

# Special Trust Fund for Afghanistan

## Terms of Reference

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## **Special Trust Fund for Afghanistan**

### ***ABADEI - Supporting Community Resilience in Afghanistan Programming Strategy***

#### **Terms of Reference**

##### **1. Context**

The August 15 power shift in Afghanistan has resulted in severe economic instability in a climate of heightened uncertainty. The country is also experiencing fragility and faces challenges on multiple fronts including COVID-19, poverty, food insecurity, droughts and micro- and macroeconomic impacts. Around 18.5 million of Afghan people need assistance with 3.5 million people displaced<sup>1</sup>. Over 665,000 people were reported by OCHA to have fled their homes due to conflict as of 3 October 2021<sup>2</sup>.

The economy is facing multiple shocks including the sudden drop in aid combined with frozen assets abroad, cash shortages, a weakening banking sector, falling trade, accelerating inflation and a depreciating exchange rate. According to the IMF forecast of October 2021, the economy is projected to contract by 30%. UNDP's projections show that poverty may become nearly universal affecting 95-97 % of the population by mid-2022.

Core government functions and the provision of essential services have completely collapsed except for some international assistance that is being provided to maintain access to health services. As humanitarian needs mount, it is imperative to prevent a humanitarian catastrophe and the socio-economic collapse of the country, which would result in increased instability, severe security threats and migratory flows in Afghanistan, the region and beyond.

In this context, UNDP has developed an Area-based Approach for Development Emergency Initiatives Strategy, referred to ABADEI Strategy, to support basic human needs that will enable people and communities to withstand these shocks. The interventions proposed under the ABADEI Strategy, undertaken alongside the humanitarian response, aim to mitigate, and hopefully avert, the immediate impact of the crisis on lives and livelihoods.

##### **2. Rationale for establishing the Special Trust Fund**

In line with the Secretary-General's Emergency Planning Directive on the UN Plan to Support the People of Afghanistan (August 2021), DSRSG/RC/HC, supported by DCO, guides an integrated UN approach with relevant agencies, funds and programmes. This approach is being operationalized with the support of a Working Group under the leadership of UNDP with

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<sup>1</sup> [Afghanistan: Humanitarians call for greater support as winter approaches | UN News](#)

<sup>2</sup> <https://data.humdata.org/dataset/afghanistan-conflict-induced-displacements-in-2021>

participation of the DSRSG/RC/HC, established at the Principals Meeting on 28 August 2021, and chaired by DPPA.

To support UN joint programming in the provision of basic human needs, a **Special Trust Fund for Afghanistan** (hereinafter referred as the Fund) was established on 20 October 2021. The Fund will serve as an inter-agency mechanism to enable donors to channel their resources and coordinate their support to the ABADEI Strategy and the UN joint programmes developed under it.

The Trust Fund will be led by UNDP and implemented in collaboration with other UN Agencies, Funds and Programmes with a focus on the following elements:

- In addition to the many preexisting challenges Afghanistan faces, including the impact of COVID-19, the collapse of the government on 15 August has exacerbated people's vulnerabilities, including due to loss of income, limited access to essential services, lack of basic human rights, systematic discrimination against women and girls, limited coverage of social protection, a weak private sector and high dependence on donor grants.
- Activities under the result areas of the four thematic windows of Fund cover the (i) provision of essential services, (ii) community-based livelihoods and local economies, (iii) protection of farm-based livelihoods from natural disasters, and (iv) the promotion of social cohesion and community resilience.
- Participating UN agencies recognize that: (i) different regions require different solutions which are indivisible and integrated, and (ii) in the current situation, interventions need to be implemented in partnership with local communities, civil society, and the private sector. To implement the ABADEI Strategy, UNDP and Participating UN agencies will use their capacities in country, augmented as needed through surge or other mechanisms.

The ABADEI Strategy represents one of the first large-scale attempts to operationalize a basic human needs approach within the complex and fast evolving context of Afghanistan. Conceptually, it provides an articulation of investments in essential services, livelihoods and community resilience that complement humanitarian efforts by helping households, communities, and the private sector cope with the adverse effects of the crisis.

The ABADEI Strategy aims to promote more effective and joined-up responses by strengthening the collaboration, coherence and complementarity of interventions with those covered through the Humanitarian Response Plan. It does this by providing support to the basic human needs of communities. It is anticipated that, as the conditions change, this support could evolve.

### **2.1. Rationale for the establishment of the Fund to support the ABADEI Strategy and its programmatic approach**

Over the last 20 years, valuable lessons have been learned on what works and what doesn't in the UN's assistance in Afghanistan. Neither a one-size-fits-all approach nor a fragmented sector-based approach to human basic needs has been effective. Instead, a more integrated approach is needed, one that accounts for the significant differences in needs between the provinces and regions of

Afghanistan and yet also recognizes that humanitarian and basic human needs gains in one area are linked to and dependent on humanitarian and basic human needs gains in other areas.

The ABADEI Strategy has been designed as a response to the ongoing crisis in Afghanistan upon a call of the UN Executive Committee Working Group for Afghanistan. It offers an integrated yet decentralized approach to programming for community resilience. It proposes an innovative, inclusive and highly flexible approach, that puts people first, targets the most vulnerable and meets specific local needs.

The ABADEI Strategy responds to citizens' needs in the most cost-effective and efficient manner as possible. It articulates how a basic human needs approach can complement humanitarian efforts by helping households and communities cope better with the adverse effects of the current crisis. It is centered on addressing worsening poverty and vulnerability, supporting community resilience and social cohesion, and enabling the rehabilitation of small-scale community infrastructure for essential services and the protection of farm-based livelihoods (e.g., warehouses, village roads and bridges), while creating immediate sources of income through cash-for-work, cash-for markets to safeguard livelihoods that are under threat.

The ABADEI Strategy is grounded in partnerships without which implementation at the local level would not be possible. It capitalizes on the One-UN concept based on partnership with other UN agencies with comparative advantages in the key thematic areas of the Strategy. For this reason, the Fund was established to provide support to the population of Afghanistan. The Fund will initially focus on four thematic areas:

1. Provision of Essential Services
2. Community-Based Livelihoods and Local Economic Activities
3. Protecting Farm-based Livelihoods from Natural Disasters
4. Community Resilience and Social Cohesion

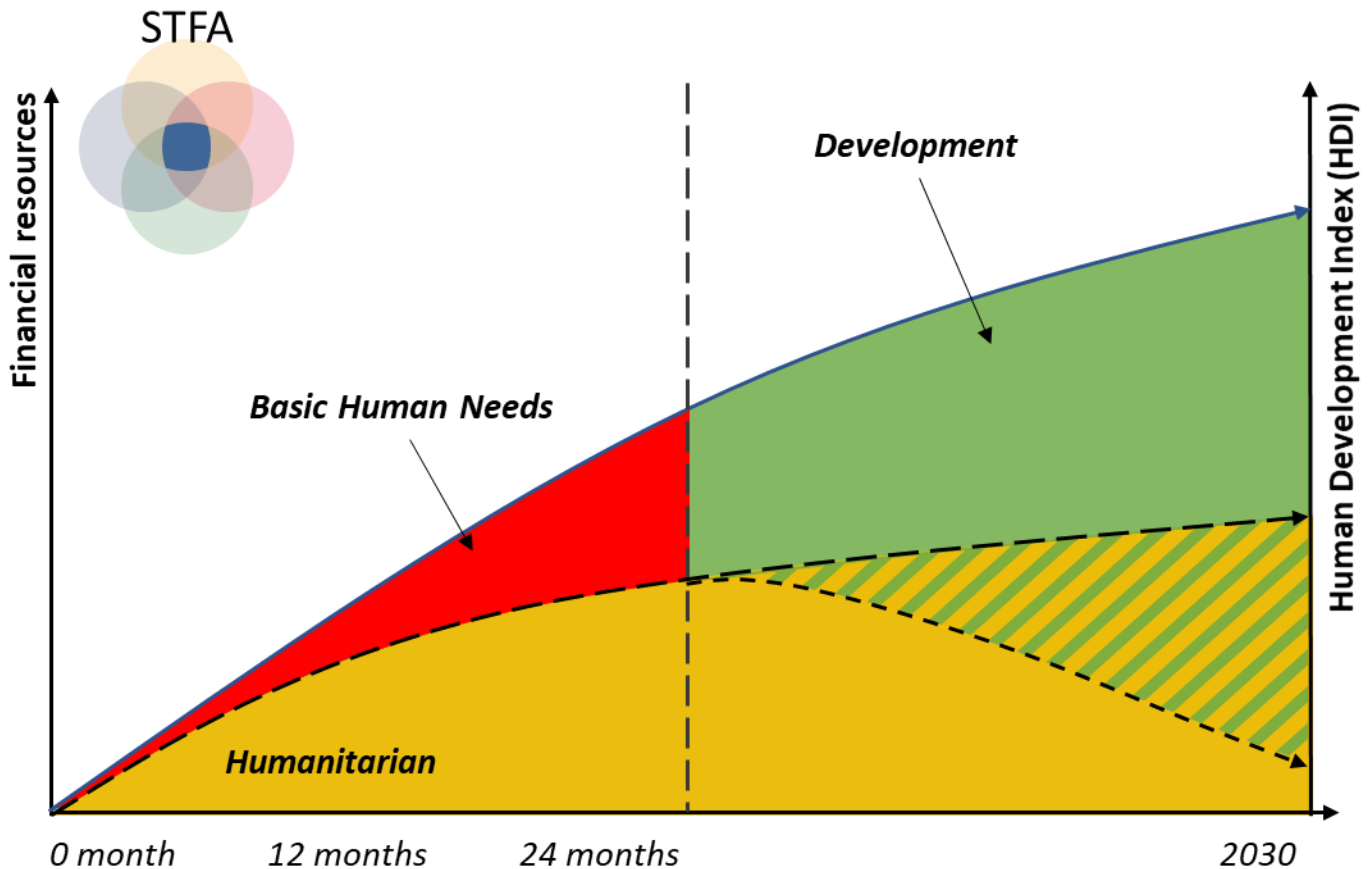
The Fund is open to all UN Agencies, Funds and Programmes (UN AFPs). By early November 2021, eight UN agencies have concluded the Memorandum of Understanding for the Special Trust Fund for Afghanistan. The areas of programmatic interest and comparative advantage of the Participating UN APFs are described in Annex 1. This will be further expanded to bring in additional expertise, experience, and resources to joint initiatives.

## **2.2. Complementary of the Fund with other UN operational activities**

The ABADEI Strategy's joint programmes will complement the humanitarian response to meet the needs of people across multiple areas of vulnerability and enhance short-term resilience by preserving the ability of individuals and communities to cope with the impacts of the conflict, and the economic and public health crisis. The four thematic windows for the ABADEI Strategy will therefore work in complementarity with the Afghanistan Humanitarian Fund and the Central Emergency Response Fund (CERF).

A key linkage with the HRP, in terms of priority setting and targeting, is articulated through the targeting methodology, which is based on compiled key humanitarian indicators and data, including severity of food insecurity, emergency needs, and presence of IDPs.

Figure 1: Relationship between basic human needs, development and humanitarian actions.



As noted in section 5 below, the governance of the Fund has been designed to enable coordination across other UN interventions through the Advisory Group and the Steering Committee, facilitated by the Fund’s Secretariat.

### 2.3. Windows of the Special Trust Fund for Afghanistan

The Fund’s strategic priorities will focus on the following thematic areas, which will serve as the Thematic Windows of the Fund, as indicated below:

#### Window 1: Provision of Essential Services

The objective of this Window is to ensure that people’s basic human needs are met beyond what can be addressed through the humanitarian response. Therefore, the activities under these three results areas focus on support for health services and the COVID-19 response, reducing food insecurity, and the energy required to support health and other critical services.

This Window includes activities under three results areas:

- IR 1.1 Essential services enabled and sustained.
- IR 1.2 Essential food security and regenerative agriculture infrastructure, inputs and services supported.
- IR 1.3 Basic Renewable energy services supported and sustained (to enable essential and food security service delivery).

## **Window 2: Community-Based Livelihoods and Local Economic Activities**

The objective of this Window is to safeguard livelihoods so that communities can continue to function. The activities under four results areas focus on a range of social protection measures and the creation of income generation opportunities (especially for women) at the community level.

This Window includes activities under four results areas:

- IR 2.1 Households in high poverty, high insecurity areas provided with basic income (TBI).
- IR 2.2 Local level livelihoods and economies sustained through Cash for Work (CfW) and Cash for Market (CfM), including skills development and entrepreneurial activities.
- IR 2.3 Local Private Sector Development through technical and financial support to informal and formal businesses, including assisting SMEs to access and/or expand to new market areas, support to local traders, to women-led and community-led enterprises.
- IR 2.4 Cross border trade and access to markets supported.

## **Window 3: Protecting Farm-based Livelihoods from Natural Disasters**

The objective of this Window is to ensure that natural resources - particularly water supply - upon which lives, livelihoods and rapid socio-economic support critically depend, are managed as sustainably as possible in a crisis context. Therefore, the activities under the four results areas focus on providing short-term emergency support that ensures continued access to critical resources whilst at the same time generating income opportunities and engaging communities in designing and implementing projects that lead to collective outcomes.

This Window includes activities under results areas as follows:

- IR 3.1 Community preparedness for disasters improved.
- IR 3.2 Disaster resilient infrastructure in place.
- IR 3.3 Water security and access enhanced through climate-smart systems.
- IR 3.4 Natural ecosystem restoration and management supported.

## **Window 4: Community Resilience and Social Cohesion**

The objective of this Window is to support the development of community-led needs-based socio-economic recovery plans that promote reconciliation and prevent conflict, improve access to

justice, support alternative dispute resolution mechanisms, and protect the rights of women and girls. Interventions will be implemented in a participatory manner to ensure that activities are responsive to local needs and priorities and contribute to community resilience building.

This Window includes activities under four results areas as follows:

- IR 4.1 Communities for peace and social cohesion reinforced.
- IR 4.2 Improved gender equality and women's empowerment.
- IR 4.3 Rights-based access to justice, human rights and security fostered.
- IR 4.4 Community-led needs-based local recovery and resilience plans identified.

### **Leaving No One Behind (LNOB) and Gender Equality**

The Fund's programmes will be consistent with the principle of Leaving No One Behind (LNOB), with a focus on marginalized populations or any group facing multiple and intersecting forms of discrimination, including disabled people, youth, sexual and gender-based violence victims, climate refugees, the unemployed, the homeless, and nomads (Kuchi).

Female community members are particularly affected by the crisis, being exposed to significant restrictions and human rights abuses. The Fund's programmes will promote women empowerment and participation in a prudent, tangible and realistic way that will create no unintended negative consequences to the women involved, their families or communities.

