNICEF, WHO, WFP	<ul style="list-style-type: none"> <li>UNICEF's Country programme Action Plan 2015-2019 and midterm review report (2017) Output 1: Enabling environment; Output 2 and 3: prevention of all forms of malnutrition for children, women and adolescent girls; Output 4 treatment of severe acute malnutrition including emergencies</li> <li>WHO Country Biennium plan 2018-19, category 2.5 Nutrition</li> <li>WFP's community-based programme</li> </ul>
<b>National Public Nutrition Strategy</b>	<p>Increased access to nutrition services and products</p> <p>Improved Nutrition Behaviors of Public</p> <p>Improved Quality of Nutrition Services and Products</p> <p>Strengthen Social, Regulatory and Political and Environment for Nutrition</p>	<ul style="list-style-type: none"> <li>Vulnerable groups, in particular children under five years, adolescent girls, and women of reproductive age, have improved nutritional status</li> </ul>	FAO, UNICEF, WHO, WFP	<ul style="list-style-type: none"> <li>FAO's Food and Nutrition Security, Agriculture, Livestock, Water Resource Management, Livelihoods and Rural Development programmes</li> <li>UNICEF's Country programme Action Plan 2015-2019 and midterm review report (2017) Output 1: Enabling environment; Output 2 and 3: prevention of all forms of</li> </ul>

NPP	Components of Interest to the Thematic Area	Outcomes	Agencies	Programme
				<p>malnutrition for children, women and adolescent girls; Output 4 treatment of severe acute malnutrition including emergencies</p> <ul style="list-style-type: none"> <li>• WHO Country Biennium plan 2018-19, category 2.5 Nutrition</li> <li>• WFP's community-based programme; sustainable food system programme</li> </ul>
<p><b>Urban Development Programme</b></p>	<p>Strengthen Urban Governance and Institutions</p>	<ul style="list-style-type: none"> <li>• People have improved private sector-led opportunities for income, employment and trade, including through value-added activities and value chains</li> </ul>	<p>IOM, ILO, UN-HABITAT, UNHCR, WFP</p>	<ul style="list-style-type: none"> <li>• UNDP's Small Grant Programme</li> <li>• ILO's Youth Empowerment Project</li> <li>• IOM RADA Programme</li> <li>• IOM &amp; HABITAT HLP Consortium Programme</li> <li>• UNHABITAT's Urban Development, Cities For All (CFA) and Clean and Green Cities programmes</li> <li>• UNHCR's CPM programme (components: ABCD, EEE, and Cash programming)</li> <li>• WFP's community-based programme; sustainable food system programme</li> </ul>
	<p>Ensure Adequate Housing and Access to Basic Urban Services for All</p>			

**Annex D – Thematic Area Outcomes and United Nations Programmes Aligned to the ANPDF: Health**

NPP	Components of Interest to the Thematic Area	Outcome	Agency	Programme
1. Citizens' Charter 2. Health for All 3. Human Capital Development 4. National Health Policy and Strategy	Component (Consolidate service delivery):	Strengthened, expanded, and sustained health system with well-functioning institutions, focusing on improving; public perception of the health sector, national and local capacity for effective health planning, human resources, health information, health regulation and practices, diagnostic capacity of the health facilities, access and quality of health services, health financing mechanisms and increased domestic and international resource allocation for health	WHO UNICEF UNFPA UNDP	<ul style="list-style-type: none"> <li>• WHO-MoPH Joint Country Plan 2018-19</li> <li>• Country Programme Action Plan (2015-2019)</li> <li>• Country programme action plan 2015-2019</li> <li>• Country Programme Document 2015-2019</li> </ul>
	Component (Consolidate service delivery)	Improved access to and utilization of high quality reproductive (including family planning), maternal, neonatal, child and adolescent health (RMNCAH) preventive and curative services	WHO UNICEF UNFPA	<ul style="list-style-type: none"> <li>• WHO-MoPH Joint Country Plan 2018-19</li> <li>• Country Programme Action Plan (2015-2019)</li> <li>• Country programme action plan 2015-2019</li> </ul>
	Component (Consolidate service delivery)	Polio Eradication and Immunization: achieve 90% coverage with all basic antigens at the national level and interrupt poliovirus transmission with certification standard surveillance	WHO UNICEF	<ul style="list-style-type: none"> <li>• WHO-MoPH Joint Country Plan 2018-19</li> <li>• Country Programme Action Plan (2015-2019)</li> </ul>
	Component (Consolidate service delivery)	Health Emergencies: reduced death, illness and disability in the most acutely vulnerable population while complimenting and strengthening existing health institutions to adequately prepare for and respond to conflicts, outbreaks and natural disaster-related health crises	WHO UNICEF UNFPA	<ul style="list-style-type: none"> <li>• WHO-MoPH Joint Country Plan 2018-19</li> <li>• Country Programme Action Plan (2015-2019)</li> <li>• Country programme action plan 2015-2019</li> </ul>
	Component (Consolidate service delivery)	CDs and NCDs: improved capacity to monitor the trends and delivery of integrated quality services that is inclusive and free of stigma and discrimination to help reduce the burden of communicable and non-communicable diseases	WHO UNICEF UNDP	<ul style="list-style-type: none"> <li>• WHO-MoPH Joint Country Plan 2018-19</li> <li>• Country Programme Action Plan (2015-2019)</li> <li>• Country Programme Document 2015-2019</li> </ul>

