

## JOINT PROGRAMME DOCUMENT

### Version-2 (Revised in October 2023)

**Programme Title:** *STFA Joint Programme for the Northern Region of Afghanistan: Addressing Basic Human Needs through UNSFA ('JP-Northern')*

#### United Nations Strategic Framework for Afghanistan 2023-2025 (UNSFA) Outcomes:

- Outcome 1: By the end of 2025, more people in Afghanistan, particularly the most marginalized. Can equitably access essential services that meet minimum quality standards.
- Outcome 2: By the end of 2025, more people in Afghanistan, notably women and vulnerable groups, will benefit from an increasingly inclusive economy, with greater equality of economic opportunities, jobs, more resilient livelihoods, strengthened food value chains, and improved natural resources management.
- Outcome 3: By the end of 2025, more people in Afghanistan can participate in an increasingly socially cohesive, gender-equal, and inclusive society, where the rule of law and human rights are progressively upheld, and more people can participate in governance and decision-making.

**Programme Duration:** 4 years

**Start/end dates:** 1 Jan 2022 – 31 Dec 2025

#### Indicative Output(s) with gender equality marker

**Output 1** - Essential services and community infrastructure - including for health, agriculture, education and energy supply - are functional, sustained and expanded to meet different needs of women and men.

**Output 2** – Livelihoods, businesses and the local economy are able to recover, more sustainable and resilient to instability.

**Output 3** – Communities have improved infrastructure, access to water and preparedness mechanisms to protect farm-based livelihoods and cope with climate and environment shocks and natural disasters.

**Output 4** – Social cohesion, respect for human rights – including in particular the rights of women and girls- and access to justice are progressively strengthened at local level – contributing to greater community resilience

(All outputs are GEM2)

**Total estimated budget\*:** US\$ 151,822,852

Out of which:

- |                     |                  |
|---------------------|------------------|
| 1. Funded Budget:   | US\$ 49,965,414  |
| 2. Unfunded budget: | US\$ 101,857,438 |

\*Total estimated budget includes both programme costs and indirect support costs

#### Sources of funded budget:

- |              |                |
|--------------|----------------|
| • STFA:      | US\$49,965,414 |
| • Donor ...  | _____          |
| • Donor ...  | _____          |
| • UN Org.... | _____          |
| • UN Org...  | _____          |

#### Justification of amendment:

1. References to the relevant UNSFA (2023-2025) Outcomes have been included (cover page)
2. Extension of programme duration - new end date is 31 December 2025, as approved by the STFA Steering Committee
3. Funded budget figures updated.

#### Names and signatures of participating UN organizations

Name of Representative: Richard Trenchard

Signature: 

Name of Organization: FAO (Food and Agriculture Organization)

31-Oct-2023

Date & Seal:

Name of Representative: Ramin Behzad



<p>DocuSigned by: Signature: [Redacted]</p> <p>Name of Organization: ILO (International Labour Organization)</p> <p>Date &amp; Seal: 14-Nov-2023</p>
<p>DocuSigned by: Signature: [Redacted]</p> <p>Name of Representative: Maria Moita</p> <p>Name of Organization: IOM (International Organization for Migration)</p> <p>Date &amp; Seal: 12-Nov-2023</p>
<p>DocuSigned by: Signature: [Redacted]</p> <p>Name of Representative: Reza Mohammadi</p> <p>Name of Organization: UNCTAD (United Nations Conference on Trade and Development)</p> <p>Date &amp; Seal: 30-Oct-2023</p>
<p>DocuSigned by: Signature: [Redacted]</p> <p>Name of Representative: Stephen Rodrigues</p> <p>Name of Organization: UNDP (United Nations Development Programme)</p> <p>Date &amp; Seal: 29-Oct-2023</p>
<p>DocuSigned by: Signature: [Redacted]</p> <p>Name of Representative: Patricia McPhillips</p> <p>Name of Organization: UNESCO (United Nations Educational, Scientific and Cultural Organization)</p> <p>Date &amp; Seal: 04-Nov-2023</p>
<p>DocuSigned by: Signature: [Redacted]</p> <p>Name of Representative: Jaime Nadal</p> <p>Name of Organization: UNFPA (United Nations Population Fund)</p> <p>Date &amp; Seal: 29-Oct-2023</p>
<p>DocuSigned by: Signature: [Redacted]</p> <p>Name of Representative: Antony Lamba</p> <p>Name of Organization: UNHCR (United Nations Human Settlements Programme)</p> <p>Date &amp; Seal: 31-Oct-2023</p>
<p>DocuSigned by: Signature: [Redacted]</p> <p>Name of Representative: Leonard Zulu</p> <p>Name of Organization: UNHCR (United Nations High Commissioner for Refugees)</p> <p>Date &amp; Seal: 02-Nov-2023</p>
<p>DocuSigned by: Signature: [Redacted]</p> <p>Name of Representative: Anubha Sood</p> <p>Name of Organization: UNODC (United Nations Office on Drugs and Crime)</p> <p>Date &amp; Seal: 02-Nov-2023</p>
<p>Name of Representative: Nicholas George</p>





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Signature:

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Name of Organization: UNOPS (United Nations Office for Project Services)

Date & Seal: 02-Nov-2023

Name of Representative: Alison Davidian

DocuSigned by:

Signature:

[Redacted Signature]

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Name of Organization: UNWOMEN

Date and Seal: 06-Nov-2023



## JOINT PROGRAMME DOCUMENT

### 1. Executive Summary

The current situation in Afghanistan continues to call for life-saving assistance and for the provision of essential services to help meet basic human needs among vulnerable communities in the country: against this backdrop, the United Nations remains committed to 'stay and deliver' for the people of Afghanistan<sup>1</sup>. **The new UN Transitional Engagement Framework (TEF)**, launched in January 2022<sup>2</sup>, represents the common basis for the United Nations and partners to deliver a coordinated and effective crisis response after the powershift in August 2021.

**This Joint Programme for the Northern Region of Afghanistan (2022-2025)** contributes directly to two main outcomes of the TEF: to sustain essential services (Outcome 2); and to preserve social investments and community-level systems essential to meeting basic human needs (Outcome 3). It is part of the unprecedented efforts of the United Nations and partners to 'deliver as one' in the new socio-economic and political landscape in Afghanistan. As of April 2022, seventeen Agencies, Funds and Programmes (AFPs) have signed the Memorandum of Understanding (MoU) as Participating UN Organizations (PUNOs) of the **Special Trust Fund for Afghanistan (STFA)**; twelve of these PUNOs are implementing partners under this initiative. For the first time, these PUNOs are engaging in such a comprehensive joint programme to deliver assistance with speed and scale on the ground in Afghanistan.

The ABADEI Strategy is the foundation of this programme and the main framework for the UN and partners to provide immediate assistance across the country under the STFA. It offers an integrated approach to programming for community resilience based on four pillars: 1) Provision of essential services; 2) Community livelihoods and local economic activities; 3) Protection of farm-based livelihoods from natural disasters; 4) Community resilience and social cohesion. The ABADEI Strategy was the basis for the **Programme Initiation Plan for the Northern and Southern Regions** that was prepared to enable PUNOs to deliver rapid assistance on the ground with critical funding provided by donors through the STFA in the last quarter of 2021. This Joint Programme for the Northern Region of Afghanistan (2022-2025) is one of the eight regional programmes that will be developed under the ABADEI Strategy. It offers a common framework for PUNOs to provide coordinated assistance to address priority issues according to the specific needs of the most vulnerable people of Afghanistan living in the Northern Region. Output 1 of the STFA JP is aligned with UNSFA's Priority Area 1; Output 2 and Output 3 of the STFA JP fall under UNSFA's Priority Area 2, and Output 4 of the JP falls under UNSFA's Priority Area 3. Following the adoption of the UNSFA, STFA's outcome-level reporting will be aligned with UNSFA priority areas accordingly.