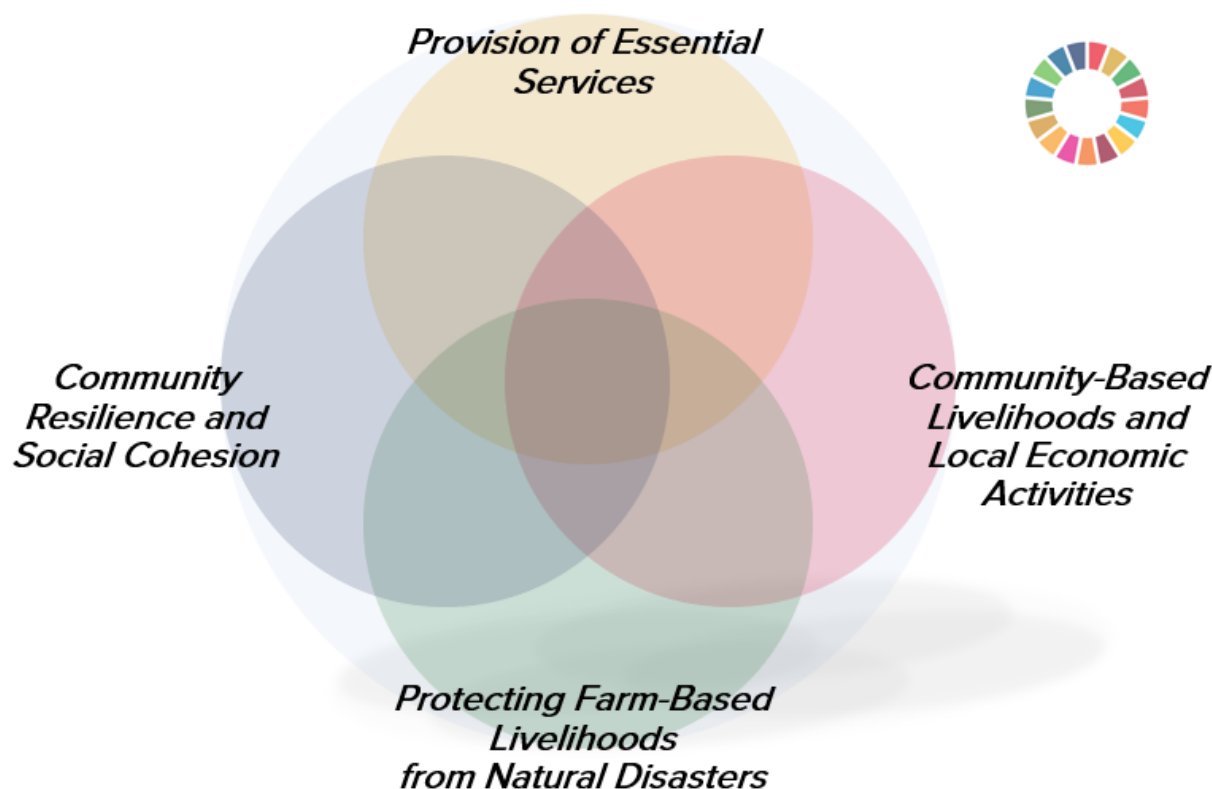
The Fund's participating organizations will engage local stakeholders in a manner that aims to reduce inequalities, mainstream gender equality principles, and promote the dignity and rights of girls and women by facilitating greater access for women to health care, social protection, vocational training and agricultural livelihoods. The objective is also to provide psychosocial support and counselling, particularly to survivors (women and girls) of gender-based violence.

In addition, interventions will strengthen women's organizations and self-help groups that provide safe spaces to protect women and children from instability, fragility and insecurity. They will help women and survivors to participate actively in social dialogues, peace committees, local level resilience planning committees and provide alternative livelihoods to the families and women who have lost their source of income due to the current social, economic and political context.

A gender marker will be integrated into the ABADEI Strategy to set targets for allocations to programmes serving women and girls, and to monitor the share of allocations serving women and girls. A minimum of 15% of project resources will be allocated for gender equality.



Figure 2: Special Trust Fund for Afghanistan (STFA), supporting four pillars of the ABADEI Strategy



To address other high priority needs, other Windows could be established upon the decision of the Steering Committee of the Fund.

## 2.4. Joint Programmes

### 2.4.1 Eight ABADEI Joint Programmes

All eight administrative regions of the country (see below) will benefit from interventions of the Fund to deliver support in the four thematic areas. Eight regional joint programmes will be designed in key areas of essential services, livelihoods, social cohesion and resilience with an **initial 12–24-month timeline** for implementation.

Targeting and prioritization of interventions by Participating UN Organisations<sup>3</sup> under the ABADEI Strategy will be guided by community needs (poverty, vulnerability), level of essential services, exposure to economic and /or climatic shocks, the Humanitarian Access Group's

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<sup>3</sup> UN Agencies, Funds and Programmes that signed the Memorandum of Understanding for the Special Trust Fund for Afghanistan.

assessment of district-level access restrictions, and capacity of UN Agencies, Funds and Programmes to deliver on the ground.



### The Eight Regions of Afghanistan

1. Western Region (comprises Badghis, Herat and Farah provinces)
2. Eastern Region (comprises Kunar, Laghman, Nuristan, and Nangarhar provinces)
3. Central Region (comprises the national capital Kabul, Kapisa, Logar, Maidan Wardak, Panjshir and Parwan provinces)
4. North Eastern Region (comprises Badakhshan, Baghlan, Kunduz and Takhar provinces sharing international borders with Tajikistan, China and Pakistan)
5. Central Highlands Region (comprises Daikundi, Bamyan and Ghor provinces)
6. Northern Region (comprises Jawzjan, Faryab, Balkh, Sari-Pul and Samangan provinces and shares international borders with Uzbekistan and Turkmenistan)
7. Southern Region (comprises Kandahar, Helmand, Zabol, Uruzgan and Nimroz provinces)
8. South Eastern Region (comprises of five provinces of Ghazni, Paktiya, Paktika, Khost and Logar, three of which are sharing border with Pakistan)

To address the complex challenges of displacement in Afghanistan and to support sustainable reintegration and foster social cohesion, the ABADEI Strategy will include interventions in the Priority Areas of Return and Reintegration (PARR) in each of the eight regions of Afghanistan.

The Priority Areas of Return and Reintegration in Afghanistan were endorsed by the UN Secretary-General at the UN Executive Committee Meeting of 25 March 2020, as a concrete confidence-building effort ensuring coordinated and targeted area-based humanitarian-development-peace investments, with a common vision to create momentum towards the establishment of conditions for sustainable return and reintegration, by tackling the drivers of displacement and humanitarian crises, through a whole-of-society approach.

### **2.4.2 Joint UN Programming**

Participating UN Organizations (PUNOs) will be partnering across existing and newly identified portfolios, leveraging on their respective areas of expertise in the key results areas of the ABADEI Strategy, in each of the eight regions of Afghanistan.

The value-added of such a collaborative approach to implementation includes sharing data and knowledge, sharing and managing risks, co-location of physical presence, shared resources and pooled funding, extended reach through existing projects and networks of implementing partners, shared long-term agreements with vendors for services, and cooperation around joint monitoring and reporting arrangements.

The eight ABADEI Joint Programmes include cross-cutting activities and are specifically focused on supporting human rights, protection, gender equality issues, and transparency and accountability, which will be coordinated with existing UN initiatives to ensure complementarity of the programs based on new realities and to avoid duplication.

The Fund's Technical Secretariat will ensure coordination with the relevant humanitarian clusters.

### **Increasing Coherence**

Pooled funds have demonstrated that they can play a very effective role in increasing the overall coherence in programming. The pooled funding mechanism will serve to complement rather than substitute agency-specific funding.

The governance structure of the Fund allows a wide range of partners (UN Agencies, Funds and Programmes, along with the donors) to collectively agree on priorities and strategies through a consensus-based approach. As a result, they will create synergies and complementarities not only amongst programmes funded by the Fund, but also more widely with programmes funded from other sources and implemented by other partners. As noted in section 5, the governance structure of the Fund will be used to support synergies and complementarities between the programmes funded by STFA and other funding instruments and programmes, including the Afghanistan Humanitarian Fund and the Central Emergency Response Fund (CERF).

### **Increasing transparency**

The Fund will provide increased transparency on planning, implementation, and delivery of results in the programming regions:

- By including a broad representation of stakeholders in the governance structure of the Fund, it will enable them to participate in the decision-making process and consequently

to access all the information and data, shaping the decisions and all the reports on activities undertaken, challenges faced and results achieved.

- By pooling resources contributed towards activities that support basic human needs in the jointly agreed priority areas, it will provide a consolidated overview of funds allocated and joint reporting on the implementation progress and results achieved.
- By posting all information on the MPTF Office Gateway, all partners will have easy access to real-time information on the funding status (commitments and deposits by donors, transfers made to implementing partners, progress reports, etc.)

### 3. Key Features of the Special Trust Fund for Afghanistan

#### Key Features of the Special Trust Fund for Afghanistan

- **Ensure flexible financing** by resourcing support to basic human needs
- **Increase coherence** by promoting coordination and synergies across all actors
- **Enable ABADEI Strategy** implementation by ensuring locally-led, context-specific analysis and joint programme design
- **Increase transparency** through joint reporting and broad stakeholder participation in the Fund's governance
- **Share risks among all stakeholders** by assisting in establishing a common understanding of risks, and allowing for more efficient and strategic risk mitigation and adaptation measures

#### 3.1. Direct Implementation (DIM)

The implementation of the ABADEI Strategy will be undertaken by the Participating UN Organizations, maximizing the use of the Direct Implementation Modality (DIM) or similar modalities in line with participating UN organizations rules and regulations, including the direct contracting of third-party implementers. Third-party implementers include Community Development Councils (CDCs), non-governmental organizations (NGOs), local community groups, private vendors, and vetted money service providers<sup>4</sup>.

Flexibilities of the UN procurement will be leveraged to make use of the benefits of existing contracts. Long Term Agreements (LTAs) will be used by the UN Agencies, Funds and Programmes under the agreed 'mutual recognition' principle of the UN development system.

As part of its interventions, the Fund will support low-value direct grants (LVGs) to support micro and small enterprises (priority to women-headed) and informal local networks with the primary aim to build area-specific local level capacities. In this regard, the Fund will align interventions

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<sup>4</sup> For example, UNDP's network currently has over 70 partners, including NGOs/INGOs/Local Companies that are available and active, with many more being assessed for selection. The MSPs are vetted by the UNDP HQ Treasury office and UNDP AFG CO has also initiated the process for engaging Appraisers/Risk control companies to undertake vetting of new MSPs.

with the **Cash and Voucher Working Group** established under the UN Humanitarian Country Team (HCT) and the HCT cluster coordination mechanism. At the same time, **HCT's Humanitarian Access Group (HAG)** has been closely engaged in the design, risk mitigation, implementation modalities, and identification of partnering needs of the ABADEI Strategy. The strategy will aim to safeguard livelihoods, build community resilience alongside humanitarian interventions as they are mutually supportive and will reinforce the HDP nexus. In addition, UN security personnel capacity will be enhanced to systematically facilitate coordination with HAG and support agile monitoring and risk management for the implementation of the joint programmes. Furthermore, Community Development Committees in the eight regions will be actively engaged, following the completion of a comprehensive risk assessment.

### **3.2. Flexible Financing**

Maximizing the synergies of the work of the UN Agencies on the ground, especially in the current situation, is a priority objective to achieve better results in the current context. Unfortunately, rather than bridging the efforts of various partners, some financing instruments may contribute to further dividing the streams of external assistance. By establishing the Fund, the intent is to turn funding from a divider into an enabler by providing resources to joint programmes and activities.

### **3.3. Enabling the ABADEI Strategy for Community Resilience**

The Fund will play an effective role towards promoting stronger local focus in the way resources are programmed. Through the ABADEI Strategy, the Fund will incentivize locally led analysis and the design of local strategies that take into account the unique characteristics of the area and local conditions. The Fund is an instrument that will place local communities at the heart of delivering locally relevant programming. Both the contextual analysis and identification of priority actions will be responsive to and build on the knowledge and experience of local actors ensuring support for existing capacities and initiatives rather than applying a set of predetermined standardized activities designed at the national level.

## **4. The Fund Programmatic Framework**

### **4.1. ABADEI Strategy, a Community Resilience Programming Approach - an integrated programme tailored to eight regions**

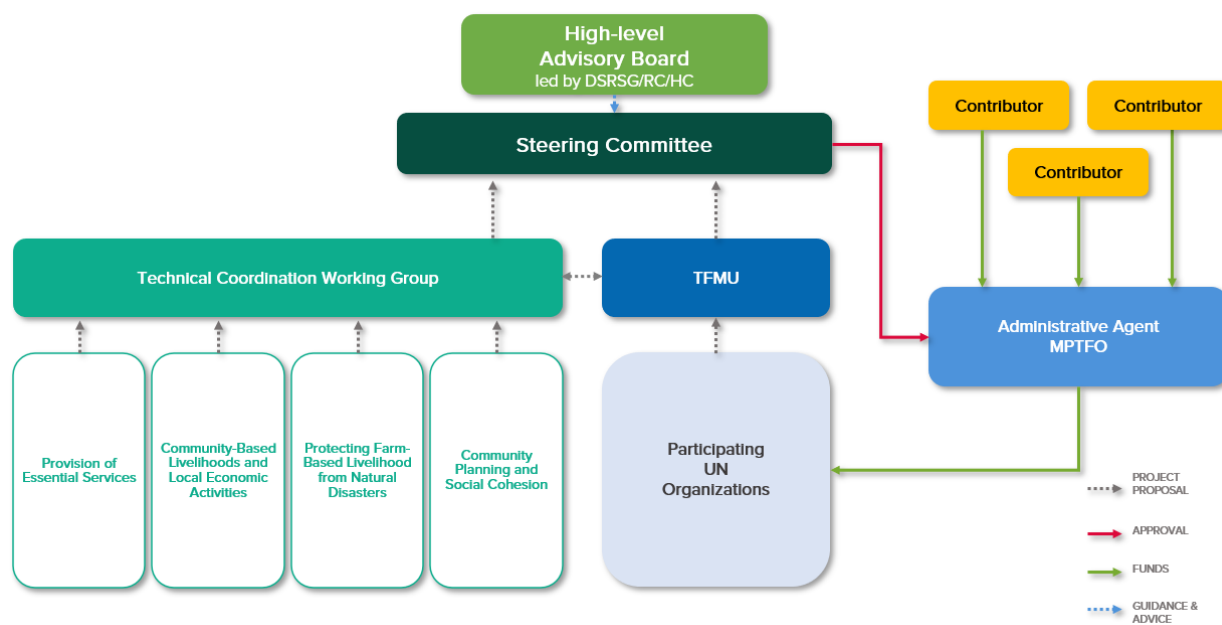
In this context, the Fund will focus on a decentralized ABADEI portfolio of projects that will allow direct work with beneficiary communities through civil society, micro and small enterprises, targeting mainly vulnerable groups and communities, in line with the principle of Leaving No One Behind (LNOB). The value proposition of the ABADEI Strategy lies in its contribution to preserving human, social, and institutional capital in a context of multi-dimensional crisis, serving as a bridge between short-term humanitarian life-saving assistance and the safeguarding of livelihoods and community resilience. The Programme also represents a paradigmatic shift in the way resources are used, incorporating innovation to ensure flexibility and responsiveness to needs, while also managing elevated risks.

Under the ABADEI Strategy, eight regional joint programmes will be designed based on the available, needs-based analysis of socio-economic needs and the urgency in each of these

provinces (regions), with prioritized interventions in key areas of essential services, livelihoods, social cohesion, and resilience, and with an initial 12–24-month timeline for implementation to be completed.

## 5. Governance Structure for the Special Trust Fund for Afghanistan

The Special Trust Fund for Afghanistan will have a two-tier decision-making and coordination structure, through the Advisory Board and Steering Committee. At the technical level, programming will be coordinated by the Technical Coordination Working Group (TCWG) accordingly, overseeing the Fund. The TCWG will be coordinated by the Fund Secretariat - the Trust Fund Management Unit (TFMU). Decision-making will rest with the Steering Committee, supported through the secretariat functions by the TFMU as reflected below (see also section 5.2).



### 5.1. High-Level Advisory Board

An Advisory Board, chaired by the Deputy Special Representative of the Secretary General/UN Resident Coordinator/Humanitarian Coordinator, with participation by the UNDP Resident Representative, as well as representation by all contributing donors and all Participating UN Organisations.

The Advisory Board will meet quarterly, and whenever deemed necessary. It will give final endorsement on the resource allocation strategy and priorities to be funded through the STFA as well as provide overall guidance and advice to the Fund Steering Committee on strategic and

policy issues, in addition to the overall efficiency and responsiveness of the funds and its activities. The Board will facilitate the coherence of the Fund's operations with other funding instruments.

This Advisory Board also serves as a consultative forum to share information on funding coverage to strengthen donor coordination and to avoid duplication of funding. Due to the advisory nature of the Board, its recommendations on the strategic direction of the Fund will be issued by the DSRSG/RC/HC, recusal procedures do not apply to its membership.

## **5.2. Steering Committee (SC)**

The governance structure of the Fund is led by the Steering Committee (SC), which will be chaired by **the UN Resident Coordinator** and co-chaired by a donor representative, will include the following members:

- Representatives of contributing donors
- All Participating UN Organizations
- The Fund Secretariat (ex-officio member)
- The Administrative Agent (ex-officio member)

To strengthen coherence and ensure strategic cooperation, the Head of the Afghanistan Humanitarian Fund Secretariat will be invited as an observer to the SC meetings. The Trust Fund Management Unit will also establish coordinating arrangements with the office of the Resident Coordinator.