**Annex E – Thematic Area Outcomes and United Nations Programmes Aligned to the ANPDF: Return and Reintegration**

NPP	DiREC Action Plan	Components of Interest to the Thematic Area	Outcome	Agency	Programme
ANPDF	<p>Goal 1: All new arrivals are registered and receive documentation</p> <p>Goal 2: All returnees and IDPs are provided with immediate assistance</p> <p>Goal 6: To facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed policies</p>	Return and Reintegration	<ul style="list-style-type: none"> <li>• Voluntary return supported in safety and dignity, including through registration and provision of assistance</li> <li>• Basic and comprehensive emergency primary health care including psycho-social services are provided at borders and concentrated areas</li> </ul>	FAO, IOM, UNFPA, UNICEF, UNHCR, UNMAS, WFP, WHO	<ul style="list-style-type: none"> <li>• Humanitarian Response Plans (annual)</li> <li>• UNHCR Voluntary Repatriation (VolRep), Regional programme (SSAR), and tripartite and quadripartite consultative processes, Protection (including returnee) monitoring, and Community Protection Measures (CPM)<sup>41</sup>, and Cross-border programmes</li> <li>• IOM Cross Border Return &amp; Reintegration (CBRR), Assisted Voluntary Return &amp; Reintegration (AVRR), and Reintegration and Development Assistance (RADA) programmes in Afghanistan</li> <li>• UNFPA Emergency RH and GBV projects for returnees and IDPs</li> <li>• WHO-MoPH Joint Country Plan 2018-19; Health Emergencies</li> </ul>

<sup>41</sup> UNHCR’s Community Protection Measures (CPM) programme aims to mitigate protection risks and foster self-reliance, and peaceful co-existence. These also aim to provide a good practice to link and upscale into medium and long-term development initiatives.

NPP	DiREC Action Plan	Components of Interest to the Thematic Area	Outcome	Agency	Programme
<p><b>NPP1:</b> Private Sector Development Programme</p>	<p>Goals 5: Improve access to Livelihoods and Job Opportunities</p>	<p>Efficient and competitive markets; Enabling SMEs, an encouraging domestic investment</p>	<ul style="list-style-type: none"> <li>• Competitiveness of the Afghan artisanal products (e.g. carpets) improved while fair and safe working conditions and quality products are ensured</li> <li>• Regional and International market linkages for Afghan artisanal sector (e.g. carpets) products established</li> <li>• SMEs in the Afghan artisanal sectors (e.g. carpets) promoted</li> <li>• SMEs in the local economic and productive sectors promoted including home-bakery, transport, services etc.</li> <li>• Access to credit (microfinance) for the local SMEs facilitated</li> </ul>	<p>ILO, IOM, UNDP, UNESCO, UNHCR, WB,</p>	<ul style="list-style-type: none"> <li>• ILO’s Road to Jobs programme;</li> <li>• IOM Reintegration and Development Assistance (RADA) in Afghanistan;</li> <li>• UNHCR’s Global MADE51 programme (Market, Access, Design, and Empowerment of artisanal refugees/returnees) &amp; CPM programme (component: EEE, Employability, Employment, and Entrepreneurship);</li> <li>• WB-funded Returnee Enterprise Development (RED) and Access to Finance programmes;</li> <li>• UNDP’s Sustainable Alternative Livelihoods for Mobility (SALAM) project;</li> <li>• Afghanistan’s National Programme for Culture and Creative Economy-NPCE (UNESCO, funded by the Afghan Government); and</li> <li>• UNHABITAT’s Cities For All (CFA) and Clean and Green Cities programmes.</li> </ul>
<p><b>NPP2:</b> The Citizens’ Charter</p>	<p>Goal 3: Facilitate access to basic services</p>	<p>Basic service provision- Universal access to water</p>	<ul style="list-style-type: none"> <li>• Access to safe drinking water improved through construction and or rehabilitation</li> </ul>	<p>UNHCR, UNICEF, World Bank</p>	