**Output 1** – Essential services and community infrastructure – including for health, agriculture, education and energy supply - are functional, sustained and expanded to meet different needs of women and men.

**Output 2** – Livelihoods, businesses and the local economy are able to recover, more sustainable and more resilient to instability.

**Output 3** – Communities have improved infrastructure, access to water and preparedness mechanisms to protect farm-based livelihoods and cope with climate and environment shocks and natural disasters.

**Output 4** – Social cohesion, respect for human rights – including, in particular, the rights of women and girls- and access to justice are progressively strengthened at local level – contributing to greater community resilience.

This joint programme builds on the longstanding experience of PUNOs in the country and the early findings and lessons learned during the implementation of the PIP for the Northern and Southern Regions in the new post powershift context. PUNOs engaged in an extensive and comprehensive consultation process, including with contributing partners, to ensure a coherent and complementary joint programme. The proposed interventions were designed based on the mandate, capacity and footprint of PUNOs to avoid duplication of efforts and promote meaningful collaboration and synergies for transformational change in the Northern Region of Afghanistan. **Principles of operational independence, 'do no harm' and 'leave no one behind'** (among others outlined in the TEF) are key foundational principles of this programme. PUNOs are also committed to mainstream approaches to promote human rights, gender equality and community empowerment. Women and girls, in particular, are part of the key target groups for this joint programme.

<sup>1</sup> United Nations Afghanistan - Press release (17 August 2021): ['United Nations staying to support aid response in Afghanistan | United Nations in Afghanistan'](#)

<sup>2</sup> As of 1 July 2023, the TEF has now evolved into the **UN Strategic Framework for Afghanistan, UNSFA (2023-2025)**; references to TEF in this JP can also be read as references to UNSFA, which are closely aligned in terms of high-level outcomes and programmatic scope.

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### 2. Situation Analysis

#### The broader country context

Afghanistan is facing a multidimensional crisis. The power shift in the country in August 2021 resulted in high political and socio-economic instability. 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 International Monetary Fund (IMF) forecast of October 2021, the economy is projected to contract by 30% and UNDP's projections show that poverty may become nearly universal, affecting 95-97% of the population by mid-2022<sup>2</sup>. In urban areas, income loss, increase in food and commodity prices and growing unemployment have contributed to the rapid deterioration in food insecurity. Ten out of the eleven most densely populated urban areas are anticipated to be in the Integrated Food Security Phase Classification (IPC) 4<sup>3</sup>. The current crisis will have a negative impact on Afghanistan's path toward achieving Agenda 2030.

- The development gains in the past 20 years across **education, health<sup>4</sup>, agriculture, livelihood and social protection** are at risk. Core government functions and the provision of essential services have significantly deteriorated except for some critical health services that were maintained with international assistance<sup>5</sup>. For example, weak access to reliable **sexual and reproductive health** information<sup>6</sup> is multiplied with the abrupt decline of youth peer education services and networks. This situation can contribute to increases in early teen pregnancy and heighten the risk of maternal mortality, illness, and disability. Youth and adolescent **mental health issues** due to accumulated conflicts, hardship, and lack of services are expected to rise. **Early marriage** practices are also inconsistent with human rights commitments to protect adolescent girls. The regular resumption of adequate public services is unlikely to occur in the short run. With poor infrastructure and limited resources, **the COVID-19 pandemic** puts additional pressure on the public health of communities across the country.
- Afghanistan's **youth population** is among the highest in the world with 67% under the age of 25, and almost half of the population under 15 years of age. The challenges and marginalization faced by adolescents and youth in previous years has multiplied because of the latest humanitarian crisis. These include high **unemployment rates** and rise in poverty and hardship for young people, which affects their quality of life and impacts their aspirations and morale. Young people have limited access to both formal and non-formal education<sup>7</sup>, including **literacy education and skills development** opportunities and they have a relatively high participation rate in the informal economy. In the long term, this will undoubtedly affect the country's labour market as well, with an informal labour force that is poorly educated and lacking the necessary skills for life and employment.
- Afghanistan also faces historical pervasive **drug** problems, alongside the production of 85% of the world's opiates<sup>8</sup>. People who use drugs particularly women and children are at high risk of violence and are among

<sup>2</sup> UNDP (2022): [Afghanistan: Socio-Economic Outlook 2021-2022 \(undp.org\)](https://www.undp.org/publications/afghanistan-socio-economic-outlook-2021-2022)

<sup>3</sup> IPC stands for 'Integrated Food Security Phase Classification'; IPC 4 corresponds to the 'Emergency phase'. For more information please refer to OCHA - [icct\\_real-time\\_response\\_overview\\_11\\_january.pdf \(reliefweb.int\)](https://www.ocha.org/documents/2022/01/icct-real-time-response-overview-11-january.pdf)

<sup>4</sup> For example: Significant progress in improving life expectancy and reducing mortality has been made since 2000, and life expectancy increased from 45 years in 2000 to 61 years in 2012. The Maternal Mortality Ratio (MMR) was reduced from an estimated 1,600 per 100,000 live births in 2002 to 638 in 2017; however, this still means that every two hours a mother dies from preventable childbirth and pregnancy complications and the country has remained at the top rank for highest maternal mortality in the Asia and Pacific region. Family planning is a critical intervention to reduce the MMR. An effective Family Planning (FP) program can reduce MMR up to nearly 30%, however, Modern Contraceptive Prevalence Rates (MCPVR) have remained low in Afghanistan at 17% since 2020.

<sup>5</sup> Health facilities shutdown, lack of medical personnel, shortages in medicines and equipment as well as reduced access to healthcare among women are currently some of the most critical issues in the health sector. In the education sector, schools are partially opened but secondary education for girls is suspended in almost all districts as of April 2022. Payment of teachers' salaries is also a main issue. Within the UN system, direct support to the primary and secondary education sectors are mainly under the purview of specialized agencies such as UNICEF.

<sup>6</sup> Including information on sexual and reproductive health rights.

<sup>7</sup> The education component of this program will focus on general and skills-based literacy (noting Afghanistan has among the lowest levels of literacy proficiency in the world, with over 12 million adults being illiterate), vocational training and education data monitoring. The broader issue on quality primary education (including unsafe learning environments, improper infrastructure, insufficient and outdated teaching materials, overcrowded classrooms, inadequate number of qualified teachers etc.) is under the primary scope of non-STFA-funded initiatives through UNICEF and other stakeholders.

<sup>8</sup> In 2020, the total area under opium cultivation in Afghanistan was estimated at 224,000 (202,000 – 246,000) hectares, a 37 per cent increase from the previous year. It was the third highest measurement ever recorded in Afghanistan.

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the most stigmatized and vulnerable population groups. Youth (especially women and adolescent girls) not in employment, education or training are especially at high-risk of labour-market and social exclusion. Vulnerable young women and men often find themselves lacking literacy skills and basic livelihood capabilities. They are often disenfranchised and do not feel empowered to engage as change-makers in their communities. Neglecting the needs of the population especially for adolescents and youth will not only be a wasted window of opportunity for peace and security, but carries the risk of more youth disengagement, disconnection, and radicalization.