The Steering Committee will be responsible for:

- ✓ Reviewing and approving the final TOR of the Fund at its first Steering Committee meeting
- ✓ Providing oversight and exercising overall accountability of the Fund
- ✓ Approving funding priorities defined by a regularly updated funds strategy for final endorsement by the High-Level Advisory Board
- ✓ Reviewing and approving funding for joint UN programmes after vetting by the Fund Secretariat, ensuring their conformity with the scope and requirements of the Fund
- ✓ Leading the resource mobilization efforts
- ✓ Instructing the Administrative Agent to disburse the resources to the Participating UN Organizations
- ✓ Reviewing the Fund status and its overall progress
- ✓ Reviewing and approving the periodic progress reports (programmatic and financial) consolidated by the Fund Secretariat and the Administrative Agent, based on the progress reports submitted by the Participating UN Organizations
- ✓ Commissioning reviews and "lessons learned" reports on the performance of the Fund; and
- ✓ Approving amendments to the Terms of Reference of the Fund, as required after due consultation with stakeholders

The Steering Committee will meet every month, and if required more frequently, to review the Fund's operations and adopt the Fund's activities as required.

## **5.3. The Fund Secretariat – Trust Fund Management Unit (TFMU)**

The Trust Fund Management Unit (TFMU) is the Fund Secretariat and is the entity responsible for the operational functioning of the Fund and provides technical and management support to the SC.

The Secretariat, hosted within UNDP, performs the following functions:

- ✓ Execute and coordinate all management functions of the Fund, including the implementation of decisions made by the Steering Committee
- ✓ Plan and prepare meetings of the Steering Committee and hold records of decisions through minutes of the meetings; and support organizing the Advisory Board meetings.
- ✓ Facilitate the work of the technical coordination working group
- ✓ Review and analyze programme proposals together with the Technical Coordination Working Group
- ✓ Submit Fund Transfer Requests, signed by the Chair of the Steering Committee, to the Administrative Agent
- ✓ Facilitate collaboration and communication between Participating Organizations to ensure programmes are implemented effectively
- ✓ Facilitate systematic cooperation with the Afghanistan Humanitarian Fund
- ✓ With the support of the Administrative Agent, elaborate an Operations Manual, in accordance with signed legal agreements, and ensure compliance with it
- ✓ Ensure monitoring and control of operational risks (update the risk monitoring matrix regularly).
- ✓ Support monitoring and evaluation of programme implementation
- ✓ Consolidate the narrative of annual and final reports submitted by recipient organizations. and present reports to the Steering Committee for review and the Administrative Agent for consolidation of narrative and financial reports
- ✓ Draft the resource mobilization strategy and support the Steering Committee with its implementation
- ✓ Recommend revisions of the TOR of the Fund, to the Steering Committee, if and when necessary
- ✓ Manage and support communication, public information, and visibility
- ✓ Liaise with the Administrative Agent on Fund administration issues, including issues related to programme/Fund extension and programme/Fund closure
- ✓ Bring together technical expertise from the participating UN organisations to review the coherence of the eight ABADEI Programmes

The Secretariat can also use informal mechanisms to interact with donors at the technical level to prepare for the Steering Committee meetings.

The costs of the Secretariat are charged to the Fund as direct costs. The budget for the Secretariat is submitted to the Steering Committee on an annual basis and the Secretariat staffing structure is adjusted by the Steering Committee as per needs and budget availability.

#### **5.4. Technical Coordination Working Group (TCWG)**

The Technical Coordination Working Group will be composed of representatives of UN agencies and donors. It will be tasked to prepare and regularly review / update recommendations for the Fund's 'Allocation Strategy' (See Section 8), including geographic and thematic prioritization



criteria, for the consideration of, and final decision by, the Steering Committee. The TCWG will, in this process, ensure that prioritization criteria are well informed by actual needs reported from the field, as well as with relevant Humanitarian coordination mechanisms (under the Humanitarian Response Plan), with a view to leverage their needs assessments and ensure complementarities in the prioritization exercise.

Following the approval of the ‘Allocation Note’<sup>5</sup>, the TCWG will coordinate the technical review of ABADEI thematic components for each region. Such a review will be preceded by a pre-screening exercise led by TFMU, which will ensure minimum quality standards are met prior to submission to the TCWG. Upon completion of the technical review, the TCWG will, through the Fund Secretariat, make recommendations to the Steering Committee based on the pre-established ‘Allocation Strategy’ to finance the highest priority components of each of the joint programmes – this entails that different components of each joint programme will be funded in the first round, based on the technical consideration. It will also provide technical guidance and high-level oversight to ongoing projects and make recommendations to ensure synergies and efficiencies are capitalized across thematic windows and/or regions as much as possible – with a view to minimizing potential duplications and facilitating/promoting collaboration, complementarities, and economies of scale.

### **5.5. The Participating UN Organizations**

Resources will be allocated to Participating UN Organizations (PUNO), i.e. the UN - AFPs that have signed the Memorandum of Understanding with the Administrative Agent, based on eight regional joint UN programmes and allocation-specific work plans submitted by a designated lead/convening agency on behalf of PUNOs. While each PUNO will assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent, the designated lead agency will be responsible for coordination of interventions at regional level between PUNOs. Allocated funds will be administered by each PUNO in accordance with its own regulations, rules, directives and procedures. Indirect costs of the PUNO recovered through programme support costs will be harmonized at 7%. Implementing Partners can receive funding from the Fund through the PUNOs.

### **5.6. The Administrative Agent (AA)**

The Fund is administered by the UNDP Multi-Partner Trust Fund Office (MPTF Office), acting as the Administrative Agent.

The below description of the responsibilities of the Administrative Agent is based on the UNDG "Protocol on the Administrative Agent for Multi-Donor Trust Funds, Joint Programmes, and One UN Funds". The Administrative Agent is entitled to allocate an administrative fee of one percent (1%) of the amount contributed by each donor, to meet the costs of performing the Administrative Agent function.

The Administrative Agent is responsible for the following functions:

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<sup>5</sup> This includes the thematic components of eight regional programmes as well as new programmes under the new windows of the fund.

- ✓ Support the design of the Fund, including the development of the Fund TOR
- ✓ Conclude the Memorandum of Understanding (MOU) with the Participating UN Organizations and the Standard Administrative Arrangements (SAAs) with contributing partners
- ✓ Receive contributions from donors that wish to provide financial support to the Fund; Administer such funds received including winding up the Fund and related matters
- ✓ Subject to availability of funds, transfer such funds to Participating UN Organizations upon instructions from the Steering Committee
- ✓ Provide to donors an annual consolidated report and a final consolidated report based on narrative and financial reports provided by Participating UN Organizations
- ✓ Disburse funds for any additional costs of the tasks that the Steering Committee may decide to allocate
- ✓ Ensure that the Steering Committee and Secretariat are duly informed of the applicable UN(DG) policies and procedures relevant to fund operations, and, upon request, benefit from knowledge management support and advisory services on aspects of fund operations

In addition, the MPTF Office through its GATEWAY (<http://mptf.undp.org/>) offers a web-based service portal, which provides real-time financial data generated directly from its accounting system. It provides all partners and the general public with the ability to track information on contributions, transfers and expenditures.

## **6. Contributions to the Fund**

Contributions to the Fund may be accepted from the Member States, regional bodies, inter-governmental organizations, non-governmental organizations, businesses, foundations, and individuals. Contributors are encouraged to provide un-earmarked contributions, which will be programmed by the Steering Committee, supported by the Secretariat. If due to specific donor preferences the un-earmarked contributions are not feasible, contributors may earmark their contribution towards specific thematic Windows or geographic region.

Contributions may be accepted in fully convertible currency. Such contributions will be deposited into the bank account designated by MPTF Office. The value of contribution payment, if made in other than US dollars, will be determined by applying the United Nations operational rate of exchange in effect on the date of payment.

In addition to the new contributions from donors, the unutilized unearmarked and earmarked balances from the Fund account may be accepted upon agreement with each donor through concluding the relevant contribution agreement.

## **7. Partnerships and implementation arrangements**

Resources will be allocated to Participating UN Organizations, i.e. the UN Agencies, Funds and Programmes that have signed the Memorandum of Understanding with the Administrative Agent, based on the submission of joint programmes / workplans. Each Participating UN Organization will assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent. Such funds will be administered by each Participating UN Organization in

accordance with its own regulations, rules, directives, and procedures. Indirect costs of the Participating UN Organizations recovered through programme support costs will be harmonized at 7%. Implementing Partners can receive funding from the Fund through Participating UN Organizations. The list of Participating UN Organizations can be found in Annex I.

Furthermore, the PUNOs will have a vast network of vetted NGOs/CSOs that will be engaged in implementing the activities at the local level.

## **8. General Allocation Strategy**

### **8.1. The selection of priority areas**

While drawing on all available existing analysis, the Fund is intended to ensure adaptive, flexible and responsive programming relevant to the shifting situation in Afghanistan. As such the Steering Committee will be guided by immediate strategic local socio-economic and community resilience priorities, drawing on the analysis and recommendations of the Technical Coordination Working Group and Secretariat. Where required, the Steering Committee may request additional analysis and needs assessments to ensure the most effective and appropriate use of funds and guarantee selection of areas where a positive and sustainable impact can be achieved.

### **8.2. Allocation of funding to the thematic components of eight ABADEI Programmes**

At the time of initial resource approvals, the Fund will not hold or have secured the commitment of all required funds. The Fund should start its operations as soon as the first contribution is received.

To ensure that the funds can be strategically, appropriately, and effectively allocated to competing demands of eight ABADEI programmes, the periodic Allocation Strategy will be used to help match mobilized resources to the ABADEI projected requirements. The Allocation Note will on a real-time basis:

- Summarize the current availability of secured funds, and any earmarks applied by Partners.
- Identify immediate funding priorities (including clear costed components) for each of the eight ABADEI programmes.
- Identify / update geographic target areas for each of the eight regions.

The Steering Committee determines which of those priorities will receive funds from each allocation round, and lead/convening agencies on behalf of PUNOs participating in the specific regional joint UN programme will be invited to prepare allocation-specific work plans and budgets to request funding.

Funding decisions are based on the degree to which these work plans respond to the strategic priorities of the relevant allocation round as well as the amounts of funds that are available at a given time also considering thematic and/or geographic earmarks that may apply.

The Allocation Notes will be approved by the Steering Committee.

### **8.3. Allocating the tranches of funding to each ABADEI Programme**

Each of the eight ABADEI joint programmes is submitted by the designated lead/convening agency on behalf of the Participating UN Organizations through the TFMU, which will coordinate the review with the TCWG. The composition of the TCWG will ensure adequate technical expertise in the thematic areas covered by the programme proposals.

The fund allocation for the first allocation round will be determined according to how effectively the workplan and sequence of activities in each of the eight programmes address the needs and priorities on the ground as well as relevance to the overall ABADEI Strategy priorities and key criteria. All ABADEI component submissions will have to demonstrate

- ✓ Leveraging comparative advantage and adopting a collaborative approach between UN Agencies, in case of joint programmes, and implementing partners to reach a collective outcome,
- ✓ Resulting from consultations at the local level and ensure active participation of both local civil societies, as applicable

For all future allocation rounds, the lead agencies will only be required to prepare additional work plans responding to the allocation strategy of the relevant round. The work plans will be accompanied by a short narrative in cases where provisions of the existing programme document need to be adapted. All other provisions of the initial joint programme document remain in place.

#### **8.4. Transfer of funds**

The Secretariat will prepare a fund transfer request for each programme/project and fund allocation approved by the Steering Committee, which will be signed by the Chair of the Steering Committee. The Administrative Agent will process the approved fund allocations and transfer the corresponding amounts to the Participating UN Organizations within five business days following the receipt of the transfer request. As soon as the fund transfer has been processed, the Administrative Agent will notify by email both the Representative of the Participating UN Organization receiving the funds and the Fund Secretariat.

### **9. Monitoring, Evaluation, Knowledge Management, Audit, and Reporting**

#### **9.1. Monitoring and Evaluation (M&E) of the Programmes**

Monitoring and Evaluation of the agency-specific projects and joint programmes funded under the Fund will be undertaken in accordance with the provision contained in the agency-specific projects and joint programmes submitted by concerned Participating UN Organizations, which are consistent with the respective rules, regulations, and procedures of the Participating UN Organizations. The TFMU M&E Unit will oversee the delivery of M&E by participating UN organizations, ensuring that all monitoring, analysis and reporting are carried out to the required standards and timeframes. This is a compliance function, in which the TFMU M&E unit exercises quality assurance oversight. The M&E system will include a robust network of third-party monitors as well as an integrated (remote, ICT and community-based) monitoring mechanism.

To monitor the changing situation in the country and the related risks of implementing the activities resourced through the Fund, UNDP's Integrated Risk Management Unit will continuously assess

and manage risks which can also support activities of other PUNOs. This action-oriented capacity is meant to ensure a consistent “DO NO HARM” approach to interventions, and to support the agile adaptation of programmes given the rapidly changing context.

The main purpose of the Unit is to take stock of and analyze the risks and mitigation measures identified and report them to the Steering Committee to support timely evidence-based decision-making for programme planning and implementation. Donor partners will be regularly informed and consulted through the Steering Committee about the risks faced by the Fund, and the proposed mitigation measures. UNDP’s Integrated Risk Management Unit could support the activities of the UN participating organisations of the STFA, closely working with the UN RC office. The Fund will continuously monitor and adjust its activities as conditions on the ground evolve.

## **9.2. Reporting**

For each joint UN programme/project approved for funding, each Participating UN Organization will provide regular narrative and financial reporting to the designated lead/convening agency in accordance with their accounting and reporting procedures and as per the provisions on the programme document and the Memorandum of Understanding signed. The lead/convening agency will compile the annual and final programme narrative report for each joint programme and submit it to the Fund Secretariat and the Administrative Agent, as agreed upon in the legal agreements signed with the Administrative Agent. The annual and final reports will be results-oriented and evidence-based. The reports will give a summary of results and achievements compared to the expected result in the project document. The Administrative Agent will receive from each Participating UN Organization and consolidate the annual and final financial reports. Programmatic performance indicators will be monitored at the outcome and output levels.

Reports will be used by the Steering Committee to review the overall progress against expected results and assess the achievement of performance targets.

## **9.3. Evaluation**

The Steering Committee will commission an independent review/evaluation/lessons learned exercise on the overall performance of the Fund. The aim of this evaluation will be to study the various performance measurements of the Fund and provide specific recommendations to the Steering Committee for possible adjustments in the functioning of the Fund.

## **9.4. Risk Management**

The Fund is a risk-sharing mechanism among all stakeholders. This mechanism can also assist in establishing a common understanding of risks and can provide risk mitigation and adaptation measures more efficiently and strategically. Risk sharing is a key element of the due diligence and operationalization of the Fund, and it is understood that the residual risk is shared among all stakeholders. Three types of risks - contextual, programmatic, and institutional - will be considered and provisions for the identification, monitoring, tolerances, and risk responses will be elaborated as part of the risk management strategy.

On this basis, an Adaptive risk Management and Mitigation Strategy has been developed following close consultations with the donor community and participating UN organizations.

## 9.5. Risk Management Principles

- No support can be provided directly or indirectly to the de facto authorities, whether in Kabul or at local level.
- Support has to be implemented free from involvement of the de facto authorities with regard to (hiring/recruitment) policy, implementation and management. Additionally, the de facto authorities may not influence the selection of beneficiaries, project locations or project partners. This also means that female staff should be able to continue to work;
- No support will be provided to structures that institutionalize discrimination or violate human rights.
- At minimum, service providers should ensure that services are accessible to girls and women in an equal fashion.

## 9.6. Audit

In line with the audit provisions in the standard MOU and SAA, the Administrative Agent, Participating UN Organizations will be audited according to their own rules and financial regulations and in line with the framework for joint audit.

## 9.7. Public Disclosure

The Fund Secretariat and the Administrative Agent ensure that the Fund operations are well disseminated. Information posted on the website shall include contributions received, funds transferred, annual certified expenditures, summaries of proposed and approved programmes and Fund progress reports.

In line with the standard MOU and SAA, all stakeholders should take appropriate measures to promote the ABADEI Strategy. Information shared with the press regarding fund beneficiaries, official notices, reports, and publications shall acknowledge the Fund's role. More specifically, the Fund Secretariat and the Administrative Agent shall ensure that the role of the contributors and relevant stakeholders is fully acknowledged in all external communications related to the Fund.