NPP	DiREC Action Plan	Components of Interest to the Thematic Area	Outcome	Agency	Programme
	for returnees, IDPs, and host communities  Goal 7: Improve Citizen's Charter Engagement, and Social Cohesion		of water points in the areas of high return and displacement <ul style="list-style-type: none"> <li>• Support to community water supply to 500 communities</li> <li>• Community Led Total Sanitation</li> </ul>		<ul style="list-style-type: none"> <li>• IOM Reintegration and Development Assistance (RADA) in Afghanistan;</li> <li>• UNHCR's CPM programme (component ABCD: Asset Based Community Development);</li> <li>• UNICEF MRRD-Rural Water Supply and Sanitation Programme (Ru-WatSIP Community Development - ABCD);</li> <li>• WB-funded Citizen's Charter and Access to Finance programme;</li> <li>• WFP's community-based programme; and Code4Fun programme in collaboration with UNICEF;</li> <li>• UNESCO's Culture for the Successful and Sustainable Reintegration (NPCE, funded by the Afghan Government and the EU);</li> <li>• UNHABITAT's Cities For All (CFA) and Clean and Green Cities programmes; and</li> <li>• UNESCO's Programme Culture for the Successful and Sustainable Reintegration (NPCE, funded by the Afghan Government and the EU)</li> </ul>
		Quality education	Access to education, particular for girls, promoted through rehabilitation and or construction of schools in the areas of high return and displacement	UNHCR, UNICEF	
			Creative skills of the students (girls and boys) improved through provision of a safe, secure, and friendly learning and educational environment.	UNHCR, UNICEF, UNESCO	
		Increase social cohesion through social and cultural activities	Social and cultural activities in high-return areas to facilitate social integration and inter-community dialogue	UNESCO	
		Basic electricity from renewable energy sources in remote areas	Access to electricity increased through provision of SOLAR power and rehabilitation of electricity lines in the areas of high return and displacement	UNHCR, WB	
		Basic all-year roads to increase village to market access	Access to markets increased through rehabilitation and or construction of secondary, tertiary, and quaternary roads in the areas of high return and displacement	IOM, UNHCR, WFP, WB	
		Small-scale irrigation and drainage infrastructure	Access to markets and livelihoods improved through rehabilitation and or construction (through cash for work) of irrigation (including <i>Kariz</i> system) and drainage facilities in the areas of high return and displacement	IOM, UNHCR, UNICE, WFP, WB	
		Access to livelihoods	<ul style="list-style-type: none"> <li>• Ensure inclusive Access to Finance</li> <li>• Training in Literacy, Business Management and Labor Skills</li> </ul>	ILO, IOM, UNHCR, UNDP	