- The political instability and socio-economic vulnerability in Afghanistan are further exacerbated by **climate shocks**. In 2021, Afghanistan was affected by **the worst drought in three decades** – and this has had a very significant impact on **water supply and food security**, especially in rural areas<sup>9</sup>. Indeed, eighty percent of the country suffers either severe or serious drought, with over 50% of water points drying up in some provinces. In addition to drought, more than 29,000 people in 13 provinces were affected by other natural disasters – mostly floods – throughout Afghanistan in 2021<sup>10</sup>. **Energy** is also a growing concern as Afghanistan relies on more than 70% of electricity supplies imported from neighboring countries<sup>11</sup>. With Afghanistan not being able to pay its outstanding dues to its neighbors, power cuts, already common in the past years, may worsen and further threaten the national and sub-national economy, and the already weak provision of services and community livelihoods.
- After the powershift in August 2021, the number of violent incidents and conflicts reduced and access to communities previously inaccessible has improved. Since then, humanitarian and development organizations, including the United Nations and civil society organizations have been providing broader assistance and support to essential services for communities across the country. However, security remains volatile as clashes and violence incidents affecting civilians continue to happen in both urban and rural areas<sup>12</sup>. Heavy-handed community security under the *de facto* authorities, and increasing activity of ISKP<sup>13</sup> and other Non-State Armed Groups (NSAG) remain of concern. Besides, internal displacement, unemployment and perceived competition over resources and jobs may rapidly deteriorate and hinder **social cohesion** within and between communities<sup>14</sup> affecting particularly the most vulnerable people and minorities.
- **The human rights** situation is deteriorating very rapidly, women and girls are highly affected and at risk of gender-based violence in this new socio-political landscape. Girls' rights to education and women's right to work and qualified jobs have been limited. Freedom of movement and travel has also been conditioned in some cases to the presence of a close male escort (mahram)<sup>15</sup>. In the face of severe economic hardship and associated displacement, many affected populations have limited opportunities to support themselves and their families. These norms have been inhibiting women from working outside the home, and/or relegating them to informal work streams. Lack of safe and lucrative livelihood opportunities not only increases women's economic dependence on others but can also elevate their vulnerability to violence. Access to justice at all levels, based on international human rights standards, has reduced considerably while a highly decentralized arrangement for community justice and mediation is now<sup>16</sup> placed under the

<sup>9</sup> Humanitarian Needs and Planned Response (2022) - [HRP 2022 Summary V03 copy \(reliefweb.int\)](https://reliefweb.int/hrp/2022/summary/v03-copy)

<sup>10</sup> Afghan communities are highly prone to intense and recurring natural hazards such as flooding, earthquakes, snow avalanches, landslides, and droughts (Afghanistan Humanitarian Response Plan, 2022).

<sup>11</sup> Afghanistan's energy is managed by the State energy monopoly 'Da Afghanistan Breshna Sherkat (DABS)'. Electricity is mostly imported from Uzbekistan, Tajikistan, Turkmenistan, and Iran. Debts to foreign suppliers accounts for approximately USD 90 million. For more details, see: [Afghanistan Can't Pay Its Electricity Bills – The Diplomat](#). Accessed on 21 Jan 2022.

<sup>12</sup> As referred in the Afghanistan Humanitarian Response Plan (2022), UNAMA continued to document civilian casualties from improvised explosive devices and explosive remnants of war. From 15 August to 31 December 2021, UNAMA documented more than 1,050 civilian casualties, including more than 350 civilians killed. See also ACLED reports for more information on violent incidents - [Regional Overview: South Asia and Afghanistan | 8-14 January 2022 \(acleddata.com\)](#)

<sup>13</sup> Islamic State of Khorasan Province. Attacks increased from 60 to over 300 attacks by November 2021. Afghanistan Humanitarian Response Plan (2022).

<sup>14</sup> Afghanistan is a multi-ethnic country. Prior the powershift in August 2021, in Article 4 of Afghanistan's constitution, 14 ethnic groups are listed: Pashtun, Tajik, Hazara, Uzbek, Turkman, Baluch, Pashaie, Nuristani, Aymaq, Arab, Qirghiz, Qizilbash, Gujar, Brahawui and Other Tribes. The first five groups constitute the largest communities and play a prominent role in the country's political life. LSE: [Long Read: Sowing seeds of ethnic division? Afghanistan's constitution and electoral system | South Asia@LSE](#)

<sup>15</sup> Guidance issued by the *de facto* 'Ministry of Propagation of Virtue' on 26 December 2021.

<sup>16</sup> Afghanistan Country focus. Country of Origin Information Report January 2022. European Union. European Asylum Support Office.



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local *de facto* authorities. **Laws** that are currently effective are unclear and unevenly applied in different provinces.

- Afghan media is also facing significant challenges, which is impacting the ability to undertake factually-based information campaigns. A petition signed by 103 Afghan journalists has made an appeal “*to help ensure that journalism can be sustained in Afghanistan, [...] seeking guarantees of protection, especially for women*”
- **journalists who want to keep working, and resources to encourage Afghan media outlets to keep going or to reopen**<sup>17</sup>
- Some 9.2 million people remain in some form of **displacement** in Afghanistan. Nearly one million Afghans have returned to the country from neighbouring Iran and Pakistan in 2021 (a 36% increase compared to the same period in 2020)<sup>18</sup>. In 2021, displacement reached a record of nearly 700,000 IDPs (80% being women and children).

### The context of the Northern Region

The region comprises Jawzjan, Faryab, Balkh, Sari-pul and Samangan provinces, and it is bordered by Uzbekistan and Turkmenistan. Relative stability in the past years, especially in the Balkh Province, has driven the region towards some development through construction projects – including projects for the rehabilitation of irrigation channels and transport infrastructure. However, the economic collapse has affected the provision of basic services and infrastructure projects - with a direct impact on livelihoods, including livelihoods that rely primarily on agriculture and small trade.

People living in the Northern region are also affected by natural hazards - in particular drought and floods. Extreme temperatures ranging from -10 °C in the winter season up to 45°C in the summer pose challenges for livelihoods - in particular for households that depend primarily on crops and livestock. Climate conditions and weak capacity to build resilient livelihoods constitute a serious threat for food security in the region. Faryab province is currently in food security emergency (IPC-4) while the other four provinces are in food security crisis (IPC-3)<sup>21</sup>.

Agricultural development needs include animal husbandry, agricultural productivity, pasture improvement, value addition (product processing), market linkages, post-harvest technology and irrigation system improvements. The short agricultural seasons creates higher reliance on livestock and migrant labour. The revitalization of local economies is an important dimension of the ability of communities to cope in the current situation while also addressing the drivers of vulnerability.

The overall health situation, including the maternal health status of the region, requires special attention as 20 percent of the population have limited or no access to health facilities. In locations where the nearest health facility is more than 10km away, women have an increased risk of dying from obstetric complications. Furthermore, with the COVID-19 pandemic, the health situation is even more concerning. Balkh, for example, is the province with the third highest number of cases reported in Afghanistan<sup>22</sup>. Actual number of cases are assumed to be underreported.

#### Highlights – Northern Region

- Population: 4,356,890 (11.19% of total national population).
- Human Development Index (HDI): 0.530
- Mazar-e-Sharif (in Balkh province) is the 4<sup>th</sup> largest city in Afghanistan.
- Samangan province has the smallest population and the highest incidence of multi-dimensional poverty (72.7%)<sup>19</sup>.
- 10.43% of the population face extreme food insecurity - IPC Phase 4 (Emergency).
- Sari-pul province has the highest incidence of drug use-affected households (50%) according to the latest available data<sup>20</sup>.

<sup>17</sup> Reporters Without Borders/RSF: “[We need international solidarity to prevent the extinction of Afghan journalism](https://rsf.org/en/news/more-100-afghan-journalists-appeal-help-through-rsf)” <https://rsf.org/en/news/more-100-afghan-journalists-appeal-help-through-rsf>

<sup>18</sup> According to IOM, for most, the return was not voluntary. Many are streaming back, undocumented, burdened by debts, and without community support and with no means to support their families. OCHA (2021): [OCHA Afghanistan - End of Year Humanitarian Bulletin 2021.pdf](https://www.ocha.org/publications-and-outputs/ocha-afghanistan-end-of-year-humanitarian-bulletin-2021.pdf) December 2021.