Due account will be given to protecting the beneficiaries of the funds.

## 10. Modification and Expiration of the Fund

The Fund has been established for a **duration of five years**. It may be extended based on approval by the Steering Committee, after consultation with relevant actors.

Participating UN Organizations will provide certified final financial reports and financially closed projects no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the approved programmatic document occurs, or according to the period specified in the financial regulations and rules of the Participating UN Organizations, whichever is earlier. The dissemination of the certified final financial statement ("Source and Use of Funds") is to be provided five months after the end of the calendar year in which the financial closing of the Fund occurs.

Notwithstanding the completion of the initiatives financed from the Fund, any unutilized balances will continue to be held in the Fund Account until all commitments and liabilities incurred in implementation of the programmes have been satisfied and programme activities have been brought to an orderly conclusion.

As per the standard MOU and SAA, any balance remaining in the Fund Account upon completion of the Fund will be used for a purpose mutually agreed upon or returned to the Donor in proportion to its contribution to the Fund as decided upon by the Donor and the Steering Committee.

## **11. Annex: Areas of programmatic interest<sup>6</sup> (UN Agency specific)**

(1-2 pages by each of the UN Agencies who have signed the MOU; agencies listed in order of signature)

### **11.1. UNDP**

UNDP has comparative advantages to deliver on the following:

- Provision of Essential Services,
- Community-Based Livelihoods and Local Economic Activities,
- Protecting Farm-based Livelihoods from Natural Disasters, and
- Community Resilience and Social Cohesion.

UNDP has been contributing to poverty reduction, income and revenue generation and sustainable livelihoods building in Afghanistan for the last five years and more, through support to agriculture, the private sector, and sustainable energy development in an integrated approach which included interventions on cash-based livelihoods generation, agriculture value chains support, small and medium enterprise (SMEs) support, regional cooperation for trade enhancement, energy efficiency and access to finance. In the process it has supported conversion illicit agriculture economies to licit ones. To reduce climate-induced disaster risks, it has constructed several small-scale infrastructures for water management, such as canal lining, water reservoirs and flood walls and introduced climate-smart agriculture techniques to vulnerable farmers, such as distribution of drought resilient seeds, greenhouse construction, micro irrigation support and integrated pest control, for improving livelihoods.

UNDP has been implementing over \$60 million (2020-2021 alone) in Global Fund-financed HIV, tuberculosis, malaria and COVID programmes with operational experience embedded within robust risk management framework and fiduciary controls, across all 34 provinces in Afghanistan, managing twenty (20) sub-recipients that are non-government organizations – including 14 Basic and Essential Public Health System implementing partners, strong working relationships with the Alliance of Health Organizations in Afghanistan, and technical partners (including WHO, UNICEF, UNFPA and others).

UNDP has been supporting community-based disaster early warning systems, enhancing communities' capacity to monitor weather, communicate warning messages and respond to disasters. Particularly UNDP has proven experience in Afghanistan and other LDC countries in solar / hybrid energy-based support to meet the needs in basic services delivery of health, water, sanitation, lighting and livelihoods including the

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<sup>6</sup> Inputs to include (1) Thematic windows where your agency has comparative advantages to deliver; (2) Programmatic interventions in relevant thematic windows based on relevant experiences delivering similar interventions in 2020-2021; (3) Volume of delivery in US dollars (in 2020); (4) Agency structure in Afghanistan (e.g. Presence in the capital; regional or district offices) and personnel footprint; (5) Human resource capacity with relevance to ABADEI (indicate areas of expertise – e.g. gender expertise); (6) Agency's modality of implementation in the current circumstances.

building of solar value chain creating local ecosystems and enterprises for alternative livelihood opportunities. Particularly, UNDP brings comparative advantage on building social cohesion and inclusive participatory processes at the local level creating peace dividends, community-based planning / monitoring capacities, promoting alternative justice mechanisms and human rights-based approach across its portfolio of work. UNDP along with other sister agencies has been in the forefront of mainstreaming gender equality and their economic empowerment in Afghanistan with gender targeted programmes on reducing inequalities, providing access to national mechanisms and livelihoods building by supporting innovative financing of women led women run enterprises for example. Therefore, UNDP has relevant experience in programming and delivering all the 14 outputs in Afghanistan under the four ABADEI outcomes except Output 2.1. UNDP will apply its experience gained and lessons learnt on providing unconditional cash support interventions, in similar contexts such as Yemen and Syria with establishment of tailored risk managed mechanisms. UNDP's annual delivery for 2020 and 2019 was \$428 million and \$451 million respectively.

UNDP Afghanistan is currently comprised of more than 320 personnel (whereof some 270 are nationally recruited and 50 internationally recruited) working in programmatic and operational areas. In addition to its office in the capital, UNDP will have eight regional offices, fully staffed with two international and six national colleagues by the end of November. Specifically, for ABADEI, UNDP is establishing the Programme Management Unit for its ABADEI programme. Headed by the Programme Manager, the Unit will have expertise in livelihoods, gender mainstreaming, cash-based intervention, engineer, database/ GIS, and community-based planning officers. The Regional Teams headed by the Regional Project Managers will involve expertise in infrastructure, livelihoods and M&E.

UNDP will use the Direct Implementation Modality and draw on its nationwide network of capable personnel, its already established four regional offices (including in Mazar, Herat, Jalalabad and Kandahar) at the provincial level, and a full roster of implementing partners throughout Afghanistan. The modality will combine direct implementation through UNDP as well as through NGOs and sister UN agencies.

## 11.2. UN HABITAT

UN Habitat has comparative advantages to deliver on the following:

- Provision of Essential Services,
- Community-Based Livelihoods and Local Economic Activities,
- Protecting Farm-based Livelihoods from Natural Disasters, and
- Community Resilience and Social Cohesion.

UN-Habitat has delivered Humanitarian Development & Peace programmes worth \$ 520 million in Afghanistan since 1992, including during the previous Taliban regime between 1996 to 2001. These programmes have benefitted 7.3 million people (including 35% of women & children) delivering 28,500 houses; 1,247 Km of roads & pavements; 10 clinics; 44 schools; 35 parks/play-grounds; 117,457 jobs and scores of related community projects. During last 5-6 years, UN-Habitat Afghanistan has also delivered urban safety & security; community development; urban/municipal governance as well as Housing, Land and Property (HLP) programmes worth \$ 109 m. UN-Habitat also has well-calibrated financial, technological and human resource capacities, in place to scale-up operations to deliver a programming portfolio over \$ 100 million per annum.



Using its signature People's Process, UN Habitat delivers benefits directly at the grassroots level through democratically constituted, representative, inclusive, socially responsible & locally owned Community Development Councils (CDCs) independent of local government's influence – these CDCs can ensure effective engagement without benefiting the de facto authority. UN-Habitat has proven track record of recovery, stabilization and rebuilding of social and physical infrastructure in Afghanistan for sustainable resettlements utilizing its robust Country Team of 10 international advisors, 180 active national staff members, 1,100 project staff members on retainer basis and 1,137 Community Based Organizations (CBOs) across major urban centers in 13 key provinces. UN Habitat is also uniquely positioned to activate and scale-up local Citizens Charter institutions across Afghanistan.

UN-Habitat has had regional offices, staff and project teams in 13 provinces across all 8 regions of Afghanistan. These include Herat & Farah Provinces (Western Region); Nangarhar (Eastern Region); Kabul, Kapisa and Parwan (Central Region); Kunduz (North Eastern Region); Daikundi and Bamyan (Central Highlands Region); Balk (Northern Region); Kandahar and Helmand (Southern Region); and Paktiya (South Eastern Region). UN Habitat is also strategically and operationally well placed for direct delivery and substantive contributions towards the Pillars/Windows/Integrated Results of STFA:

#### Pillar 1: Provision of Essential Services

- IR 1.1: through Public Infrastructure restoration including settlements/integrated housing and marketplaces as well as enabling urban basic services such as WASH, and street lighting,
- IR 1.2: through agri-business infrastructure support including Establishment of communal, mixed, commercial gardens and urban forests,
- IR 1.3: through alternative and renewable energy production, supply, energy-neutral housing/building designs and integration of off-grid renewable energy with regular grid system to generate finances for maintenance and income for households.

#### Pillar 2: Community Livelihoods and Local Economic Activities

- IR 2.2: through local level livelihoods and economies support by imparting skills, creating jobs and enabling cash for communities.
- IR 2.3: through technical and financial support to community-led social enterprises and integrating human settlements with new markets.

#### Pillar 3: Protection of Farm Based Livelihoods from Natural Disasters

- IR 3.1: through community preparedness for climate, covid and conflict risks
- IR 3.2: through climate risk resilient infrastructure including houses, markets, drainage, roads and pavements.

#### Pillar 4: Community Resilience and Social Cohesion

- IR 4.1: through peace and social cohesion across urban and peri-urban communities.
- IR 4.4: through community-led needs-based resilience planning as well as local recovery and rebuilding.

### **11.3. UNFPA**

UNFPA has comparative advantage to deliver on:

- Provision of essential services.

UNFPA, the UN Population Fund, has been in Afghanistan for 45 years and our commitment to women and girls remains unwavering: All women and girls have a non-negotiable right to live free from gender-based violence, harmful practices and discrimination, including child, early and forced marriage, anytime, anywhere. UNFPA is delivering integration reproductive health and GBV services at the community, village, and district levels, as well as in camps, and we are expanding and scaling up our existing service delivery points. UNFPA encourages everyone to respect a girl's right to go to school and receive an education, and for the rights, dignity and well-being of all women and girls to be upheld and protected, so that the gains made for the people of Afghanistan over the last 20 years are not eroded.

Based on the AHS2018, roughly 10% of the population do not have access to essential health services -they live at a distance of more than 10 km from the existing Basic Package of Health Services (BPHS) facilities. In addition, around 28% of the population live beyond the 5Km from the nearest health facility which is considered with limited access to essential health services. However, the coverage differs from province to province e.g. Ghor (around 50%), Zabul (Around 60%), Badghis and Farah (Around 65%), Daikundi, Urozgan, Samangan (Around 75%). To address the essential RMNCH need of people living beyond the 10Km from the nearest health facility, the health system need a minimum of around 500 basic health facility. While, if the health system is addressing the essential RMNCH need of people with limited access living beyond 5Km from the nearest health facility, there is a need for an additional 1,313 basic health facilities.

In order to bridge the RMNCH gap in the so-called "White Areas", the Family Health Houses (FHH) model is the best option; it is a community-owned and governed facility. It is fully participatory throughout the process involves the community in the assessment, selection of location, selection of candidates for Community Midwifery Education, construction of building for FHH, and smooth running of FHHs. The Community Health Shura of FHH is the governance body of the FHH and takes responsibility for more than 50% contribution to the construction of FHH as well. It is a sustainable approach; it is for the community and for the community. The FHH model is also a best practice of women empowerment and leadership in a very remote and male dominant society. It is cost-effective and cost-efficient as well. The current practice of 172 FHHs in 9 provinces shows a more than 95% deployment rate and more than 98% retention rate. The establishment of 1313 new FHH will require around the US \$70 million for 3 years.

UNFPA, through its Family Health Houses, is expanding service delivery to remote areas of Afghanistan, including the 10% of the population who live a 2+ hour walk from the nearest government-run health facility. These services are currently continuing with minimal disruption. UNFPA is planning to expand the number of Family Health Houses to meet increased needs. In August and September alone, skilled birth attendants helped deliver 2,230 babies safely at UNFPA-supported Family Health Houses which are community-based health structures in hard-to-reach areas of Afghanistan serving 1,500-4,000 people each. Family Health Houses are staffed by a trained Community Midwife recruited from the local population who provides reproductive, maternal, new-born, and child health services. Young community health workers take the lead in Afghanistan's most remote villages. In the same period, UNFPA also reached 8,483 women through 172 Family Health Houses; 18,871 women through 37 Family Protection Centres and 18 Women Friendly Health Spaces; and Served 40,085 people through 20 Mobile Health Teams (MHTs), 11 Mobile Outreach Teams and 4 Emergency Static Clinics.

UNFPA has delivered the following programmatic interventions:

- Family Health House (FHH): All 172 FHHs are functional and provide essential RMNCH services to people in need in the catchment areas.
- Mobile Health Team (MHT): UNFPA supports three functional MHTs in two provinces. UNFPA supports seven integrated MHTs.
- Static Emergency Clinics: The service delivery of four emergency clinics supported by UNFPA are continuing their services.
- Midwifery Help Line (MHL) continues providing technical guidance and support to midwives on duty from across the country.
- Youth Health Line (YHL): The YHL is functional. The female staff of YHL was able to return to work.
- Youth Health Corner (YHC): All 26 YHC are functional and facilitate youth-friendly health services to youth.
- Community Midwifery Education (CME) Program: All five CME schools are reopened in Kandahar, Badghis, Paktika, Samangan, and Kabul (for Nooristan) provinces. 120 out of 124 are enrolled.
- 37 Family Protection Centres (FPCs), 18 Women Friendly Health Spaces (WFHSs), and 9 out of 10 GBV Psychosocial Support Counselors (PSSC) Mobile Outreach Teams are functional.

The UNFPA Country Office volume of delivery in 2020 was US \$ 12,578,443. UNFPA has an operational presence throughout Afghanistan, including specifically, the UNFPA main office in Kabul, and two project office in Bamyán and Herat Office. Moreover, UNFPA is planning to expand its presence by scale up the area office in Herat to cover the provinces in the Eastern Region. Also, UNFPA is in the process to establish two other area offices in Kandahar and Jalalabad to cover the provinces in the Southern Region and Eastern Region, respectively. However, UNFPA supported interventions through 11 Implementing Partners in 26 provinces of Afghanistan.

UNFPA is the leading UN agency in the area of Sexual and Reproductive Health and Rights. Specifically to the ABADEI area of intervention, UNFPA is pioneer of FHH model in Afghanistan has designed, piloted, and scaled up the Family Health House (FHH) model. UNFPA has developed the SOP and implementation manual for implementation, monitoring, and quality assurance of FHH model in the country. Moreover, UNFPA has provided technical support to other agencies has been implementing FHH in a few provinces, including the FHH funded through the Global Fund. UNFPA also provided technical support to BPHS implementing NGOs initiated implementation of FHH as innovative approach under the SEHAT Project.

UNFPA is no longer working with government implementing partners and continues to abide by the UN Sanctions List. UNFPA has shifted all implementation to NGOs, INGOs, UN Agencies or DEX.

#### **11.4. UNCTAD**

UNCTAD has comparative advantages to deliver on the following:

- Provision of Essential Services,
- Community-Based Livelihoods and Local Economic Activities, and
- Community Resilience and Social Cohesion.

The United Nations Conference on Trade and Development (UNCTAD) is the UN body responsible for integrating trade and development issues. It produces analyses that inform recommendations to policymakers to help them make decisions and design macroeconomic policies suited to ending global

economic inequalities and supporting sustainable development. UNCTAD also offers direct technical assistance to help countries build their capacities to become equitably integrated into the global economy. In Afghanistan, UNCTAD has been providing direct technical assistance to the Afghanistan Customs Department (ACD) within the Ministry of Finance and the Ministry of Commerce by implementing its ASYCUDA customs modernization program and providing trade facilitation assistance since early 2005.

In 2003 the Government of Afghanistan sought to modernize its customs sector. UNCTAD's support was requested, and shortly after that, the agency was directly involved in drafting the new trade facilitation provisions, inland and international transit procedures, and other regulations. At this time, the Afghan Government selected the ASYCUDA++ (Automated SYstem for CUstoms DAta) Integrated Customs Management System, developed by UNCTAD, to computerize customs operations, revenue collection, and statistics gathering processes. As part of the ECMTFP, the ASYCUDA++ system was prototyped, piloted, and rolled out on the main transit axes and in the main Customs houses and offices in Afghanistan's secure West & Northern regions. The ASYCUDA component of the ECMTFP exceeded its objectives and expected outputs, and its remarkable results were highly appreciated by the Afghan Government and the international community.