NPP	DiREC Action Plan	Components of Interest to the Thematic Area	Outcome	Agency	Programme
<p><b>NPP3:</b> Effective Governance Programme</p>	<p>Goal 6: To facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed policies</p>	<p>Professionally staffed and managed Ministries; Capable provincial and municipal subnational governments; Citizen's Identity Register</p>	<p>MoRR/DoRR as well as other key Government stakeholder capacities in voluntary return and repatriation process is ensured</p>	<p>IOM, UNHCR</p>	<ul style="list-style-type: none"> <li>• IOM Cross Border Return &amp; Reintegration (CBRR) Programme</li> <li>• UNHCR VolRep', Regional programme (SSAR), and tripartite and quadripartite consultative processes, Cross-border programming and MoRR capacity building programmes</li> <li>• UNFPA Police and health sector response to GBV, family planning and RH programs</li> <li>• WHO-MoPH Joint Country Plan 2018-19</li> </ul>
			<p>Efficient and effective management of the Encashment and Transit Centres</p>	<p>IOM, UNHCR</p>	
			<p>MoRR/DoRR as well as other key Government stakeholder capacities in coordination and delivery of assistance, particularly entitlements, access to civil documentation, and services, to the persons of concerns increased</p>	<p>IOM, UNHCR, WFP</p>	
			<p>MoRR/DoRR as well as other key Government stakeholder capacities in policy development at national and regional levels improved through technical and advisory support</p>	<p>IOM, UNDP, UNHCR</p>	
			<p>MoRR/DoRR as well as other key Government stakeholder understanding of global policies enhanced to ensure alignment with national strategies</p>	<p>ILO, IOM, UNDP, UNHCR</p>	
			<p>MoRR/DoRR as well as other key Government stakeholder capacities in data management enhanced through technical support</p>	<p>IOM, WFP, UNHCR</p>	
			<p>Availability of technically qualified staff to provide quality management support, service delivery and data analysis for informed decision making</p>	<p>UNFPA, WHO, UNHCR, IOM</p>	
<p><b>NPP4:</b> Comprehensive Agriculture Development Priority Programme</p>	<p>Goals 5: Improve access to Livelihoods and Job Opportunities</p>	<p>Increase investment in water management (developing new irrigation networks and building small water reservoirs)</p>	<p>Access to irrigation improved through rehabilitation and or construction of irrigation networks and small water reservoirs in the areas of high return and displacement</p>	<p>FAO, UNHCR, WFP</p>	<ul style="list-style-type: none"> <li>• IOM RADA Programme</li> <li>• UNHCR's CPM programme (components: ABCD, EEE, and Cash programming)</li> <li>• FAO's national Agricultural and Animal husbandry programmes</li> </ul>
		<p>Improving Livestock management</p>	<p>Access to livelihoods improved through investment in the local dairy and animal-husbandry value chains (e.g. small-business dairy farming, cheese and milk products)</p>	<p>FAO, ILO, IOM, UNDP, UNHCR</p>	

NPP	DiREC Action Plan	Components of Interest to the Thematic Area	Outcome	Agency	Programme
			including through Public-Private Partnerships (PPP) and market linkages in the areas of high return and displacement		<ul style="list-style-type: none"> <li>• WFP’s community-based programme</li> <li>• ILO’s Road to Jobs</li> <li>• UNDP’s SALAM project</li> <li>• UNODC’s Alternative Livelihoods programme</li> </ul>
		Increase horticulture capacity, supporting investment in value chains	<ul style="list-style-type: none"> <li>• Facilities in the horticulture value chains (e.g. grape, fruits, and vegetables, bee-keeping) improved for community empowerment in the areas of high return and displacement</li> </ul>	FAO, IOM, UNHCR, UNODC	
		Women-owned agri-businesses	<ul style="list-style-type: none"> <li>• Women Social businesses in agri-sector, supported through self-help-group approach, including access to finance (for example agro-processing, pickle and jam making, dairy processing, green houses etc.) in the areas of high return and displacement</li> </ul>	FAO, IOM, UNDP, UNHCR, UNODC	
NPP5: National Infrastructure Plan	Goal 4: Improve access to land and adequate housing	National renewable energy projects (hydropower, renewable, solar, off grid)	<ul style="list-style-type: none"> <li>• Ensure access of the returnees, displaced populations, and host communities to the infrastructural services in the returnees’ townships and areas of high return and displacement</li> </ul>	IOM, UNDP, UNHCR, HABITAT	<ul style="list-style-type: none"> <li>• IOM &amp; HABITAT HLP consortium programme</li> <li>• IOM RADA Programme</li> <li>• UNHCR’s CPM programme (components: ABCD, EEE, and Cash programming)</li> <li>• UNDP’s SALAM project</li> <li>• UNHABITAT’s Cities For All (CFA) and Clean and Green Cities programmes</li> </ul>
		Rehabilitate existing irrigated agriculture schemes and water reservoirs			
NPP7: Urban Development Programme	Goal 4: Improve access to land and adequate housing	Build urban infrastructure, principally transport and drainage	<ul style="list-style-type: none"> <li>• Access to transport and hygiene improved through rehabilitation and or construction secondary roads and drainage channels and culverts in the areas of high return and displacement in the areas of high return and displacement</li> </ul>	IOM, UNHABITAT, UNHCR, WFP, WB	<ul style="list-style-type: none"> <li>• UNHABITAT’s Cities For All (CFA) and Clean and Green Cities programmes</li> <li>• IOM RADA Programme</li> <li>• IOM &amp; HABITAT HLP Consortium Programme</li> <li>• UNHCR’s CPM programme (components: ABCD, EEE, and Cash programming)</li> </ul>
	Goals 5: Improve access to Livelihoods and Job Opportunities	Upgrade urban neighborhoods and Promote affordable housing	<ul style="list-style-type: none"> <li>• Access to housing improved through beneficiary selection procedures and rehabilitation and or provision of shelter materials in the areas of high return and displacement</li> </ul>	IOM, UNHABITAT, UNHCR	