<sup>19</sup> Headcount Ratios of Multi-Poverty Index (MPI). MPI of other provinces: Jawzjan (43), Faryab (68.3), Balkh (45), Sari-pul (61.3), Samangan (72.7)

<sup>20</sup> Other provinces: Samangan (17.8%), Balkh(10.3%), Faryab (7.6%) and Jawzjan(5.1%). Afghanistan National Drug Use Survey (ANDUS) 2015. <https://colombo-plan.org/wp-content/uploads/2020/03/Afghanistan-National-Drug-Use-Survey-2015-compressed.pdf>

<sup>21</sup> Integrated Food Security Phase Classification. FAO latest available data as of March 2021. ABADEI Strategy.

<sup>22</sup> Oxford Martin School et al (2022): [Afghanistan: Coronavirus Pandemic Country Profile - Our World in Data](https://ourworldindata.org/afghanistan-coronavirus-pandemic-country-profile)

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Regions of Afghanistan. Source: ABADEI Strategy (2021).



Province	N <sup>o</sup> . Districts	Area	Population (2021)	Population Density	No. of people in IPC 4 <sup>23</sup>
Jawzjan	11	11,798.3 km <sup>2</sup>	613,481	52/km <sup>2</sup>	70,389 (15%)
Faryab	14	20,797.6 km <sup>2</sup>	1,129,528	54/km <sup>2</sup>	242,367 (25%)
Balkh	15	16,186.3 km <sup>2</sup>	1,543,464	95/km <sup>2</sup>	46,215 (5%)
Sari-pul	7	16,360 km <sup>2</sup>	632,182	39/km <sup>2</sup>	31,050 (5%)
Samangan	7	11,262 km <sup>2</sup>	438,235	39/km <sup>2</sup>	64,573 (15%)
<b>Total</b>	<b>54</b>	<b>76,404.2 km<sup>2</sup></b>	<b>4,356,890</b>		<b>454,594</b>

According to OCHA, most hospitals in the northern provinces, including those for COVID-19 treatment, are not fully functional due to a shortage of health professionals and funds for running costs<sup>24</sup>.

As of January 2022, around 64,666 IDPs were living in the Northern Region; the main province of displacement being Faryab<sup>25</sup>. There is an increasing influx of IDPs and returnees resettling in the region following the recent political changes. High pressure over the poor existing basic services and competition for labor and resources may generate tensions within and between IDPs and host communities which can hinder social cohesion. Women and girls are particularly affected in this context. Following the general trend, conflict and violence decreased in the Northern region

after the powershift in August 2021. However, armed clashes<sup>26</sup> and violent incidents, including at borderlands<sup>27</sup> continue to be reported and remain a threat for civilians.

### The challenge to be addressed: 'Problem Statement'<sup>28</sup>

Against the backdrop described above, this Regional Joint Programme seeks to address the following challenge:

*The basic human needs of vulnerable communities across the Northern Region of Afghanistan— including youth, women and girls- are not being adequately addressed, following the acute deterioration in socio-economic conditions across the country. Such challenge, which is common across communities in Afghanistan, is manifested in the Northern Region, through, inter alia:*

- (a) Lack of access to adequate essential services and to adequate community infrastructure – with many infrastructure projects (including for transportation and irrigation) – e.g. in the Balkh province - being suspended, and basic services disrupted; the relatively high incidence of COVID-19 cases in some provinces in the Northern region has also exacerbated the impact of the deterioration in health services.*
- (b) Limited livelihoods and income-generating opportunities, especially for youth and women – this challenge prevails despite the relatively greater acceptance for women and girls to participate in social and economic life in the northern region vis-à-vis other regions.*

<sup>23</sup> Integrated Food Security Phase Classification (IPC). <http://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1154300/?iso3=AFG>

<sup>24</sup> [afghanistan humanitarian weekly 9 january 2022.pdf \(reliefweb.int\)](https://reliefweb.int/afghanistan-humanitarian-weekly-9-january-2022.pdf).

<sup>25</sup> OCHA. Conflict Induced Displacements (as of 19 January 2022)<sup>25</sup>

<sup>26</sup> ACLED recently reported violence incidents in Maimana city of Faryab province. [Regional Overview: South Asia and Afghanistan | 8-14 January 2022 \(acleddata.com\)](#)

<sup>27</sup> ACLED reported for the first time violent incidents at borderlands of Jowzjan province with Turkmenistan. [Regional Overview: South Asia and Afghanistan | 11 December 2021-7 January 2022 \(acleddata.com\)](#)

<sup>28</sup> The 'problem statement' intends to capture in a concise manner the challenge that the Joint Programme seeks to address. The problem has a high-level articulation - and therefore contains elements that are consistent with the challenges that are also seen in other regions of the country, as articulated under the ABADEI Strategy. However, there are also regional nuances that are being reflected in this particular statement, highlighting some of the region-specific challenges.



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(c) *In light of the extreme temperatures (-10 degrees to 45 degrees) that characterize the region, there is heightened vulnerability to the impact of climate shocks and to natural disasters – including, in particular, in rural areas.*

(d) *Vulnerability to local disputes and limited access to justice; insufficient awareness about basic human rights; and exposure to discrimination based on gender and ethnicity. Incidents of tensions and clashes, including in border areas, continue to be reported in the northern region.*

*Unless such a multi-faceted challenge is addressed with durable, community-led, solutions, the risk of almost-universal, multi-dimensional poverty in the region, and a deteriorating human rights situation –in particular for women and girls - will increase - which in turn will lead to a protracted humanitarian crisis, with implications in terms of population displacements within Afghanistan and across its borders.*

### 3. Programme Strategy, including lessons learned

#### Background

The new United Nations Strategic Framework for Afghanistan 2023-2025 (UNSFA) that launched in July 2023 has replaced the UN Transitional Engagement Framework (TEF), which now represents the common basis for the United Nations and partners to deliver a coordinated and effective crisis response in the country. The UNSFA guides the UN's engagement in Afghanistan during 2023-2025, as a multi-year development cooperation framework. The UNSFA strategic priorities are:

1. Priority Area 1: Sustained Essential Services
2. Priority Area 2: Economic Opportunities and Resilient Livelihoods
3. Priority Area 3: Social Cohesion, Inclusion, Gender Equality, Human Rights, and Rule of Law

**The Special Trust Fund for Afghanistan (STFA)** was established on 20 October 2021 to support UN joint programming in the provision of essential services and support to basic human needs. The Fund serves as an inter-agency mechanism to enable donors to channel their resources and coordinate their support, primarily under TEF strategic priorities 2 and 3. The STFA was established as a Multi-Partner Trust Fund (MPTF) based on **the ABADEI strategy**, which is the foundation for the programmatic strategy of STFA and its participating United Nations Organizations (PUNOs)<sup>29</sup>. The ABADEI strategy has 4 thematic windows:

1. Provision of essential services.
2. Community Livelihoods and local economic activities.
3. Protecting farm-based livelihoods from natural disasters.
4. Community resilience and social cohesion.

Based on ABADEI's thematic windows, the PUNOs jointly programme and deliver interventions with an area-based approach across the country. A Programme Initiation Plan for the Northern and Southern Regions has been put in place for immediate assistance in the final quarter of 2021. Following the decision of the STFA Steering Committee at the end of 2021, eight fully-fledged programmes for each of the regions in Afghanistan are being developed based on their contexts and priority needs to contribute to TEF's Outcomes 2 and 3<sup>30</sup>.