Following this success, the Afghan Government and the ACD decided to implement ASYCUDA World, the latest version of the UNCTAD ASYCUDA system, throughout the whole of the country. Particular focus on combating corruption and the illicit traffic of goods by automating and recording all customs transactions, calculating customs duties and taxes, providing a transparent environment for both Customs and the trade community, and reducing the number of steps in the clearance process from 18 to 3.

By UNCTAD's direct technical assistance, The ASYCUDA system now covers more than 98 percent of international trade in Afghanistan, producing huge benefits for the country and boosting Customs' annual revenue from US\$50 million in 2005 to almost US\$1 billion in 2020. It has led to the re-organization and modernization of Customs in Afghanistan. The structure of all customs offices now reflects the much more straightforward and safer three-step process. Moreover, the computerization of customs operations has played an important role in the consistent and transparent enforcement of customs legislation, regulations, and procedures at the national level, in the implementation of risk management in customs operations, in the provision of accurate and timely information to decision-makers, and in the provision of timely and accurate revenue and customs statistics.

Considering the new political development and reductions of international financial assistance, the customs revenue has become the main source for funding public services such as health and education. Therefore, the UNCTAD engagement and technical support are vital for securing the major public services funding source. Also, UNCTAD assistance will directly support smooth trading, reducing the nation's imported food/health item prices. In addition, it will facilitate the exportation of agriculture and traditional export items, which affects the economy of Afghan families, especially in rural areas.

UNCTAD also, supporting the Afghanistan Exemption System. The system is replaced with the manual/paperwork procedure; with this system, all the exempted organizations can submit their request online, MFA can approve it on the system, and when ACQ HQ issues the exemption letter, it will be sent automatically to the customs system in customs offices for declaration and control. The system is a fully electronic process, from start to end, in a Paperless environment. It gives Multiple partners/different accesses and uses Data and documents normalization and Processes Standardization. Therefore, the humanitarian community can have easy and secure access to the system for Faster processing and increased transparency.

With UNCTAD's assistance to the Chamber of Commerce, the Afghanistan TIR membership is reactivated. UNCTAD provided technical assistance and support to the country for WTO accession. The AFG ASYCUDA Disaster Recovery Center (DRC) has been operational in the UNSBV center in Valencia, Spain, since December 2019. All trade data backup in DRC without delay. The DRC is maintained 24/7 by UNCTAD technical team. From the beginning of UNCTAD activities until now, 10,797 customs officers, customs brokers, and trader community men and women have received various trade and ASYCUDA training from the UNCTAD team.

In addition to six international staff and consultants, a number of 30 national staff are working on the UNCTAD program in Kabul. Also, the 48 trained focal points are assisting UNCTAD at the provincial level. Furthermore, the UNCTAD, The ASYCUDA World system, supports the 30 customs houses countrywide; all the computerized sites are connected to the central server in the online format. UNCTAD's annual delivery with partners for 2020 and 2019 was \$20 million and \$31 million, respectively. The UNCTAD activities cover fifteen provinces in Afghanistan, including Kabul, Nangarhar, Balkh, Badakhshan, Herat, Farah, Nimruz, Kandahar, Paktia, Paktika, Takhar, Kunduz, Faryab, Kunar, and Khost. The UNCTAD will use the Direct Implementation Modality and draw on its nationwide network of focal points. The modality will combine direct implementation through UNCTAD as well as through the chamber of commerce, custom brokers association, freight forwarders.

### 11.5. ITC [to be added]

Please include:

- (i) List the thematic windows where your agency has comparative advantages to deliver.
- (ii) Describe the programmatic interventions in relevant thematic windows based on relevant experiences delivering similar interventions in 2020-2021
- (iii) Volume of delivery in US dollars (in 2020)
- (iv) Outline your agency structure in Afghanistan (e.g. Presence in the capital; regional or district offices) and personnel footprint
- (v) Human resource capacity with relevance to ABADEI (indicate areas of expertise – e.g. gender expertise)
- (vi) Describe your agency's modality of implementation in the current circumstances

### 11.6. ILO

ILO has comparative advantage to deliver on the following thematic areas:

- Provision of Essential Services,
- Community-Based Livelihoods and Local Economic Activities,
- Protecting Farm-based Livelihoods from Natural Disasters, and
- Community Resilience and Social Cohesion.

The ILO has the largest body of labour standards that guide and regulate the workplace, as well as technical capacity through research and specialists to facilitate compliance and implementation. Among other ILO's instruments, the ILO Recommendation (no. 205) on Employment and Decent Work for Peace and Resilience is highly relevant and up-to-date for guiding ILO Member States in addressing world-of-work issues in conflict and disaster situations. The ILO's unique tripartite structure where Governments, employers' and workers' organisations have equal and inclusive representation ensures that key economic actors have a strong voice and role to play across all thematic windows and economic regions. The four strategic objectives of the ILO's "decent work agenda" – employment, social protection, social dialogue and rights at work support an integrated approach that applies across all four (4) ABADEI Outcomes.

The ILO has focused on supporting its constituents to deliver in three Priority Areas and 10 Outcomes of the Afghanistan Decent Work Country Programme (A-DWCP), the centrepiece of which has been "Decent work for peace and resilience, in particular for young women and men, rural and urban groups, persons with disabilities, IDPs, migrants and returnees. All programmatic interventions supported by the ILO include elements of all four strategic objectives where relevant with a focus on compliance with international labour standards. The Road to Jobs (R2J) (2015-20) and successor Road to Decent Jobs for All Afghans (R2DJ4All) (2020-21), along with an additional COVID-19 related stimulus package (2021) have provided a framework and foundation through which ILO technical knowledge and expertise has been applied. The R2J project facilitated the creation of 5,500 new jobs and supported the improvement of 49,468 Jobs benefitting more than 54,968 poor women and men. This generated USD 14,230,000 Net additional Incomes for Companies (19%), Workers, Middlemen and Farmers (81%). The R2DJ4All project has facilitated the creation of 950 new jobs (95% women) in the first year of operation paving the way for higher scalability in the coming years. The UNDP supported stimulus package is helping to sustain more than 800 women's jobs in the carpets and handicrafts value chains through an export arrangement to the USA.

The knowledge and capacity of the ILO's constituents to fulfil Afghanistan's membership obligations, in particular through application and compliance with international labour standards (Conventions and Recommendations) has been strengthened through the ILS for Decent Work project (2019-22). Complementing this, with a focus on the elimination of child labour, and its worst forms is the Afghanistan component of the Asia Regional Child Labour elimination programme (ARC-AFG) (2021-2023). In 2020, the volume of delivery was US\$4 million. The ILO's primary medium of support is through implementing partners, hence the value of the contribution of partners such as the Afghanistan Chamber of Commerce and Investment (ACCI), the Afghanistan Women's Chamber of Commerce and Investment (AWCCI) is considerably higher.

ILO has 11 staff in Kabul and 5 staff in Mazar-i-Sharif. The ILO's considerable research and technical expertise is primarily sourced from its Decent Work Technical Support Team in New Delhi (DWT New Delhi) that consists of 13 technical specialists, with additional resources available from the DWT in Bangkok, and ILO technical units in HQ. The ILO's implementation modality is through its tripartite constituents, and primarily through the employers' organisations (ACCI, AWCCI) and their member enterprises. Both remain operational, as do the workers' organisations. The ILO has the flexibility to adopt direct implementation modalities according to circumstantial requirements such as in conflict circumstances.

## 11.7. UNODC

Under the UNODC's Sub program 3 – Alternative Development (AD) and Health, UNODC will be able to contribute towards the following priorities. This will enable support in the initial phase through humanitarian+ interventions, with an intent to lay the foundation for future development support. UNODC has comparative advantages to deliver on the following:

- Community-Based Livelihoods and Local Economic Activities,
- Protecting Farm-based Livelihoods from Natural Disasters, and
- Community Resilience and Social Cohesion.

The UNODC Alternative Development programme lays down the foundations for a sustained transition from illicit cultivation and sale of poppy towards licit entrepreneurial avenues for an improved quality of life of rural households in the short to mid-term, and a sustainable livelihood on the long run. In this perspective, great emphasis is given to the human aspect of alternative livelihoods a more nuanced gender sensitive approach. The alternative livelihood interventions had combined different types of supports that had notable results in terms of infrastructure building, community-level participation, rapid income generation, market and entrepreneurship accesses, and women's empowerment. UNODC has an international reputation in delivering effective treatment and programmes to victims of drug abuse. UNODC Country Office of Afghanistan has been working closely with the Government of Afghanistan and civil society in the implementation of global and regional programmes, supporting evidence-based drug prevention, drug treatment, rehabilitation and HIV prevention/harm reduction services. UNODC promotes the development of evidence-informed drug demand reduction policy, strategies and best practice of drug treatment approaches in line with UNODC-WHO international drug treatment standards and guidelines.

Helping Afghanistan to move away from illicit drugs remains a priority along with humanitarian and life-and-livelihoods-saving immediate term assistance. The UNODC Country Office has robust capacity to deliver on the priorities mentioned and will enable support in the initial phase through humanitarian+ interventions. Its presence in the country, team of in-house experts, decades of experience in the region and globally it will draw upon its regional and global expertise in relevance to ABADEI. UNODC programme laid special focus on empowering women through initiatives such as - but not limited to - promotion and support to alternative crop cultivation in poppy producing areas; employment of women recovering from drug addiction, women's skills and capacity development for income generation; self-employment and entrepreneurship. The programme had a tangible effect on women's socio-economic lives and income.

UNODC will be using Implementing Partner (IP) modality . UNODC manages implementing partners through an established "Grantor Management Business Process." UNODC Country Office Afghanistan will be guided by these established procedures in all activities with the NGO's. An "implementing partnership" (IP) is an arrangement through which UNOV/UNODC entrusts the implementation of programme activities to an external partner referred to as the implementing partners, a non-profit entity. The work of the implementing partner takes place within the framework of a UNODC project or programme and is reflected in a legal agreement.

## 11.8. UNIDO

UNIDO has comparative advantages to deliver on the following:

- Community livelihoods and local economic activities

- Community resilience and social cohesion

Human security and a human rights-based approach to industrialization have special prominence in UNIDO's programmatic activities considering its inclusive and sustainable industrial development (ISID) mandate, with a special focus on economic recovery in post-crisis situations. The empowerment of communities in countries and regions emerging from crisis situations is addressed through UNIDO initiatives promoting post-crisis productive rehabilitation, reconstruction, and sustainable livelihoods.

In post-conflict economies, the micro- and small-scale enterprises (MSEs) sector is an engine of growth, holding the key to socio-economic progress. The most significant constraints that the MSE sector confronts exist in the areas of technology, business management, vocational and technical skills, Business Development Services (BDS), entrepreneurial knowledge, and access to finance. These call for developing skilled human resources among the most vulnerable in order to have an inclusive economic growth and by providing services related to quality standards, marketing approaches and entrepreneurial attitude. Moreover, as many MSEs have restricted access to the resources necessary to expand their capacities, they are unable to capitalize fully on market demands.

As the only specialized agency of the United Nations development system mandated to achieve Inclusive and Sustainable Industrial Development, UNIDO has leveraged its technical knowhow to restore livelihoods, strengthen employability and build resilient communities affected by crisis, conflict and fragility, and contribute to enhancing humanitarian-development-peace nexus. In this regard, the organization has extensive experience in implementing technical assistance projects targeting refugees, returnees, IDPs and host communities in numerous conflict and post-conflict affected countries. Therefore, UNIDO is best placed to provide its technical assistance services directly or supporting other UN interventions in the STFA pillars' following results areas.

#### Pillar (2): Community livelihoods and local economic activities

- IR 2.1 Households in high poverty and high insecurity areas provided with basic income (TBI).
- IR 2.2 Local level livelihoods and economies sustained through Cash for Work (CfW) and Cash for Market (CfM).
- IR 2.3 Local private sector development through technical and financial support to informal and formal businesses, including assisting SMEs to access and/or expand to new market areas, support to local traders, to women-led and community-led enterprises.
- IR 2.4 Cross border trade and access to market supported.

#### Pillar (4): Community resilience and social cohesion

- IR 4.1 Communities for peace and social cohesion reinforced.
- IR 4.2 Improved gender equality and women's empowerment.
- IR 4.3 Rights-based access to justice, human rights and human security fostered.
- IR 4.4 Community-led needs-based local recovery and resilience plans identified.

UNIDO's activities in this area focus on promoting creation of sustainable livelihoods and SMEs and the strengthening of community resilience, through demand-oriented training programs for vulnerable groups, that instill an entrepreneurial culture, advisory services and equipment support. These include, but not limited to activities such as;

- Entrepreneurial and skills development trainings to create jobs and improve household incomes.



## Updated following STFA Steering Committee (2022.12.08)

- Capacity development, equipment and technical support and market connectivity to local SME's especially women owned micro and small enterprises.
- Upgrading of physical infrastructure and provision of modern equipment to vocational training systems.
- Establishing outreach training programs to target specific groups and remote target areas.
- Setting up enterprise-based technical vocational training programs, involving the private sector.
- Fostering resilient livelihoods creation and expansion through facilitation of BDS, market linkages, micro finance schemes and business promotion.

These activities contribute to the restoration of livelihoods devastated by conflicts and natural disasters by creating economic opportunities for the affected populations. UNIDO has supported more than 15 countries in activities on post-crisis and human security through which socio-economic as well as environmental and energy security have been improved. Support services in this field concentrate on local productive capacity building, institutional strengthening, renewable energy access, SME development and infrastructure investment promotion.

UNIDO's program delivery was US\$ 312,000, due to COVID-19 limitations. UNIDO has an office in Kabul and is conducting intervention in the western region, the project team in Afghanistan is led by technical project advisor and the project coordinator and experts, supported by Rural Entrepreneurship, Job Creation and Human Security Division in Vienna, Austria through industrial development officers and subject-matter experts. As a specialized agency, UNIDO field expertise in Afghanistan will be curated on a needs-basis. International and national subject matter experts will be deployed in accordance with program delivery needs and in collaboration with other UN agencies in Kabul and provinces.

### 11.9. UNHCR

UNHCR has comparative advantages to deliver on the following:

- Protection of Essential Services
- Community-Based Livelihoods and Local Economic Activities
- Protecting Farm-based Livelihoods from Natural Disasters, and
- Community Resilience and Social Cohesion

In line with the UNHCR Afghanistan's 'Protection and Solutions strategy', through its structured interventions, UNHCR has been addressing the needs of persons of concern (PoC) (Afghan refugee returnees, internally displaced persons, asylum-seekers, and vulnerable members of communities) by providing critical protection and life-saving assistance and supporting solutions for Afghan refugee returnees, internally displaced persons, asylum-seekers, and vulnerable members of communities. The key objectives include: (i) Effectively responding to immediate protection and basic needs of PoC; (ii) Empowering communities to mitigate protection risks and support solutions; and (iii) Building partnerships with all stakeholders to support continuity of essential services to help stabilize populations and, eventually, to enable sustainable solutions.

Further key priorities include: (i) ensuring that the Centrality of Protection is at the centre of humanitarian assistance and promoting access to adequate housing, land and property through the Protection and Emergency Shelter and Non-food Items Clusters; (ii) promoting the inclusion of IDPs, refugees, and returnees into Afghanistan's development plans and programmes, through advocacy, coordination and evidence-based programming; (iii) supporting the inter-agency and Government response to internal displacement, including by delivering assistance, collating disaggregated data and facilitating solutions for protracted IDPs, in coordination with relevant partners; and (iv) strengthening evidence-based

programming to systematically address the protection risks and immediate to medium-term needs of populations of concern, while fostering linkages with development partners for long-term development and sustainable reintegration.

In the current context, in line with UNHCR Afghanistan’s vision for 2022, “Mitigating Displacement, creating conducive protection environment for sustainable reintegration, and building resilient communities”, the strategic engagement focuses on: (i) providing critical protection and life-saving assistance and prevent human suffering; and (ii) sustaining the life-saving assistance by improving access to essential services to create a conducive protection environment to mitigate further displacement and support building resilient communities as well as decreasing pressure on the shared resources particularly in the areas of high displacement and return through its area-based programming – Priority Areas of Return and Reintegration (PARRs).

UNHCR lifesaving and sustaining lifesaving response is evidence-based and based on the extensive analysis, conducted across the country (in 401 districts), through Community-based Protection Monitoring (CBPM), Socioeconomic Vulnerability Assessment (SEVA), and Market Systems Analysis (MSA), and Border and Return Monitoring.