NPP	DiREC Action Plan	Components of Interest to the Thematic Area	Outcome	Agency	Programme
		Improve Urban services to the poor	<ul style="list-style-type: none"> <li>Services to the urban poor increased through establishing community (youth and women) centres and training facilities in the areas of high return and displacement</li> </ul>	ILO, IOM, UNDP, UNHABITAT, UNHCR	<ul style="list-style-type: none"> <li>UNHABITAT's programmes (urban development)</li> <li>ILO's Youth Empowerment Project</li> <li>WFP's community-based programme</li> <li>UNDP's SALAM project</li> </ul>
		Increase access to employment	<ul style="list-style-type: none"> <li>Employment opportunities enhanced through market-based employment and entrepreneurship trainings in partnerships with the private sector in the areas of high return and displacement</li> </ul>	IOM, ILO, UNDP, UNHCR	
<b>NPP10: Human Capital Development</b>	Goal 4: Improve access to land and adequate housing	Prepare for future labour market needs	<ul style="list-style-type: none"> <li>Skilled-returnees' self-reliance promoted through market-based employment and entrepreneurship in the areas of high return and displacement</li> </ul>	ILO, IOM, UNDP, UNHCR, UNODC	<ol style="list-style-type: none"> <li>IOM RADA, AVRR, and Return of Qualified Afghan (RQA) Programme</li> <li>UNHCR's CPM programme (components: ABCD, EEE, and Cash programming); and UNHCR cross border programming with Pakistan and Iran for Afghan Refugees</li> <li>ILO's Road to Jobs and Youth Empowerment Project</li> <li>FAO's National Agricultural and Animal husbandry programmes</li> <li>WB-funded Returnee Enterprise Development (RED) and Access to Finance programmes</li> </ol> <ul style="list-style-type: none"> <li>UNICEF and WHO education and health programme</li> <li>WHO-MoPH Joint Country Plan 2018-19;</li> <li>UNDP's SALAM project;</li> </ul>
			<ul style="list-style-type: none"> <li>Cross-border programmes aimed at skills-building of Afghans (in Pakistan and Iran) established in line with market needs in Afghanistan</li> </ul>	IOM, UNDP, UNHCR	
	Goals 5: Improve access to Livelihoods and Job Opportunities	Increase the current skill base	<ul style="list-style-type: none"> <li>Returnees and IDPs skills developed for self-reliance through market-based vocation and technical (TVET) trainings for employment and entrepreneurship in the areas of high return and displacement</li> </ul>	ILO, IOM, FAO, UNDP, UNHCR, WB	
		Identify opportunities to absorb returnees, returning migrants, and displaced population into trainings programme and labor markets	<ul style="list-style-type: none"> <li>Opportunities to labour markets for returnees and IDPs promoted through 'apprenticeship and job-placement' in partnerships with private sector and chamber of commerce and industry in the areas of high return and displacement</li> </ul>	ILO, IOM, FAO, UNHCR, WB, UNODC	
		Support community-based approaches to income-generation for people with disabilities	<ul style="list-style-type: none"> <li>Persons with Specific Needs, including protection needs and disabilities, empowered through provision of in-kind and business support</li> </ul>	ILO, IOM, FAO, UNDP, UNHCR, UNODC	
		Improve workforce quality through investment in	<ul style="list-style-type: none"> <li>Quality of health services improved through provision of basic health-care facilities including basic and comprehensive emergency obstructed (B/EMOC), medical</li> </ul>	ILO, IOM, UNDP, UNICEF, UNHCR, WHO, UNFPA	