#### **The UN Joint Programme for the Northern Region (2022-2025)**

This UN Joint Programme for the Northern Region (2022-2025) is the first of the eight regional joint programmes being developed under the STFA/ABADEI Strategy. It is the result of a comprehensive consultation process among PUNOs which included, inter alia, a series of meetings within the STFA Technical Working Group; dedicated programme planning sessions hosted by ILO; and a two-day workshop for the definition of common principles, guidelines and methods for gender mainstreaming, human rights-based approach, risk management and monitoring

<sup>29</sup> As of April 2022, 17 UN Agencies, Funds and Programmes have signed the Memorandum of Understanding for the STFA and 12 of these PUNOs are implementing partners of the Northern Region Joint Programme.

<sup>30</sup> Outcome 2: Essential services are sustained that address basic human needs for the people in Afghanistan; Outcome 3: Afghanistan will preserve social investments and community-level systems essential to meeting basic human needs, protect gains to the SDGs, and develop scenarios for future engagement.

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and evaluation (M&E). Regular updates were also provided to the contributing partners and recommendations arising from these exchanges were fully considered in the development of this joint programme.

The proposed approaches and activities were informed by the comparative advantage, experience, footprint and capacity of PUNOs in the Northern Region. It represents the commitment of PUNOs and implementing partners to capitalize on synergies and ‘deliver as one’ in a coordinated and effective manner at local and central levels. This joint programme builds on the available analysis and assessments conducted by UN organizations, civil society organizations and international partners to respond to actual needs in the post-powershift context since August 2021. Acknowledging that available in-depth analysis and assessments on the impact following the recent changes in the northern region is very limited, PUNOs will conduct further assessments and analysis on the ground in newly accessible areas in the first quarter of implementation and will review the programme to ensure it addresses the priority needs of the most vulnerable people.

Based on the four thematic windows of the ABADEI strategy, PUNOs expect to deliver the following outputs through this joint programme in the Northern Region:

- Output 1 – Essential services<sup>31</sup> and community infrastructure – including for health, agriculture, education and energy supply - are functional, sustained and expanded to meet different needs of women and men.
- Output 2 – Livelihoods, businesses and the local economy are able to recover, more sustainable and more resilient to instability.
- Output 3 – Communities have improved infrastructure, access to water and preparedness mechanisms to protect farm-based livelihoods and cope with climate and environment shocks and natural disasters.
- Output 4 – Social cohesion, respect for human rights<sup>32</sup> – including, in particular, the rights of women and girls- and access to justice are progressively strengthened at local level – contributing to greater community resilience.

### **Output 1 - Essential services and community infrastructure – including for health, agriculture, education and energy supply - are functional, sustained and expanded to meet different needs of women and men.**

PUNOs will support vulnerable communities in the Northern region to have access to essential services and infrastructure. Health, energy and agriculture are the main sectoral priority areas identified under this output and will be complemented by investments in other essential services such as WASH and education (e.g. through literacy campaigns) amongst others. PUNOs will provide immediate assistance through a basic package of health services while building new, rehabilitating existing, and enabling community-based health centers<sup>33</sup> and health facilities in rural and urban areas. Moreover, PUNOs will provide opportunities to women and girls from the community to enroll into midwifery education to enable them to provide essential maternal and reproductive health services to their own community – contributing also to improved and more sustainable employment<sup>34</sup>. Essential health services also include, for instance effective prevention and response to COVID-19, care and treatment for people with chronic and infectious diseases, women/adolescent's reproductive health services, and integrated psychosocial and mental

<sup>31</sup> Essential services: while there is no commonly agreed definition of “essential services”, for the purpose of this joint programme, these are defined as a set of services that are important to meet basic human needs. They can include services normally described as ‘public services’, such as for water (including irrigation water) and energy; as well as ‘social services’, such as health care, education, and employment-related services.

<sup>32</sup> ‘Human rights’ encompass a wide-range of rights– including social and economic rights, labour rights, cultural rights, etc. The progressive fulfillment of cultural rights includes the protection of cultural heritage - tangible and intangible cultural assets - and is indeed considered to be part of the adoption of a robust human rights-based approach – as it encompasses the rights of both women and men to access, participate in and enjoy all forms of culture, cultural heritage, and cultural expressions. The promotion of cultural rights can also directly contribute to the fulfillment of social and economic rights (e.g. through schemes that support local artisans, local handicraft producers and traders, which contributes to sustainable job generation; through the rehabilitation of traditional water canals, which contributes to improvements in access to essential services; etc.).

<sup>33</sup> Such as community-based ‘Family Health Houses’

<sup>34</sup> All outputs under the ABADEI Strategy are closely interconnected. This example illustrates how activities under Output 1 can also contribute to Output 2.

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health support. With respect to the health sector, it is important to highlight that the services under Output 1 of this Regional Joint Programme will seek to complement and address the existing gaps under Sehatmandi<sup>35</sup>.

To address food insecurity and ease local economic disruption, PUNOs will support the rehabilitation of degraded pasture and/or agriculture lands as well as the construction and/or rehabilitation of roads, bridges, marketplaces, boreholes and irrigation canals/infrastructures. Communities will also benefit from extension services – to acquire new knowledge, assets and tools of relevance for the agriculture sector. PUNOs will also provide energy solutions, including solar power for community infrastructure, basic services facilities, local businesses and households.

In the education sector, the focus of the Regional Joint Programme will be on the roll-out of general literacy campaigns for youth and adults (including adolescent girls and women), vocational education for women and men, and on education data management<sup>36</sup>. The latter intervention is a means to obtain reliable educational data in the current - challenging- operating environment – which, in turn, can help inform relevant interventions by STFA and non-STFA agencies and stakeholders. The activities in this sector will be complementary to those being led in the education sector by other specialized agencies that are currently not Participating UN organizations under STFA<sup>37</sup>.

### **Output 2 – Livelihoods, businesses and the local economy are able to recover, more sustainable and more resilient to instability.**

The most vulnerable people in the region are expected to fulfill their basic needs, ensure food security in their households and ultimately build an enabling foundation for sustainable livelihoods, including agro/livestock-based enterprises and businesses. PUNOs will identify participants for cash-based interventions (CBI) to support economic recovery in all provinces of the Northern Region. Three types of CBIs will be implemented according to the level of vulnerability and potential sustainable gains and capabilities at individual, household and community levels:

- Unconditional Cash Transfer (UCT): primarily for women with no/limited income; women-headed households; widowed women; people with disability; and elders.
- Cash for Work (CfW): for unemployed women and men-headed households with particular focus on youth.
- Cash for Market (CfM): with a primary focus on women and youth to support small and medium business (both formal and informal) – including, in particular, women-led business and community-owned social enterprises.

The participants will be identified and engaged in CBIs based on vulnerability criteria and community assessments on poverty, food insecurity, access, and security. Formation of producer groups and/or livelihood enterprises will be supported by PUNOs. Members of these groups/enterprises and participants of CBI will receive cash, assets and tools and will acquire new knowledge through relevant training interventions - ranging from training to develop basic literacy skills, to technical and vocational skills for increased productivity. CfW and CfM participants will also acquire the means to improve marketing in the value chain and to explore opportunities for expansion - including across the borders where appropriate (i.e. by building the capacity of small enterprises for trade). Such interventions will capitalize on the existing MSME network of the Northern region that PUNOs have been engaging with in the past, even prior to 15 August powershift. PUNOs will also conduct market assessments and value chain studies that can feed into CBIs, community infrastructure development and resilient local economies.

<sup>35</sup> By way of example, for malaria case management, PUNOs are engaging with implementing partners that are also supporting the Sehatmandi project – to deliver a Basic Package of Health Services (BPHS); the services provided through these non-Sehatmandi's interventions are complementary to Sehatmandi's – as the funding is supporting existing gaps at lower-level health facilities. Such support covers, for instance, Rapid Diagnostic Tests (RDT) for malaria at these lower-level Health facilities, the RDTs in these facilities remain outside the purview of the Sehatmandi project.