While the protection and lifesaving multisectoral emergency assistance include provision of core relief items, emergency shelter, solar, hygiene and dignity kits, and multipurpose cash assistance etc. to meet the immediate needs of people, the sustaining lifesaving response is structured through its Community-based Protection and Solutions Programme Response (Co-PROSPER)– an area-based response to forced displacement –aimed at systematically responding to and mitigating and preventing the protection risks and enhancing the solutions framework for persons of concern (returnees, refugees, IDPs, vulnerable local communities).

Co-PROSPER is currently being implemented in 55 Priority Areas of Return and Reintegration (PARRs) – areas of high return and displacement (50 districts and 5 major cities – Kabul, Jalalabad, Kandahar, Herat, and Mazar-e-Sharif). The total population in 55 PARRs is 19 million (48% of the total country population), which includes 6.27 million forcibly displacement population (3.22 million refugee returnees, 2.78 million IDPs, 200,000 climate-induced IDPs, and 72,000 refugees)..

PARRs are the key component of UNHCR protection and solutions response, in line with the Solutions Strategy for Afghan Refugees (SSAR), and are aimed at building resilient communities, through area-based conflict-sensitive humanitarian-development-peace (HDP) programming, particularly in Health, Education, Livelihoods sectors, to improve access to essential services to help stabilize population, create a conducive protection environment and conditions for sustainable reintegration, foster social cohesion, and promote peacebuilding, at the grassroots level. These interventions are essential to sustain and increase the absorption capacity of PARRs for community resilience and stabilization

In this regard, key emphasis is to ensure that population in PARRs have improved access to essential services (shelter, education, health, energy, livelihoods, and community infrastructure). In developing the key community infrastructure facilities, Co-PROSPER adopts an Asset-based Community Development (ABCD) approach, which is a sustainable community-driven engagement and response in identifying the community protection concerns and risks with possible solutions by taking into consideration existing assets and resources to improve community connectivity and resilience. These include developing access to basic, productive, economic, disaster (and climate) risk resilient facilities (e.g. irrigation canals, roads, cold stores, water facilities, clean energy, small dairy and poultry forms, community, youth and women learning centres, flood protection walls etc.) to assist/support communities to recover and/or protect their livelihood assets. This includes subsidized production support, cash or vouchers for work, community contracting, and conditional grants for micro-business development, savings schemes. Key focus is also on improving

access to necessary social services (e.g. access to civil/legal documentation, HLP rights etc.) for equitable access for persons of concern to UNHCR, including returnees, IDPs, refugees and vulnerable host communities.

Importantly, protecting and enhancing livelihoods of persons of concern to UNHCR, would be the key focus, as access to viable livelihoods is one of the key factors and driver for displacement in Afghanistan. Thus, the interventions are aimed at increasing the self-reliance through market-based interventions in local economic and productive sectors including through partnerships with the local businesses and private sector. For the TEVT trainings ‘apprenticeship and or internship modality’ is the modus operandi to ensure that trainings lead to sustainable livelihood opportunities for the persons of concern to UNHCR including returnees, IDPs, refugees and vulnerable host communities. Therefore, the key focus is also on ensuring the protection of rights to access to decent work and the labour market. Further, the small-business development activities are built into the approach of informal ‘saving credit and/or self-help groups that are organised around a livelihood activity’. This is combined with the businesses development trainings the provision of seed capital grants, market-based skilled business development, and improving market linkages with the private sector in the local economic sectors (e.g. bee keeping, dairy farming and processing, greenhouses, carpet weaving, solid waste management, handlooms and handicrafts, transport services among others). Importantly, explicit focus will be on the empowerment of women, youth and other vulnerable individuals, including through innovative initiatives such as (i) CODE4FUN which aims at providing an opportunity for students and youth (boys and girls) to learn coding skills to develop mobile applications (for iOS and Android) and improve their creative skills, and (ii) Made in Afghanistan (MaA) initiative which is aimed at promoting artisanal products and establishing national, regional, and international market linkages (under UNHCR Global Markets, Design and Empowerment of refugee artisans’ MADE 51 initiative) while ensuring the safe labour conditions within the value chain.

Further to support the IDP return and reintegration, and as a direct response to mitigate further displacement, UNHCR launched Cash and Reintegration Assistance (CARE) programme to address the immediate needs of the displaced population through cash assistance while complementing the support through ongoing programming in PARRs to restore access to essential services to help stabilize population.

In 2021 alone, PARRs interventions benefits nearly 2.78 million population through construction of 27 schools, 9 Health clinics, 2 water pipe schemes, 2 solar-powered borewells, 50 km length of roads, 3 bridges, 2 irrigation canals, 1 flood protection wall, 19 culverts, 3 training centres, 1 youth centre, 1 business centre, 50 km roads, and provision of solar lighting for 7,753 families, shelter for 3,321 families, livelihoods support to 2,300 people including nearly 1,000 job-placements in partnerships with private sector. And the CARE programme in 2021 supports with 9,000 IDP families.

Importantly, all these short- to mid-term interventions are the building blocks for HDP continuum and long-term development through inclusive partnerships with diverse actors (in PARRs) with the prime focus of stabilizing population, mitigating further displacement, and building resilient communities – to pave the way for durable solutions for persons of concern to UNHCR. This is built into the UNHCR’s ongoing engagement and work with development actors including UN agencies (UNDP, ILO, UN-HABITAT, FAO, UN Women, UNICEF, UNESCO, IOM, WFP), IFIs (WB, ADB, GIZ), I/NGOs particularly AKDN and BRAC, and the Afghanistan Chamber and Women Chamber of Commerce and Industry in PARRs to provide a comprehensive response for collective outcomes, impact, sustainability, and in Delivering As One.

UNHCR closely works with communities and civil society organizations, promoting civic and social engagement, inclusion, and participation. Further, through Support Platform for Solutions Strategy for Afghan Refugees (SSAR) and its Core Group (CG) – chaired by EU, UNHCR closely works with CG

members (donors and development agencies including UNDP, WB and ADB) to advance the protection and solutions for the returnees and displaced persons of concern.

UNHCR's annual delivery for 2020 is US\$ 66 million and in 2021, it is \$118.7 million. UNHCR Afghanistan has presence in all 34 provinces of the country with about 1,200 staff including of partner I/NGOs, and the core UNHCR staff include 314 personnel with 91 international and 223 national staff. In addition to its Country Office in Kabul, UNHCR has eight regional offices: (i) Northern region covering Balkh, Jawzjan, Sar-e-Pul, Samangan; (ii) North-eastern region covering Kunduz, Badakhshan, Baghlan, Takhar; (iii) Eastern region covering Nangarhar, Laghman, Kunar, Nooristan; (iv) South-eastern region covering Paktia, Khost, Paktika; (v) Western region covering Herat, Badghis, Ghor, Farah; (vi) Central region covering, Kabul, Maidan Wardak, Logar, Ghazni, Parwan, Kapisa, Panjsher; and (vii) Central highlands region covering Bamyán, Daikundi; and (viii) Southern region covering Kandahar, Uruzgan, Zabul, Hilmand, and Nimroz.

UNHCR has expertise in the areas of protection, reintegration, development programming particularly the HDP nexus, programme management, cash-based interventions (CBI), reporting and communications. All these functions are further supported by administrative units i.e., administration, finance, human resources, supply, security, and ICT. UNHCR will use both "Partner Implementation" and "Direct Implementation" modalities to implement the proposed activities/projects. The modality will combine direct implementation through UNHCR as well as through I/NGOs and sister UN agencies.

#### 11.10. UN Women

The complex humanitarian catastrophe unfolding in Afghanistan is marked by gender-specific restrictions that directly impact the ability of women and girls to realize their rights. UN Women is uniquely equipped to identify and respond to the vulnerabilities Afghan women and girls face; and to ensure that the crisis response in Afghanistan fully involves, engages and draws on the capacity of Afghan women and girls. Within the framework of the Special Trust Fund for Afghanistan, UN Women has a comparative advantage to deliver on and to support Afghan women and girls under the following thematic areas:

- Provision of Essential Services;
- Community-Based Livelihoods and Local Economic Activities;
- Community Resilience and Social Cohesion.

Drawing upon its global emergency response expertise, UN Women is expanding services in Afghanistan. With 9 out of 10 Afghan women having experienced some form of violence, and the increased risk factors for violence against women and girls registered since 15 August 2021, the need for survivor-centered services has further increased at a time when service availability for women and access to services decreased. UN Women is therefore expanding and adapting its current work of **providing life-saving services to survivors of violence** and their children. In partnership with women civil society organizations, UN Women is scaling up the provision of vital services, including safe accommodation, legal aid and healthcare, psycho-social support, counselling and vocational training in Women Protection Centers and Family Guidance Centres.

Up to US\$ 1 billion – or up to 5 percent of Afghanistan's GDP, is the estimated immediate economic loss of restricting women from working. Building on its long-standing programming record in **strengthening women's livelihoods** globally, UN Women is supporting women at-risk to secure alternative sources of income through immediate **cash-based interventions** (such as Cash for work opportunities, and Non-

Conditional Cash Grants) and medium- and longer-term support to **crises affected women-led businesses** (especially agricultural and home-based initiatives). UN Women will provide financial and technical resources to Afghan women, including Business Development Services for micro and small business, with a focus on support to women-headed households in rural and urban areas.

UN Women's crisis response in Afghanistan is set to meet the needs of Afghan women and girls, but also to ensure that decades of investments in and gains on the rights of Afghan women and girls are not completely lost. Supporting women-led civil society organizations is a critical component of social cohesion and opens opportunities to ensure that interventions and activities do not reproduce or reinforce pre-existing forms of social inequality. UN Women will continue to partner with and **invest in women's civil society as a key driver for gender quality in Afghanistan**. UN Women will work in close collaboration with women civil society organizations and women human rights defenders (WHRDs) to develop risk mitigation and social cohesion strategies that **leverage the role of WHRDs (including women in media and women civil society organization leaders) as significant peace enablers**, contributing to the centrality of gender equality and women's rights in building resilient and inclusive communities. UN Women will continue to lead the provision of **gender analysis** to inform a gender-responsive crisis response in Afghanistan, building on a nation-wide Gender Sensitive Conflict Analysis; and through rapid, localized and needs-based gender analysis.

With an on the **ground presence of over 10 years in Afghanistan, UN Women currently runs a team of almost 70 people in Kabul and main provinces**. In 2020, UN Women has delivered USD 9.5 million. The team covers a wide-area of expertise, from gender-based violence in emergencies, gender responsive humanitarian assistance, and cash-based interventions. Additionally, to respond to this unprecedented crisis for women's rights in Afghanistan, UN Women is drawing on global gender and crisis response experts to inform evidence-based interventions. The UN Women Sub-Office teams across five Afghan provinces (Balkh, Bamiyan, Kandahar, Nangahar, and Herat) are mainly women-led, enabling UN Women to directly identify and respond to women's needs beyond Kabul as well as to provide unique access opportunities of engagement with the most at-risk communities.

UN Women's current programming and partnerships structures are based on a mixed modality of **direct programme implementation, and implementation in close collaboration with and via civil society partners**. UN Women's coordination mandate and work on knowledge management and gender analysis is directly led by the Country Office, with service delivery for women and girls implemented with specialized civil society partners on the ground.

### 11.11. IOM

IOM has been present in Afghanistan since 1992 delivering broad-based programming in the areas of emergency shelter and non-food items, protection, health, livelihoods, basic services and essential infrastructure, cross-border reception assistance, counter human trafficking, climate change adaptation and disaster risk reduction, peace and reconciliation. IOM also has an extensive data collection and analysis capacity through its Displacement Tracking Matrix, through which the organization collects multi-sectoral information across more than 13,000 settlements and 400 districts of Afghanistan. The thematic windows where IOM has comparative advantages to deliver include:

- Provision of Infrastructure for Essential Services

- Community-Based Livelihoods and Local Economies
- Disaster and Climate Resilient Critical Infrastructure
- Social cohesion and inclusive participatory processes

The programmatic interventions across the thematic windows listed above for which IOM has relevant experience in delivering in similar interventions in 2020-2021 include: Area-based programming through the PLACES programme, IOM Afghanistan has extensive experience in implementing data-driven, integrated programming across all four of the Thematic Windows, with a focus on both meeting the needs of and building resilience in communities with high levels of displacement, (re)settlement and labour mobility. PLACES has already implemented programming in over 140 communities and has reached 403,516 with multi-sectoral, integrated and needs-driven support.

IOM's approach provides a comparative advantage for a holistic approach to strengthening community resilience by building off of the settlement-level information collected by IOM's Displacement Tracking Matrix's (DTM) Community-Based Needs Assessments (CBNA) and subsequent area-level profiling, which is conducted to ascertain a more complete picture of the fluid context in Afghanistan with regard to people on the move, affected communities and associated needs of these populations at the individual, community and systems level. Through this, Community Action Plans are developed through a community-driven consultative process which shapes community-level quick impact projects, improvements in essential basic and social service delivery, social cohesion/engagement, and a range of emergency livelihoods, income generation and business development opportunities, which are then implemented. Specific interventions that have been undertaken within the four windows in 2021, in line with the targeted areas of support include the following:

#### 1. Provision of Infrastructure for Essential Services

In line with the priorities that emerge from area-profiling and community engagement, IOM implements community-level quick impact projects to strengthen critical public infrastructure, supporting access to essential services, economic and productive infrastructure. This includes improving irrigation channels and wells to improve water supply and support agriculture (incl. greenhouses, marketplaces), health infrastructure, schools, roads, bridges and marketplaces. In line with Window 2, IOM also contributes to rehabilitating degraded lands and rebuilding infrastructure for economic production, including greenhouses and business infrastructure, with a view to strengthening incomes and market viability of local businesses.

#### 2. Community-Based Livelihoods and Local Economies

IOM has on-going engagement at the individual, community and systems level for supporting immediate and longer-term livelihoods and economic development opportunities. This includes business development for SMEs, through IOM's Enterprise Development Fund, with a focus on supporting women-run businesses, asset replacement and safeguarding of employment for existing businesses, in addition to business start-up and scale-up support, with a focus on supporting women, youth, displaced populations and recently returned migrants. Existing SME enterprises with the potential and the willingness to create and offer decent employment to vulnerable groups, especially women, youth, ethnic minorities and displaced populations, are prioritized. IOM promotes enterprises that enhance labour intensive value chains within the country and/or contribute to a circular economy in the following sectors: Electronics and Information and Communication Technologies (ICTs), batteries and vehicles, packaging, plastics, textiles, food and agri-business.

Regarding Technical and Vocational Education and Training (TVET), IOM offers training opportunities that provide skills that are in high demand on the market, allowing beneficiaries to work as an employee,

sub-contractor or in some cases, start-up a small business. The trainings are based on market system analyses to ensure that the skills learned fill the gaps in the local labour market, and in line with the areas of interest of the targeted women and youth, leading to sustainable employment or successful business start-up. IOM matches beneficiaries to relevant training opportunities and covers training costs. Moreover, IOM links up individuals completing professional training with employment opportunities in local SMEs that are supported by EDF.

As part of IOM's increasing engagement on emergency livelihoods for communities with high levels of poverty and at-risk populations, IOM also engages community members in cash for work (CfW), where possible linking with the community development projects for strengthened community engagement and ownership.

### 3. Disaster and Climate Resilient Critical Infrastructure

IOM has been running a large scale, multi-donor Disaster Risk Reduction/Management programme in Afghanistan for the past seven years with the goal of improving the preparedness of vulnerable populations living in disaster-prone areas. This is undertaken predominately through small scale DRM infrastructure and irrigation system construction, as well as community level capacity building on disaster risk management and the management of early warning systems. Previously, this programme also featured capacity building for the government on the National Disaster Management Information System (NDMIS). This programme has been able to resume community level programming since August 15th and works in synergy with IOM's growing area-based PLACES engagement.

### 4. Social cohesion and inclusive participatory processes

IOM has long-standing global and local expertise as well as a context-specific toolkit for leading participatory processes, focusing on giving an equal voice to all.