NPP	DiREC Action Plan	Components of Interest to the Thematic Area	Outcome	Agency	Programme
		preventative and curative health	and psychosocial services (PSS) and focused trainings (e.g. midwives) in the targeted areas of high return		<ul style="list-style-type: none"> <li>UNFPA's Police and health sector response to GBV, family planning and RH programmes</li> </ul>
		Promote the establishment of private skills academics	<ul style="list-style-type: none"> <li>'Centre of excellence' for advanced vocational and technical trainings established, in the areas of high return (Herat and Jalalabad), in partnerships with the government (MoRR, MoLSAMD), private sector, and chamber of commerce and industry</li> </ul>	ILO, IOM, FAO, UNHCR, UNDP, UNODC	<ul style="list-style-type: none"> <li>UNESCO's Culture for the Successful and Sustainable Reintegration (NPCE, funded by the Afghan Government and the EU)</li> <li>UNHABITAT's Cities For All (CFA) and Clean and Green Cities programmes</li> <li>UNODC's Alternative Livelihoods programme</li> </ul>
<b>NPP11:</b> Women's Economic Empowerment Programme	Not applicable	Implementing global commitments on human rights, security, and freedom from domestic violence for Afghan women	<ul style="list-style-type: none"> <li>Inter-agency effort supported, and government participation ensured for women, particularly returnees and displaced, through advocacy, response and referral networks</li> </ul>	IOM, UNHCR, UNFPA	<ul style="list-style-type: none"> <li>IOM RADA, CBRR, and Return of Qualified Afghan (RQA) Programme</li> </ul>
		Ensuring full access to education and health services, including higher education	<ul style="list-style-type: none"> <li>Access to education and health improved as basic human right, including through creative skills development, adult education learning centres, and technical trainings</li> </ul>	UNICEF, UNHCR, WHO, UNFPA	<ul style="list-style-type: none"> <li>UNHCR's CPM programme (components: ABCD, EEE, WYE, Global MADE51, Code4Fun, and Cash programming)</li> </ul>
		Increasing the Availability and Analysis of Gender Statistics	<ul style="list-style-type: none"> <li>Returnees (documented) data on gender shared with relevant government authorities</li> </ul>	IOM, UNDP, UNHCR WFP, WB	<ul style="list-style-type: none"> <li>UNHCR cross border programming with Pakistan and Iran for Afghan Refugees</li> </ul>
		Removing Legal Barriers to Participation	<ul style="list-style-type: none"> <li>Women participation in decision making structures (e.g. shuras and CDCs) promoted through women 'self-groups', and extensive advocacy and awareness in the areas of high return and displacement</li> </ul>	ILO, IOM, UNDP, UNHCR, WB, UNFPA	<ul style="list-style-type: none"> <li>ILO's Road to Jobs and Youth Empowerment Project</li> <li>FAO's National Agricultural and Animal husbandry programmes</li> </ul>
		Markets Improving Inclusive Access to Finance	<ul style="list-style-type: none"> <li>Access to credit (microfinance) for the women-owned businesses facilitated in the areas of high return and displacement</li> </ul>	ILO, IOM, UNDP, UNHCR, WB	<ul style="list-style-type: none"> <li>WB-funded Returnee Enterprise Development</li> </ul>