<sup>36</sup> Education interventions - including education data monitoring under the STFA - are fully aligned with the Afghanistan Education Sector Transitional Framework (AESTF). It was developed under the guidance of the Education Development Partners Group (DPG) chaired by UNESCO and FCDO and the Education Cluster. The AESTF addresses educational needs during the transitional period and can be used as a framework by both humanitarian and development partners in the education sector as a guide to align programming and funding along an overarching logical framework. The Inter-Agency Call to Action was drafted under the guidance of Save the Children, UNICEF and UNESCO to outline the urgent, immediate priorities in the education sector in the country and was validated by donors and education stakeholders in December 2021. The AESTF was indeed developed collaboratively by the education sector and coordinated by humanitarian and development stakeholders, including UNICEF and UNESCO, to solidify the strategic directions for Education for the next two years.

<sup>37</sup> Such as UNICEF (as of April 2022)

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A plural and representative group of people will be selected for CBI including IDPs, returnees, host community members and minorities. Additionally, for CfM, participants running small/medium businesses with potential for scale and positive community impact will be prioritized. For the selection of participants and priority community work, PUNOs will adopt a community-based approach to ensure communities can participate and communicate their needs and grievances through appropriate channels. Strategies to mainstream conflict sensitivity and ‘do no harm’ approaches<sup>38</sup> will be tailored according to the local context and dynamics. The risk management strategy outlined in this document presents the broad mitigation measures for CBI risks. PUNOs will further expand the strategy to capture specific CBI-related risks at local level.

PUNOs and implementing partners will use CBI based on their comparative advantage and mandate to ensure coordination and avoid overlaps on the ground. PUNOs will establish a CBI Working Group to plan and implement activities in coordination with humanitarian actors providing similar or complementary interventions such as ‘cash for food’ and ‘cash for protection’. The working group will also ensure that adequate coordination with other relevant stakeholders, including ARTF, is in place to inform CBI interventions under this joint programme. Such coordination will also enable the sharing of field-informed knowledge and experience and maximize complementarities. Regular information-sharing on target areas, beneficiaries and implementing partners will be organized with ARTF and other relevant stakeholders.

PUNOs will also focus on the provision of livelihood opportunities for women as they face severe economic hardship, associated with displacement, and have limited opportunities to support themselves and their families. The livelihood opportunities serve as evidence-based programming and tailored assistance to address underlying causes of GBV and enhance affordability for women to access basic services including health, reproductive health and family planning services. Establishing women and adolescent girls' friendly community spaces that are safe at non-stigmatizing locations will allow women to gain skills and conduct income generating activities, and at the same time learn about nutrition and discuss issues related to wellbeing including women's rights, sexual and reproductive health, and GBV.

### **Output 3 – Communities have improved infrastructure, access to water and preparedness mechanisms to protect farm-based livelihoods and cope with climate and environment shocks and natural disasters.**

PUNOs will support community-based disaster risk management to protect agro/livestock-based livelihoods in all provinces of the Northern region. They will assist communities to improve their capacity to mitigate the impact and rapidly recover from disasters; increase their access to renewable energy and water and promote sustainable food production through regenerative agriculture and agroforestry.

Small-holder farmers, herders and community members will be supported to establish early warning systems to undertake anticipatory actions and mitigate the impact of climate shocks and natural disasters such as drought and floods. These systems include self-help coping mechanisms for early recovery and a minimum set of tools and equipment that are manageable by their own communities. Farmers, herders and community members, including women, will go through trainings on management of early warning and preparedness mechanisms and techniques for climate-resilient agro/livestock-based livelihoods. This includes, for example, climate smart agriculture and livestock management techniques for enhancing productivity, pest and disease control.

In addition, PUNOs will support 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 practices, while ensuring such support is gender sensitive. Relevant start-up kits with assets and tools will be provided to participants for them to effectively use their new capabilities in farming activities.

PUNOs will also revitalize or build resilient community infrastructure for essential services, managing water resources and agriculture/livestock-based livelihoods-including water reservoir and water harvesting infrastructure, restoration of *kareez* and other surface irrigation systems, portable water tanks and solar water pumps to benefit both women and men. Where possible, these community improvements will be conducted by their own communities through cash for work and other relevant CBI consistent with the approach outlined for Output 2 above.

<sup>38</sup> A detailed description of principles and approaches is provided below.

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In light of the extreme temperatures that characterize the north (from -10 to 45 celsius degrees throughout the year), and the heightened exposure of rural households to climate-induced disasters, interventions to support community-led efforts to cope with, and respond to, natural disasters is particularly important for this region.

**Output 4 – Social cohesion, respect for human rights – including, in particular, the rights of women and girls- and access to justice are progressively strengthened at local level – contributing to greater community resilience.**

PUNOs will reinforce and bolster social cohesion and reconciliation with the involvement of the communities and other local stakeholders using a community needs-based approach and working with civil society organizations. Positive customary and traditional practices that are aligned with human right principles will be leveraged to promote conflict resolution and reconciliation. PUNOs will also promote community dialogue and engagement to prevent conflict, radicalization and violent extremism (PVE), particularly focused on youth at the local level. Dialogue platforms and networks will be enhanced with the participation of women, youth, community leaders such as religious, traditional and tribal elders, IDPs, returnees and minority groups. PUNOs will leverage existing peacebuilding structures including Community Development Councils (CDC), Community Based Organisations, CSOs, peace committees, amongst others, to support resilience and recovery plans to revitalize services for the local population. Informed by rapid appraisals, PUNOs will support interventions to prevent gender-based violence and empower women, girls and vulnerable groups as they have been severely affected post-15 August with movement restrictions, increasing violence, limited access to information and services, and loss of income due to the new regulations of the DFA.

Capacities of civil society organizations (CSOs), community-based organizations (CBOs) and women and youth groups will also be strengthened as key players for local peacebuilding, resilience and recovery. PUNOs will also support context-specific advocacy and sensitization efforts on human rights, access to justice and social cohesion addressing potential drivers of conflict and violence and promoting drivers for peacebuilding. PUNOs will adopt a strong conflict sensitivity approach under this output to ensure communities are not exposed to additional risks arising from participation in activities of this joint programme. The activities will follow human rights due diligence and will mainstream the programme's risk management strategy, conflict sensitivity and the 'do no harm' approaches elaborated in the respective sections of this programme.

Strengthening the human rights situation is both a cross-cutting principle and a 'stand-alone' objective of this joint programme. The situation analysis shows that human rights, especially for women and girls, has deteriorated significantly - including rights to education, health, employment, culture and freedom of expression. Other vulnerable groups and minorities are also under threat of being left behind. PUNOs will put human rights and gender equality up front to implement this joint programme and will deliver programmatic activities to protect and promote human rights at local level. Assessments, including a regional gender analysis, will be conducted to identify specific needs of different groups and social constructs in the Northern region. In relation to human rights, PUNOs will also address the specific issue of cultural rights and the right to culture, by providing awareness and capacity-building on the vital importance of protecting cultural heritage as a means of promoting social cohesion, and by directly engaging communities in the rehabilitation, maintenance and protection of heritage sites. Under this output, PUNOs will also support local Afghan media organizations in producing and disseminating content developed based on professional standards, with a focus on the provision of factual, verified and humanitarian information, conflict-sensitive reporting, and educational broadcasting.

**Expected beneficiaries and geographical targeting**

The programme aims to reach approximately 2,700,000 (direct and indirect) beneficiaries across all five provinces of the Northern region: Jawzjan, Faryab, Balkh, Sari-pul and Samangan. It is expected that at least 50% of total beneficiaries will be female. Targets are based on initial need assessments by PUNOs, as well as PUNOs' current and anticipated reach, capacity and funding. Adjustments may have to be made to the targeted beneficiary numbers and/or locations based on further in-depth assessment and the ever-evolving realities on the ground. Once resources available for field implementation are made clear, prioritization and sequencing of interventions – at district and/or sub-district level- and their associated targets, will be specified prior to fund transfer requests by the respective PUNOs. The fundamental principle that will guide any such adjustments will be that of delivering a needs-based response.