The underlying objective of the PLACES programme is to improve stability/decrease fragility as a whole in a certain location. IOM's approach is intended to address multivariate drivers of instability to facilitate transition away from crisis and fragility as well as laying a foundation for sustainable recovery. In displacement affected areas, the approach provides a necessary incremental step towards sustainably resolving displacement, by creating the conditions for the restoration of basic rights and security; and by promoting social cohesion and empowerment; non-violent political processes; livelihoods and service delivery, coupled with addressing the most urgent needs in order to allow community members to move forward.

Community Action Plans are developed through this community-driven participatory process, which shapes community-level quick impact projects and a range of income generation and livelihood opportunities. Utilising established community structures; community leaders, women, youth, and minorities, go through a facilitated planning process to develop a plan that outlines costed project activities that are time bound with a designated responsible body for each activity. The process includes determining what existing knowledge, resources and capacities within the community can be used to meet some of the needs and priorities described. Local stakeholders are involved throughout the process to ensure that the community plans are sustainable and will continue to be community-led and implemented after the UN supported programme ends.

PLACES engages a representative group of community members with the aim of giving all social groups, particularly marginalised and vulnerable groups, a meaningful voice in community-level resilience

building. The participatory process is designed to strengthen social cohesion by enabling community members to (i) identify the root causes of vulnerabilities, (ii) understand who is most affected by these vulnerabilities, and (iii) decide on a common way forward for improving social cohesion and building resilience.

IOM has an extensive country-wide footprint and programming spanning the humanitarian-development-peace nexus. In 2020 the volume of IOM delivery was approximately US\$ 45.8 million, which has almost doubled in 2021 with programme delivery in 2022 expected to exceed US\$ 100 million. IOM has a significant operational capacity across the country and an uninterrupted presence in Afghanistan since 1992, working effectively under various government structures, including the previous Taliban-led government and the current de facto administration.

IOM Afghanistan is one of the largest IOM country-offices worldwide, with over 740 personnel, 97% of whom are national. In addition to the Country Office in Kabul, there are 6 sub-offices covering the regions (in Badakhshan, Balkh, Herat, Kandahar, Nangarhar, and Gardez) and 8 project offices (in Nimroz, Takhar, Kunduz, Helmand, Ghazni, Faryab, Saripul, and Ghor), from which staff access 400 districts. IOM has 16 strategic pre-positioning warehouses located across the provinces that enable country-wide coverage. IOM's Displacement Tracking Matrix (DTM) enumerators likewise cover over 13,000 communities with their 6-monthly assessments on mobility patterns, community needs and vulnerabilities.

IOM currently has a team in country and IOM Afghanistan back-offices in Almaty and Islamabad with expertise on implementing large scale, integrated area-based planning and responses in fragile and conflict contexts (including Iraq and Somalia). This includes technical expertise on conducting community-level needs assessments, urban planning and infrastructure development, community engagement and social cohesion, gender-sensitive livelihoods, SME development and economic/market systems strengthening. In addition, IOM has expertise in protection, disaster risk reduction/management and health system strengthening, with particularly strong DRR expertise in the sub- and project-offices.

IOM is well positioned to lead on integrated needs assessments as well as monitoring and evaluation. DTM's comprehensive datasets provide readily available baselines for M&E led by specialised M&E teams across the provinces, and supported by community-based M&E. The overall objective of DTM's Community-based Needs Assessment (CBNA) is to provide a baseline for programmatic priorities and geographical targeting of assistance, by providing summary statistics of socio-economic indicators such as employment, household finances, markets, safety and security, rule of law, health, education, food and nutrition, shelter, WASH and received assistance. CBNA contains current quarterly data obtained through more than 70,000 key informants in nearly 13,000 settlements.

As a dual mandated agency, crossing the humanitarian-development nexus, IOM maintains a global roster of both humanitarian and transition/recovery experts who can be deployed to support missions, including Afghanistan, with the implementation and upscaling of a wide range of programming. This includes expertise in the areas of housing, land and property, emergency assistance and essential service delivery, DRR, displacement and mobility tracking, community stabilization and social cohesion, DDR and peacebuilding.

IOM has maintained its direct implementation modality of operations in the current context. While most operations were temporarily paused from mid-late August, IOM has fully resumed operations, and in some cases up-scaled, programming across its humanitarian, recovery and resilience-oriented portfolios.

IOM's approach can be implemented during any phase of a crisis, preventing forced displacement by addressing at-risk community drivers and root causes as soon as they are identified, mitigating the longer-



term effects of displacement during the crisis and addressing the impact of displacement on return communities by ensuring sustainable reintegration of returnees.

Using the flexible, community-driven process, programming is designed to respond to the changing circumstances in context as well as changing community priorities throughout the lifespan of the programme. By integrating continuous monitoring, evaluation and learning during implementation, new opportunities can be identified, and projects adjusted to suit the contextualized needs at the community level.

## 11.12. UNESCO

UNESCO has programmatic interest and comparative advantage on the following based on the agency's relevant experiences delivering similar interventions in 2020-2021:

- Provision of essential services
- Protection of farm-based livelihoods from natural disasters
- Community resilience and social cohesion

**Outcome 1 (Provision of essential services):** During the past decade, UNESCO has been contributing to revitalizing local economies and reducing vulnerabilities that people face in Afghanistan by equipping them with relevant skills. UNESCO has demonstrated particular strength in enhancing access to literacy and lifelong learning and promoting non-formal technical and vocational training (TVET) as an effort to support local level livelihoods and economies sustained through skills development. On literacy and lifelong learning, UNESCO has extensive experiences and expertise in basic general literacy (BGL) and skills-based literacy (SBL) programmes for youth and adults with varying degrees of education and skills levels. In the past decade, UNESCO has provided over one million learners with basic general literacy and skills-based literacy. On non-formal TVET, initiatives are currently underway at UNESCO in the domain of TVET and achievements produced so far will also provide useful insights and lessons learned for any programming in supporting livelihood. UNESCO has implemented the Capacity Development for Education programme to improve the capacities of actors involved in formal TVET and the project to create the National Centre of Excellence of TVET to promote quality non-formal TVET. UNESCO is well placed, therefore, to provide basic and functional literacy skills, including pre-vocational skills training to vulnerable youth (especially women and adolescent girls) according to local demand, relevance and availability of the informal economy.

**Outcome 3 (Protection of farm-based livelihoods from natural disasters):** UNESCO is the only UN agency with a mandate in the field of culture. This gives UNESCO a unique comparative advantage in protecting farm-based livelihoods by addressing the needs of local sustainable livelihoods through its work in culture. In particular, UNESCO has contributed to preserving livelihoods of Afghanistan through its flagship programmes for Intangible Cultural Heritage (ICH) and Traditional Knowledge (TK). Furthermore, UNESCO is committed to the 2003 Convention and collaborates closely with its network of experts and specialized institutes. The Culture Sector of UNESCO, therefore, can harness its expertise, network and experiences to recover, enhance and promote traditional knowledge systems as well as promote the use of traditional materials and construction techniques to rehabilitate critical livelihood infrastructure in rural areas. Specific areas of potential engagement include the Karez water management, housing, heating, and cooking systems, in close cooperation with other agencies.

**Outcome 4 (Community resilience and social cohesion):** UNESCO has extensive experience in sustaining and strengthening community resilience and social cohesion, particularly in the domain of supporting the development of the community-based Education Monitoring Information System (EMIS). The agency's comparative advantage comes from its extensive network with education stakeholders in

Afghanistan, and is supported by UNESCO Institute for Statistics (UIS) which provides free access to data for all UNESCO countries and regional groupings from 1970 to the most recent year available. Based on these comparative advantages, UNESCO is well positioned to lead the community-based Education Monitoring Information System (EMIS), Data Management, Monitoring and Reporting, which contribute to joint assessments and systematic analysis of emerging signals and trends, including horizon scanning and scenario planning to inform decision-making particularly in the area of education. Particularly since the regime change, a lack of up-to-date data on the state of education in the country and a non-functioning standardized data collection system has emerged as a key challenge. UNESCO proposes to establish a temporary mechanism of the EMIS during the transitional period to fill the data gap and to ensure system-wide evidence-based decision-making and monitoring of the needs and progress on the ground.

UNESCO possesses an unparalleled strength in advocacy and community engagement for improved gender equality and women's empowerment. On advocacy, UNESCO has relevant experience in utilizing national communication and advocacy campaigns to raise awareness on education through organizing events at community level and providing capacity building at community level. In particular, the *Literacy for a Better Future* advocacy campaign has been developed to commence in the near future (Q1, 2022). Under this campaign, UNESCO uses innovative advocacy tools to raise awareness on the right to education, particularly for girls and women, and literacy among partners, village literacy committees (VLCs) and learners. Among others, the campaign will use social media messages and billboards, video and radio messages to be broadcast on national TV and radio. On community engagement, UNESCO has fostered a strong community-based literacy networks as the Chair of the National Platform for Youth and Adult Literacy. UNESCO uses its network of community mobilizers and the VLCs in delivering basic general literacy and pre-vocational skills to vulnerable population – particularly women and girls – in 20 provinces to equip them with the proper knowledge and skills to become productive members in the society.

Based on these strengths, UNESCO is well placed to lead activities on advocacy and community engagement in literacy, education and skills development which will be essential to support social cohesion and dialogue through the development of and support to existing alternative dispute resolution mechanisms, local peacebuilding, and community-based systems.

UNESCO is uniquely positioned to address issues of community resilience and social cohesion through its work on cultural heritage management, cultural rehabilitation, and direct engagement of traditional social structures and local communities. In the recent past, UNESCO has implemented Cash-for-Work Initiatives in the region, both directly and indirectly by mobilizing its network of local and international NGOs and local community members. Key objectives of this initiative are to facilitate rehabilitation of cultural heritage sites and to raise awareness gender equity through supporting groups of craft workers. Similarly, UNESCO supports local economies communities and promotes a sense of identity, resilience, and social cohesion in its work on documenting the diversity of ICH expressions and TK, and using it to promote the Culture-based Creative Industries.

Lastly, multiple reports, anecdotal and factual evidence point to attacks on the freedom of expression in Afghanistan. Reporters Sans Frontier has ranked Afghanistan 118 globally in a press freedom ranking. Since 2018, far too many journalists and media workers were killed and many were in targeted attacks on the media with little sign of abating. Considering the continuing and increased threat to media in Afghanistan, efforts to stem the violence against journalists and media workers are needed more than ever. In the past years, UNESCO has worked with multiple partners including the Afghan Journalists Federation. The Joint Committee of Media and Government was established in 2016, following the approval of the Procedures to Secure and Protect Journalists and Media, and others including UNCT members. With the current context and the de facto authorities increasing belligerence against the media, UNESCO efforts on

the safety of journalists and the protection media freedom will require working directly with local communities and civil society organization more systematically. There is a need to support the safety of journalists and media organizations and to strengthen safety mechanisms for journalists in Afghanistan. The funding framework will provide media organizations and journalists with the tools for the identification of the gaps, needs and requirements of the media houses based on the UNESCO developed safety guidelines.

UNESCO had an annual delivery of about US\$ 10 million in 2020. UNESCO has offices in Kabul and in Bamiyan and a network of collaborators that extends across the entire country. Human resources of UNESCO Kabul Office include 65 national and 9 international personnel. UNESCO human resource capacity covers key fields of Education, Culture, Communication and Information, and Social and Human Sciences. In addition to offices in Kabul and in Bamiyan, UNESCO benefits from a network of collaborators that extends across the entire country, allowing the agency to deliver in almost every province.

### 11.13. UNOPS

UNOPS has comparative advantages to deliver on the following:

- Community-based livelihoods and local economic activities,
- Protecting Farm-based livelihoods from natural disasters.

UNOPS has supported national reconstruction and development in Afghanistan since 1995, operating in one of the most challenging and insecure environments, including under the previous Taliban regime. UNOPS goal is to improve the lives of all Afghans in need across the country through the successful implementation of projects in various sectors such as energy, transport, education, health, emergency response and humanitarian accountability. Focusing on local ownership and capacity development (especially within civil society), UNOPS strengthens Afghan institutions and provides efficient operational support when facilitating partners' projects. UNOPS has implemented hundreds of projects across all provinces of Afghanistan, providing first class, cost-effective and environmentally responsible project and procurement management services, as well as a recognized expertise in sustainable infrastructure.

In 2020-2021, UNOPS has managed and supported a series of critical infrastructure programmes aimed at restoring the country's road network on behalf of the Afghanistan Ministry of Public Works, and supported the Government of Afghanistan on its journey towards achieving the SDGs, with interventions such as:

- **Rural Access Improvement Project (RAIP):** Under RAIP, UNOPS constructed and maintained more than 1,000 km of roads and associated structures while building local capacities. The project benefits from an integrated gender mainstreaming component. The overall objective of RAIP is to reduce poverty by improving economic integration between urban and rural areas and supporting government efforts to achieve equitable growth.
- **JICA Programme:** Starting in 2012 with the Rehabilitation of Small Irrigation Facilities, the UNOPS-JICA partnership in Afghanistan has, to date, resulted in seven projects, including the following ongoing activities:
  - Development of water supply facilities in Dehsabz (new city).
  - Construction of roads and bridges to improve access within Kabul city.
  - Construction of an Air Navigation Service (ANS) building and a control tower at the Hamid Karzai International Airport to facilitate increased air traffic into and out of Afghanistan and thereby support the country's economic development.

- **Drinking-Water Supply Facilities in Barchi, Kabul:** This KOICA-funded project aims to reduce water-borne diseases by constructing a water distribution system. UNOPS partners with the Ministry of Urban Development Affairs and Housing (MUDAH) to develop staff and engineers' capacity in Operations & Maintenance, thereby ensuring the project's sustainability.
- **Trans Hindukush Road Connectivity Project (THRCP):** UNOPS provided technical assistance to the Government of Afghanistan to implement their World Bank-funded strategic connectivity project. As implementing consultant, UNOPS provides capacity building to the MoPW's Project Management Team in project, financial, contract and procurement management.
- **Inter-Agency Call Centre (Awaaz):** The Inter-Agency Call Centre offers a single point of contact for Afghans in need of humanitarian assistance. This humanitarian hotline also serves as a complaints and feedback mechanism and helps to enhance accountability to affected populations. As of April 2021, operators have handled more than 160,000 calls from all 34 Afghan provinces.

UNOPS volume of delivery in 2020 was USD 30.7 million (delivery for 2021 to date is USD 43.8 million). UNOPS footprint in Afghanistan comprises a Country Office in Kabul, as well as field offices in Mazar-e-Sharif (covering Balkh, Sar-e-Pol, Samangan and Jawzjan), Herat and Bamyan. The UNOPS country team includes some 180 national and 26 international staff, located in Kabul as well as Mazar and Herat. UNOPS human resources include engineers, a dedicated Gender Advisor responsible for enforcing gender components across all project activities, Health Safety and Social Environment specialists.

UNOPS will use both direct implementation modalities and will rely on its well-established network of private sector companies (both national and international). UNOPS benefits from a well-established network within the civil society, especially in the northern provinces through Local Road Users Committees (LRUCs). UNOPS benefits from fit for purpose contract modality that allows cost-effective and flexible arrangements which allows UNOPS to deliver in the most hard to reach and remote areas.

#### 11.14. FAO

FAO has comparative advantages to deliver on the following:

- Provision of Essential Services,
- Community-Based Livelihoods and Local Economic Activities,
- Protecting Farm-based Livelihoods from Natural Disasters.

FAO has been providing technical assistance and support to Afghanistan on a wide range of areas covering agriculture, livestock, food systems, nutrition, and climate change. Since 2002, FAO's fully-fledged representation in Afghanistan has been operating to rehabilitate irrigation infrastructure, build new dairy and wheat seed industries, improve livestock health, help smallholders diversify their crops and add higher-value products, stem deforestation and help the country mitigate and adapt to climate change, among others.

FAO has been also providing the emergency and resilience assistance to the most vulnerable and food insecure people across Afghanistan, reaching to the most remote rural areas. This humanitarian assistance covers the immediate and time-critical needs to protect and restore agricultural livelihoods, as well as to

preventing people in need from resorting to desperate actions, thus increasing the resilience of affected populations to withstand future climate and economic shocks.

FAO has been supporting smallholder farmers, herders and community members to have access to revitalized and resilient community infrastructure for managing water resources and agriculture/livestock based livelihoods - including water reservoirs and water harvesting infrastructures, restoration of irrigation and other surface irrigation systems. To improve productivity and management capacity of smallholder farmers, including herders, for establishment and running of sustainable, resilient and profitable agribusinesses, FAO has been providing agriculture based assets, inputs and equipment.