NPP	DiREC Action Plan	Components of Interest to the Thematic Area	Outcome	Agency	Programme
		Training in Literacy, Business Management and Labor Skills	<ul style="list-style-type: none"> <li>• Women self-reliance capacities improved through 'self-help group' approach and skills-building, financial literacy including basic accounting and business management training in the areas of high return and displacement</li> <li>• Increase women's knowledge and skills to operate more effectively at home and in the market</li> </ul>	FAO, ILO, IOM, UNDP, UNHCR, WB, UNODC	(RED) and Access to Finance programmes <ul style="list-style-type: none"> <li>• UNICEF and WHO education and health programme</li> <li>• UNDP's SALAM project</li> <li>• WHO and UNFPA's Police and health sector response to GBV, family planning and RH programs; Emergency RH and GBV projects for returnees and IDPs</li> <li>• UNFPA sponsored National Action Plan on Early and Child Marriages</li> <li>• UNESCO's Programme Culture for the Successful and Sustainable Reintegration (NPCE, funded by the Afghan Government and the EU)</li> <li>• UNHABITAT's Cities For All (CFA) and Clean and Green Cities programmes</li> <li>• UNODC's Alternative Livelihoods programme</li> </ul>
Improving Access to Agricultural Inputs, Extension Services, and Markets	<ul style="list-style-type: none"> <li>• Access to livelihoods improved through investment in value chains (e.g. horticulture, nurseries, green houses, agro-processing and animal husbandry, services, artisanal handicrafts and handlooms etc.) in partnerships with private sector and chamber of commerce and Industry</li> </ul>	FAO, ILO, IOM, UNDP, UNHCR, WB, UNODC			
Promoting Access to Creative Economy Markets	<ul style="list-style-type: none"> <li>• Access to creative and economic markets, particularly in the carpet sector increased through linkages with social enterprises such as Turquoise Mountain, ARZU hope, and Label STEP.</li> </ul>	FAO, ILO, IOM, UNESCO, UNDP, UNHCR, WB, UNODC			

## Annex F – Thematic Area Outcomes and United Nations Programmes Aligned to the ANPDF: Rule of Law

NPP	Components of Interest to the Thematic Area	Outcome	Agency	Programme
Accountable Governance Programme <sup>42</sup>	Enhancing links between all levels of government from the community to the national level.	Capable and inclusive provincial and municipal subnational governments and public institutions that protect and promote human rights, safety, and security, and that have an improved capacity to effectively formulate and implement sound and relevant public policies addressing the health, education, basic services and social needs of citizens.  Professionally staffed and managed ministries and agencies with consolidated strong budget planning,	UNDP	<ul style="list-style-type: none"> <li>Local Governance Project (LoGo)</li> <li>Institutional and Capacity Support to the Parliament of Afghanistan (ICSPA)</li> <li>High Peace Council (HPC)</li> <li>United Nations Support to Elections Project (UNESP)</li> </ul>
			UNICEF	Justice for Children
			UNFPA	Support to the national statistical system and capacity building through: <ul style="list-style-type: none"> <li>Socio Demographic and Economic Survey project</li> <li>Strengthening Statistics course at Kabul University &amp; Establishment of a curriculum on Demography (Master degree)</li> <li>High resolution population mapping project</li> </ul>
			UN-Habitat	Citizens' Charter Afghanistan Project (CCAP)
	Improving support and coordination for budgeting, planning, and implementation.		UNDP	LOGO, ICSPA, HPC
			UNFPA	Building National Capacity for Integration of Population Issues in National Development plans.
			UNESCO	Fostering Access to Information and Freedom of Speech
			UNESCO	Promotion of gender balance within all Afghan media
			UNESCO	Capacity building of Afghan Security Forces on freedom of expression and safety of journalists
			UNDP	LOGO, ICSPA, HPC
	Strengthening municipal capacity for revenue collection and service delivery.		UN-Habitat	City For All (CFA)
	Increasing government presence at the district level		UNDP	LOGO, ICSPA, HPC
	Strengthening the capacity of provincial and district governors.		UN-Habitat	Afghanistan Urban Peacebuilding Programme (AUPP)
			UNDP	LOGO, ICSPA, HPC
UNAMA		UNAMA RoL, UNAMA governance		

<sup>42</sup> From ANPDF Stakeholders: MoEc, MoF, MRRD, IDLG, HPC, Officials at Province/district levels, Central Statistics Organization, and Kabul University.