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The area-based nature of the programme will ensure that all beneficiaries within a target location are impacted. Beneficiaries will be chosen based on a variety of vulnerability criteria – including, but not limited to, protection needs, gender, age, disability, displacement status (e.g., recently displaced, or protracted IDP, returnee, host community). The criteria will also consider the local context, access, footprint, and capacity of PUNOs and implementing partners to provide effective support. Reports by the OCHA-led Operations Coordination team (OCT)<sup>39</sup> may also be used to determine priority beneficiaries.

Given the new socio-political landscape after the powershift in 2021, specific locations at district and community levels will be identified in the first quarter of the programme through analysis of community-based needs and vulnerabilities. Relevant aspects for the identification of priority locations include, but are not limited to, demographic composition, livelihoods and economic situation, natural disasters, social cohesion, essential service provision, food security, in and outflows of people on the move, among others.

### Design and implementation principles

PUNOs are guided by all principles of the UN Transitional Engagement Framework (2022) (see box below). It also adheres to TEF guidance referred in its section on 'UN Engagement with the de facto authorities'. It further mainstreams the reinforcing principles of the ABADEI Strategy and STFA<sup>40</sup> as follows:

- No support will be provided directly or indirectly to the de facto authorities, whether in Kabul or at local level.
- Support will be implemented free from involvement of the de facto authorities with regards 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 women staff should be able to continue to work.
- No support will be provided to structures that institutionalize discrimination and/or violate human rights.
- At minimum, service providers should ensure that services are accessible to girls and women in an equal fashion.

A flexible approach is required in the volatile situation where provinces, districts and communities have different dynamics<sup>41</sup>. PUNOs will ensure these principles are mainstreamed and will request implementing partners to provide management strategies to avoid dis-benefits. The programme will also comply with effective UN Security Resolutions and relevant sanctions imposed by UN and other authorities duly recognized by the UN.

This joint programme materializes the humanitarian-development-peace (HDP) approach by delivering support for essential services in close coordination with humanitarian assistance. This joint programme will resort to UN dialogue platforms to ensure coordination within the UN Country Team, especially the Humanitarian Country Team - including coordination across its clusters at central and local levels. The UNDP Trust-Fund Management Unit (TFMU), as the Secretariat for the STFA, will facilitate coordination and dialogue with programmes under multi-partner funds including the Afghanistan Humanitarian Fund (AFG-HF), the Afghanistan Reconstruction Trust Fund (ARTF), the Afghanistan Infrastructure Trust Fund (AITF) and the Central Emergency Response Fund (CERF).

### Principles of the Transitional Engagement Framework (2022)

**The Human Rights-Based Approach:** Ensure adherence to international human rights standards and principles to promote and protect human rights.

**Humanity:** Human suffering must be addressed wherever it is found, with particular attention to the most vulnerable populations, such as children, women, people with disabilities and the elderly. The dignity and rights of survivors must be respected and protected.

**Neutrality:** No participation individually or organizationally in hostilities or taking sides in controversies of a political, religious or ideological nature.

<sup>39</sup> OCT includes more than 20 partners that provide periodic and verified databases on people requiring assistance on the ground.

<sup>40</sup> According to the approved ABADEI Strategy and the STFA Terms of Reference.

<sup>41</sup> Central directions on policies and application of law from the de facto authorities, for example, are reflected unevenly across the provinces and districts which requires adaptation for programme delivery. For more information on governance aspects see: Afghanistan Country focus. Country of Origin Information Report January 2022. European Union. European Asylum Support Office.

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**Impartiality:** Assistance must be provided without discrimination based on ethnic origin, political opinion, gender, nationality, race or religion. The provision of assistance is guided solely by needs, and priority is given to the most vulnerable cases.

**Operational independence:** Assistance must be autonomous from the political, economic, military, or other objectives that any actor may hold regarding areas where activities are being implemented.

**Centrality of Protection:** Protection shall be placed at the center of all actions, requiring that protection shall be mainstreamed throughout all sectors and activities for the affected population.

**Do No Harm:** Assistance must strive to 'do no harm' or to minimize potential harm when being present and providing assistance.

**Dignity:** People in need shall be respected as equal partners in action in all activities and their dignity as human beings will be maintained in all communications.

**Gender equality:** International standards and principles to promote gender equality and the full realization of women's rights and freedoms will be integrated and mainstreamed across all activities.

**Cultural Sensitivity:** Local customs, cultures and religions are respected while simultaneously adhering to international humanitarian standards around gender and equality.

**Prevention of Sexual Exploitation and Abuse:** Create and maintain an environment in which sexual violence is not tolerated and prohibited for all interactions.

**Leaving no one behind:** Commitment to eradicate poverty, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind.

**Diversity:** Drive active and meaningful participation of religious and ethnic minorities, people with disabilities, and people who suffer discrimination based on sexual orientation and gender identity.

**Resilience:** Promote integrated and cost-effective approaches informed by the UN Resilience Framework that reduce risks, mitigate displacement, and help people and communities anticipate, prepare, respond and recover from shocks and crises.

**Accountability** to the people of Afghanistan, including measures to build upon and extend greater transparency, and improved measurement and reporting on results.

### Cross-cutting considerations

#### Human rights-based approach (HRBA)

As 'duty bearers', PUNOs and implementing partners will identify, monitor and mitigate risks of human rights violations and seek opportunities to strengthen the enjoyment of human rights. The programme will focus on 'leaving no one behind' and 'reaching those furthest behind first'. Activities will deliberately target segments of the population that are relatively vulnerable – including women, girls, elders, people with disabilities, IDPs, returnees and minorities, with non-discrimination to race, ethnicity, gender or any social construct. PUNOs will conduct targeted vulnerability assessments where appropriate to identify people who are in most need of support, especially for cash-based interventions (CBI).

Human rights – including, inter alia, social, economic and cultural rights - will be placed at the forefront when engaging with stakeholders - including *de facto* authorities at central and local levels. International human rights standards and relevant recommendations and resolutions arising from the Security Council and Human Rights Mechanisms, including within the Human Rights Council, will be considered from planning to implementation of activities. Grievance and redressal mechanisms are embedded in the joint programme as part of the HRBA (see section below for more details).

Human rights risks will be managed according to the programme's risk management strategy with overall oversight and support from the Integrated Risk Management Unit (IRMU), housed in UNDP, and PUNOs' own corporate risk management mechanisms. PUNOs will also ensure adherence to human rights due diligence processes - in accordance with their corporate policies - when engaging with communities and stakeholders.

#### Conflict Sensitivity and Do No Harm approach

Conflict sensitivity and 'do no harm' principles and approaches will be embedded in the programme. The PUNOs and implementing partners will identify, monitor and mitigate contextual threats that may arise from their presence

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to avoid causing harm to communities. Beyond protection, the programme will aim to empower people to claim their rights and promote civic participation in community planning, decision-making and conflict mediation and resolution.

During the inception phase of the program, PUNOs will conduct conflict analysis that gives a basis, including for implementing partners, to take a systematic approach to understanding the background and history of conflict; identify relevant groups involved and how they relate to each other, identify the causes of conflict or potential conflict. The analysis can also help to anticipate risks and obstacles early on to timely prevent negative consequences.