FAO Afghanistan is investing, across all 34 provinces, in resilience reinforcing actions that focus on protecting agriculture livelihoods and local ecosystems, boosting local production of nutritious foods and cash-incomes, and safeguarding critical agriculture sectoral development gains achieved over the past couple of decades through revitalizing rural markets and economy. FAO has been providing support to agriculture livelihoods diversification, strengthening livestock productivity and processing / value addition of livestock products, and backyard poultry cultivation. All these FAO implemented interventions include technical trainings on pertinent topics ranging from climate smart agriculture and livestock management practices, value addition and market linkages, producer groups' and other community institutions' formation for the sustainability of the interventions. Throughout different programmes, FAO uses cash transfers to support the most vulnerable people to meet households' expenses for food and daily necessities, under unconditional cash transfer modality, in particular, focus is on women headed households/ persons with disability/ elderly.

FAO has been supporting smallholder farmers, herders and community members to establish early warning systems to undertake anticipatory actions and mitigate the impact of climate shocks and disasters such as droughts and floods. FAO conducts trainings on management of early warning and preparedness mechanisms as well as provision of early action advisories for plant protection and livestock disease management. Further, FAO has been supporting community level risk management measures ranging from preventive, mitigation and restoration actions for enhancing the local ecosystems' risk absorption and management of climate and environmental shocks through nature based solutions, natural resource management, soil erosion control, and regenerative agriculture and livestock practice.

The FAO Country Office volume of delivery in 2020 was USD 35.085 million. The FAO Country Office in Afghanistan is one of the largest in the world. FAO has played a long and important role in Afghanistan. The country has been a member of FAO since December 1949 and FAO has undertaken project and programming activities for more than 60 years in the country. FAO's programme has spanned both shorter-term emergency humanitarian assistance and longer-term development, policy-institutional strengthening, and capacity building activities. FAO has been an active partner of the Government of Afghanistan since post-war reconstruction began in 2002 and has successfully delivered large scale humanitarian as well as developmental projects including in insecure / active conflict areas in Afghanistan. Following the August 2021 events, FAO has been working within UN's framework of engagement with the de facto authorities emphasizing inter alia the Joint Operating Principles, Humanitarian Principles, Safety and Security of all staff, and the Transitional Engagement Framework (TEF).

FAO has a Representation Office in Kabul, four regional offices in Herat, Kandahar, Jalalabad, and Mazar-i-Sharif and field/project offices in Bamyán, Badghis, Kunar, Paktya, and Ghazni. Some of these

field/project offices are in the process of being scaled up to be regional offices (Bamyan as central highlands regional office, Kabul as central region office, Kunduz for north-east regional office, and Gardez for south-east regional office) while some more field/project offices at provincial level are in the process of being started. FAO maintains close coordination and cooperation with pertinent stakeholders at all levels. All these offices have sufficient full time existing technical and support staff, which ensures continuous support and access at the sub-national level and are adequate to implement the programme. FAO along with the implementing partners - comprising a mix of well-established Inter/National NGOs - possess sound understanding of local dynamics, strong local networks, and an approach that relies on dialogue and local elders to foster/secure acceptance of FAO and its partners as humanitarian actors in the area while emphasizing conflict sensitivity and wherever possible contributing to localized efforts at sustaining peace. Further, FAO works with the Humanitarian Access Group of Afghanistan to ensure access and safety of all personnel including partners' staff and direct beneficiaries in FAO programme areas. FAO Afghanistan is currently comprised of 235 personnel (222 nationally recruited and 13 internationally recruited). FAO Country Office has robust capacity to deliver on the thematic windows of ABADEI strategy across the country. Specifically to ABADEI, FAO will establish the Programme Management Unit with technical expertise in agriculture, cash transfers, climate change, value chains, natural resources management and gender supported by relevant colleagues in logistics, administration, finance, security and procurement both at Kabul and provincial levels.

FAO's operational presence across Afghanistan, along with its mandate and agreements with various stakeholders including national / international agricultural inputs' companies to procure certified and quality seeds, fertilizers, feed, and other inputs, enables FAO to ensure time-critical procurement and provision of inputs to smallholder agricultural/herder households across Afghanistan as well as ensure quality control and technical accompaniment in effective use of the same. FAO will use the direct execution modality using relevant Manual Sections of FAO for staff recruitment, for procurement of goods and services of local implementing partners (IPs) and other local organizations. In addition to FAO's operational reach and partnerships with implementing partners, an access strategy has been developed through the development of strong local networks and outreach and engagement with local and district elders to foster acceptance of FAO and partners as actors adhering to the "do not harm" principle. FAO already has agreements with several IPs contracted through competitive and transparent selection procedures in accordance with FAO procurement processes that can be swiftly engaged in the implementation. A combination of both INGOs and NNGOs are selected for project implementation using selection criteria that take into account among other things their field presence, experience, expertise, direct access to populations in the most remote areas, acceptance of local communities, proven community engagement as well as operational capacities and recommendations by Food Security and Agriculture Cluster (FSAC).

FAO, in partnership with Financial Service Providers (FSPs), has demonstrated capacities to deliver cash even in the most remote and insecure districts of Afghanistan. FAO already has contractual agreements with FSPs which have been contracted as per FAO Standard Procurement Procedures including provisions covering delivery of cash at designated cash-distribution points and at timings most convenient for the beneficiaries. Further, Standard Operating Procedures related to cash transfers have been developed guaranteeing an internal and external segregation of responsibilities as well as accountability at all levels. For monitoring and supervision of activities at field levels, FAO contracts the services of an independent

Third-Party Monitoring (TPM) service provider. FAO's in-house participatory monitoring processes compliments the TPM.

### 11.15. UNCDF

The UN Capital Development Fund makes public and private finance work for the poor in the world's 46 least developed countries (LDCs). UNCDF offers "last mile" finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development. UNCDF's financing models work through three channels: (1) inclusive digital economies, which connects individuals, households, and small businesses with financial eco-systems that catalyze participation in the local economy, and provide tools to climb out of poverty and manage financial lives; (2) local development finance, which capacitates localities through fiscal decentralization, innovative municipal finance, and structured project finance to drive local economic expansion and sustainable development; and (3) investment finance, which provides catalytic financial structuring, de-risking, and capital deployment to drive SDG impact and domestic resource mobilization

UNCDF has comparative advantages to deliver on the following:

- Implementing financial instruments to channel finance to the "Last mile" and vitalize the private sector,
- Design loan and guarantee instrument to reach eligible borrowers in Afghanistan,
- Design financial instrument so they correlate with SDG goals, and
- Design relevant technical assistance (TA) components in regards of financial literacy and financial inclusion.

UNCDF has been contributing to poverty reduction, income and revenue generation and sustainable livelihoods building in Low Income countries, through support to digital finance mechanisms, financial inclusion, agriculture, the private sector through SME and MSME financing, and sustainable and energy development.

UNCDF has worked in several fragile and conflict situations and select examples are given below:

- **In Somalia** UNCDF, within One UN Joint Local Governance Programme - JPLG (financed by SIDA) has delivered the local development fund mechanism initially focussing on Somaliland and Puntland but from 2020 moving to the rest of the country including regions with a greater Al Shabab presence. The Government of Somalia itself has testified to the importance of the LDF model in these areas to increase employment and provide a viable alternative to violence. One significant impact of JPLG is that local government revenue from local taxes is now making major contributions to the LDF. During 2021 UNCDF invested \$4.5 million in the JPLG. Details of JPLG are available [here](#).
- **In Northern Uganda** a similar programme operates. The Development in Northern Uganda (DINU) programme operates in the 33 districts affected by the fighting with the Lord's Resistance Army and seeks to reboot the local economy and local institutions following the conflict. In addition to the Local Development Fund as in Somalia, and a road building component, DINU includes the START facility, an SME investment initiative that provides grants, loans and guarantees to companies that drive local economic development. During 2021 UNCDF invested \$7.1 million. In DINU. Details of the START facility and DINU are available [here](#).
- **In Sierra Leone in 2014**, during the Ebola crisis, UNCDF and BTCA deployed emergency digital payments for health workers to ensure they would continue to provide essential care services and

help stop the spreading of Ebola. This experience had direct impact on controlling and eventually ending the spread of ebola in the country and has been well documented.

- **In Nepal in 2015**, UNCDF helped the government deploy emergency digital payments after a devastating earthquake, including by helping the Central Bank develop geo-spatial mapping of the payment points that could be activated across the country to distribute payments digitally. This experience has been shared with other countries.

UNCDF will in Afghanistan provide innovative financial instruments and mechanisms, strategic investments, and financial advisory services to help catalyse capital flows in favour of investments into last-mile settings in, that will contribute towards the Sustainable Development Goals. UNCDF financing and investment support will be deployed across all priority areas and programmers. UNCDF will also provide financing instruments and expertise across the United Nations development system participating in the structure.

### 11.16. UNMAS **[To be added]**

Please include:

- (i) List the thematic windows where your agency has comparative advantages to deliver.
  - (ii) Describe the programmatic interventions in relevant thematic windows based on relevant experiences delivering similar interventions in 2020-2021
  - (iii) Volume of delivery in US dollars (in 2020 - 2021)
  - (iv) Outline your agency structure in Afghanistan (e.g. Presence in the capital; regional or district offices) and personnel footprint
  - (v) Human resource capacity with relevance to ABADEI (indicate areas of expertise – e.g. gender expertise)
- (i) Describe your agency's modality of implementation in the current circumstances

### 11.17. WHO

WHO has comparative advantages to deliver on the following:

- Provision of Essential Services,
- Protecting Farm-based Livelihoods from Natural Disasters, and
- Community Resilience and Social Cohesion.

WHO is the directing and coordinating authority for health within the United Nations system. It is responsible for providing leadership on global health matters, shaping the health research agenda, setting norms and standards, articulating evidence-based policy options, providing technical and implementation support to countries and monitoring and assessing health trends.

In Afghanistan, WHO works to improve the health and wellbeing of all Afghans by preventing and reducing mortality, morbidity and disability and by strengthening health services. WHO in close coordination with national and international partners, WHO's support focuses on building capacity through technical assistance in policy formulation and strategic planning as well as by providing training, implementation



and management support across all public health interventions. In certain programme areas WHO directly supports the implementation of activities on the ground, such as polio eradication, health emergencies including COVID-19, epidemic control, and outbreak response as part of humanitarian assistance.

In addition to the health sector, WHO's cooperation involves higher education and humanitarian response including health emergencies (such as COVID-19), food security, nutrition, and water and sanitation. National partners include *de facto* --- MoPH, the Ministry of Education and Higher Education, the National Statistics and Information Authority, the Ministry of Finance, academic and research institutions, private sector and civil society organizations, humanitarian, and multilateral and bilateral development partners.

Under the overall coordination of the United Nations (UN) Resident Coordinator, WHO is the lead for Health and the Humanitarian Cluster Coordinator in Afghanistan.

With 924 workforces in all seven regions (see figure 1) – WHO roles in Afghanistan cut across different approaches. In the context of health emergencies and humanitarian crises, WHO's work in Afghanistan focuses on concurrently taking steps toward UHC and SDG targets by providing leadership and sustained technical and operational support to ensure basic health systems functionality to deliver essential services for all.

In recent years - the budget for WHO's assistance to Afghanistan on average amounts from 150-275 million USD per biennium. The WHO budgetary assistance focuses on polio eradication, health emergencies (including COVID-19), communicable and non-communicable diseases, reproductive, maternal, newborn, child and adolescent health, gender-based violence, nutrition, and health systems. WHO assists the *de facto* MoPH in the coordination of all key stakeholders, using a sector-wide approach with the aim to move towards universal health coverage in Afghanistan.

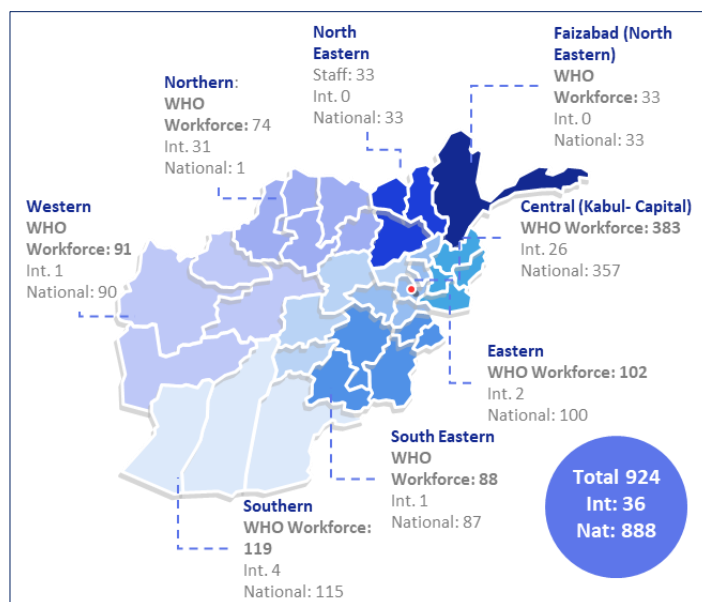


Figure 1: WHO workforce in Afghanistan

As the lead global agency for health, WHO works closely with Member States and partners, including other UN agencies, international organizations, NGOs and civil society, academic and research institutions, and expert networks. As the lead global agency for health, WHO works closely with Member States and partners, including other UN agencies, international organizations, NGOs and civil society, academic and research institutions, and expert networks. WHO has specific responsibilities and accountabilities within the global humanitarian system as the lead agency of the Inter-Agency Standing Committee (IASC) Global Health Cluster. In Afghanistan, WHO strengthens coordination mechanisms with national, provincial and district health authorities, national and international NGOs, UN agencies and other health partners, and ensures strong inter-cluster coordination and the delivery of essential health services for the affected population, especially the most vulnerable. WHO is currently only collaborating with the *de facto* MoPH on a technical level and typically uses a mixed model of direct and partner implementation via national and international NGOs, as well as UN partner agencies, programs and initiatives allowing equitable service delivery to even the most remote areas of all 34 provinces of Afghanistan.

## 12. Annex 2: ToR for the STFA co-chairing

### Preamble

At the STFA Steering Committee Meeting 7 March 2022, it was agreed that the position of a Donor Co-Chair be established to further promote strategic and operational efficiency. The main aim of the position is to act as a reference point among the contributing donors and to facilitate strategic dialogue and flow of information between donor partners, the Chair, PUNOs and the TFMU.

The role of the Donor Co-Chair is supportive and facilitating for the Chair, TFMU, PUNOs and contributing donors. Hence, the Co-Chair does not assume any liabilities, legal or otherwise, regarding undertaking the said role. The full legal, moral and contractual responsibilities of the STFA and its operations shall remain on the Chair and the fund administrator, as stipulated in STFA ToR and SAA.

The Co-chair will be nominated by contributing donors in consensus and on rotational basis to fulfill the key functions listed below. The co-chairing is for one-year period, starting from April and ending on March next year.

### Roles and responsibilities of Co-Chair:

- To on behalf of the contributing donors act as a point of contact for the Chair, PUNOs and the TFMU with regard to strategic and operational issues facing the STFA;
- To facilitate strategic dialogue amongst contributing donor partners and to, in close coordination with the Chair, ensure that the outcome of these contribute to the strategic direction of the fund;
- To contribute to the substantive agenda and preparations of the meetings of the Steering Committee and the Technical Coordination Working Groups;
- To co-chair the meetings of the Steering Committee and Technical Coordination Working Group meetings;
- To facilitate information-sharing between the STFA contributing donors, as well as other interested donors;
- To provide advice with regard to strengthening the STFA broader range of strategic partnerships and resource mobilization efforts for the Fund;
- To initiate the process of nomination of new donor co-chair for the STFA once the one-year period mandate comes to conclusion.

### Selection mechanism:

1. STFA Steering Committee: STFA Secretariat seeks STFA member's interest for co-chairmanship through email prior to the last STFA Steering Committee meeting of the year. The STFA Steering Committee Meeting members approves the co-chairmanship.
2. STFA TCWG: the co-chair is selected from among the Working Group's members for one year after dissemination of request for nomination through email.