NPP	Components of Interest to the Thematic Area	Outcome	Agency	Programme
		<p>execution, reporting and accountability.</p> <p>Strengthened electoral and representative institutions and systems that are better able to ensure full public participation and representation in the electoral process.</p>		
Justice Sector Reform Programme <sup>43</sup>	Structural reform	Courts neutrally apply the law, are trusted and used by the population, and court decisions are enforced; and trust in and access to fair, effective and accountable rule of law services is increased.	UNDP	Afghanistan Access to Justice (AA2J), MOIA and Police Development (MPD)
			UNICEF	Justice for Children
			UNAMA OHCHR	UNAMA RoL, UNAMA Governance
	Capacity development		UNDP	Afghanistan Access to Justice (AA2J), MOIA and Police Development (MPD), Support to Payroll Management (SPM)
			UNODC	Country Programme for Afghanistan (2016-2019) Sub-programme 2 –Criminal Justice
			UNICEF	Justice for Children

<sup>43</sup> These components are segregated by Judiciary, AGO, MOJ, MOIA, AIBA and Independent Commission on Oversight of Implementation of the Constitution.



NPP	Components of Interest to the Thematic Area	Outcome	Agency	Programme
			UNFPA	Police sector response to GBV
	Anti-corruption		UNDP	Anti-Corruption Project
			UNODC	Country Programme for Afghanistan (2016-2019) Sub-programme 2- Criminal Justice
	Transparency and accountability		UNAMA	UNAMA RoL
			UNDP	Anti-Corruption Project
			UNODC	Country Programme for Afghanistan (2016-2019) Sub-programme 2- criminal Justice
	Public and internal awareness raising		UNAMA	UNAMA RoL, Governance and PAD
	Review and amendments of laws		UNODC	Country Programme for Afghanistan (2016-2019) Sub-programme 2- Criminal Justice
			UNICEF	Justice for Children
			UNAMA	UNAMA RoL, UNAMA HRU
			UNODC	Country Programme for Afghanistan (2016-2019) Sub-programme 2- Criminal Justice
			UNICEF	Justice for Children
	UNDP	Afghanistan Access to Justice (AA2J), MOIA and Police Development (MPD)		
	UNDP	MOIA and Police Development (MPD)		
NPP 5 Law and Justice for all programme			UNODC-LE	Country Programme for Afghanistan (2016-2019) Sub-programme 1- Law enforcement
	Combat organize crime and illicit trafficking			
		Law enforcement capacity enhanced to combat drug trafficking and transnational organized crime.		

- 
- <sup>i</sup>FAO's Food and Nutrition Security, Agriculture, Livestock, Water Management, Livelihoods and Rural Development programmes: capacity development to government and other stakeholders, as well as, programme implementation on policy planning, land reform, decentralization, sustainable management of common natural resources, expansion of irrigation, sustainable water management, climate-smart agriculture, nutrition-sensitive agriculture, Codex Alimentarius, integrated pest management, animal health and transboundary animal diseases, enable inclusive and efficient food value chain development, geographic indication(GI)/private sector development, job creation and support to vulnerable farmers' food and nutrition security and resilience building.
- <sup>ii</sup> UNIDO Programmes: capacity development to the government and private sector for quality infrastructure system for trade facilitation and provides support on issues related to technical barriers to trade (TBT), sanitary and phytosanitary; value addition in agro-industries, standards for packaging, enhancement of marketability of agricultural products, business environment, clusters and innovation development, supply chain, support to the creation and management of industrial parks, including agriculture industrial parks.
- <sup>iii</sup> UNDP's Small Grant Programme's Projects: Adapt Afghan Communities to Climate Induced Disaster Risks (AAACCIDR), Support Resilience of Rural Livelihood Options to Manage Climate Change (CCAP), Community Based Agriculture Rural Development (CBARD), Livelihood Improvement in Tajik- Afghan Cross-border Areas (LITACA), Support to Livelihoods and Mobility (SALAM), Support to Alice Ghan Township (Alice Ghan), Afghanistan Sustainable Energy for Rural Development (ASERD), and Establishing Integrated Models for Protected Areas and their Co-management (IMPA).
- <sup>iv</sup> WFP Community Based Programme: food/cash support to crisis-affected people including IDPs and returnees, seasonal food/cash support to severely food insecure people, comprehensive package for the prevention and treatment of moderate acute malnutrition for children aged 6 to 59 months and PLW, conditional livelihood support (food/cash assistance for asset and vocational skills training), school feeding (take-home rations).
- <sup>v</sup> WFP Sustainable Food System Programme: it supports government and commercial partners to develop nutritional value chains.