At the field planning stage, PUNOs will identify interventions that are sensitive to local cultural and social norms and practices – for instance, in terms of timing or venue for training activities or for the distribution of inputs or cash - so that women, men, persons with disabilities and the elderly can participate in a safe and secure manner. Such choice of interventions will also ensure that underlying tensions are not exacerbated – e.g. activities that focus on the improvement of livelihoods of Kuchi nomadic herders, will be designed in consultation with settled communities, so that potential conflicts or tensions on the use of common property resources (e.g. rangelands or water bodies) are not inadvertently triggered – and, on the contrary, mitigated. Joint activities to mitigate potential conflicts between returnees and host-communities will also be pursued under a conflict-sensitive lens. Such conflict-sensitive engagements can contribute not only to the mitigation of tensions but also towards the improvements in social cohesion.

In the event of tensions emerging during implementation, PUNOs will adopt a consultative approach involving the local communities to address the drivers of such tensions. Conflict sensitivity orientation sessions and trainings will be provided to implementing partners, with technical accompaniment to troubleshoot issues as and when necessary.

### **Gender-based approach**

Considering the current political and cultural context, PUNOs will carefully work on carving out more space for women to participate and benefit in the activities implemented under the STFA without causing harm. Contextually appropriate entry points will be identified based on an understanding of the areas and sectors in which women's rights are currently less curtailed. Furthermore, deliberate efforts will be made to deploy female staff to ensure female beneficiaries are reached. Wherever possible, PUNOs will continue to jointly advocate for women's right to the DfAs and take practical steps to improve the socio-economic situation of women across Afghanistan.

The programme seeks to remove barriers to women's economic empowerment; prevent and respond to GBV; promote women's health and catalyze active participation and leadership of women in community planning and decision making. PUNOs will carry out a gender analysis to determine existing gender inequalities, gender roles and norms and power balances in the Northern region of Afghanistan. The gender analysis will inform programme implementation, monitoring, review, and evaluation. It is also expected to serve as a benchmark for humanitarian and development stakeholders delivering assistance on the ground. Perception surveys will also be conducted regularly to capture communities' views and insights regarding security and social cohesion. Women's perception will be a specific component of such surveys to identify gaps and verify improvements on perception regarding security and social cohesion with a gender lens.

Drawing upon the gender analysis, the design of activities of PUNOs at field level, and the corresponding targeting, will seek to address the differential needs of women and men– as well as roll-out the appropriate approaches, methods and tools that can facilitate the meaningful participation of women. For example, in many cases, dedicated and separate spaces to enable the open and safe participation of women will be part of regular field activities, to ensure that the differential needs, interests and perspectives of women are well captured during field-level planning and implementation.

Considering the vital importance of the promotion of gender equality and women empowerment (GEWE) in the current context of Afghanistan, PUNOs have adopted a results framework with gender-sensitive indicators and a robust gender-responsive budget for this joint programme. For example, rehabilitation or construction of community infrastructure including health facilities, hospitals and clinics will consider the specific needs and requirements of women and girls – and will be sensitive to prevailing challenges affecting the mobility of women. Aligned with UNSDG standards, the programme is scored with Gender Equality Marker (GEM2) meaning that it is expected to 'make a significant contribution to gender equality and/or the empowerment of women (mainstreamed)'.

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More than 30% of the total budget is expected to be allocated to interventions that directly contribute to GEWE. Unconditional cash transfers (UCT) are expected to primarily benefit women (80% of total beneficiaries), while cash-for-work (CfW) and cash-for-market (CfM) will have at least 30% of women participants. Women empowerment will also be boosted with dedicated support to women-led businesses, groups and CSOs (see Results Framework). Furthermore, PUNO interventions related to the provision of basic services on health, reproductive health and integrated psychosocial services will target women of reproductive age; economic empowerment of women through livelihood opportunities and vocational skills development; and protecting adolescent girls from child marriage aim towards gender equity and equality, and for betterment of maternal health. Where possible, PUNOs and implementing partners will pursue gender-responsive procurement (GRP) with woman-owned business (WOB) and gender-responsive vendors that promote gender equality and meet local and international labor and human rights standards. PUNOs will promote greater sensitization about women and girls' rights (as part of the broader concept of human rights) at community level and will work to ensure that programme's female staff are able to continue working with safety and security. The STFA gender advisor/specialist will support PUNOs with further guidance on effective GEWE joint approaches, tools and strategies for gender equality and women empowerment.

### Local Ownership through a Community-based approach

PUNOs have and will continue to collect data about community needs and assets at the local level, engaging and thereby creating ownership among representatives from diverse socio-economic groups. Coordination among PUNOs will take place at regional level to systematically deliver outreach activities through joint, well-coordinated community engagement and locally-led participatory planning. Where possible, multiple PUNOs will jointly visit communities and facilitate the development of integrated, community-driven action plans that outline locally defined priority actions and how PUNOs can assist communities in implementing these. An enabling umbrella activity has been included under each of the four main outputs to ensure PUNOs identify and deliver on integrated, locally owned priorities:

*“Ensure field-level interventions are well-informed, well-prioritized and well-coordinated (enabler activity) through, inter alia, (i) community consultations and joint, locally-led, participatory planning; (ii) joint data-management; joint studies and assessments; (iii) joint monitoring and evaluation; (iv) joint visibility and communications.”*

PUNOs and implementing partners will design and implement activities based on priority needs of communities avoiding a 'one-size-fits-all' approach. The existing social capital at grassroots level (such as functioning Community

### Adhering to the Guiding Principles

A foundational premise for the principles elaborated in this section is that they are not, by definition, contradictory or in conflict: a human rights and gender-sensitive approach to programming is consistent with 'Leaving No One Behind' as well as with cultural sensitivity\* and neutrality\*\*.

Against this foundational backdrop, in practice, different interpretations of what constitutes 'cultural sensitivity' and adherence with human rights principles might occur – but these can only be addressed on a case-by-case basis. To mitigate the risk of any of these principles not being adequately applied in the field, PUNOs in the Joint Programme will follow their policies and procedures with respect to redress and grievance mechanisms; and clear accountability and reporting lines for field managers will be in place to ensure such principles are indeed appropriately adopted. Significantly contentious issues can be escalated for decision-makers - if different interpretations might be, or seem to be, in conflict.

For instance, the participation of women in communities' decision-making will be a principle that field managers will be asked to consistently adhere to and advocate for – proactively establishing appropriate venues and/or logistical arrangements for their voices to be heard in a safe and secure environment. Similarly, undue interference by third parties on the programmatic work of PUNOs will not be accepted. If there are situations which can compromise the application of these principles on the ground, the issues can be escalated to relevant decision-makers – who might then engage in consultations or dialogues with relevant stakeholders to address the issues. Ultimately, if highly contentious issues of interpretation cannot be resolved, following advocacy and dialogue with third parties, the matter can be escalated for the Steering Committee or High-Level Advisory Board for a decision – including on re-sequencing, re-prioritization, or re-design of programmatic interventions, if needed.

\*See, for example, Bell, Nathan, and Peleg (2001): "Negotiating Culture and Human Rights" for an account of how cultural norms are defined or "constructed" through dialogue and social interaction. Such accounts challenge the argument that cultural sensitivity might lead to actions that are inconsistent with the respect for human rights – as articulated in the Universal Declaration.

\*\*As defined in TEF



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Development Councils (CDC), Shuras and Gozar Assemblies, and other community representative bodies) will be engaged to the extent possible for identification and prioritization of communities' needs, and to strengthen local ownership of community-based activities. Deliberate efforts will be conducted, as indicated under the 'Gender-based approach', to ensure the meaningful participation and engagement of women in decision-making processes.

Prior to entry into any community, PUNOs will assess the existence, representativeness and capacity of existing governance bodies, such as the CDCs, Shuras and GAs. Elders are typically part of these community governance structures. As part of output 4, PUNOs will leverage existing formal and informal community-level governance structures and mechanisms – using a conflict-sensitivity lens and applying a 'Do No Harm' principles. Ensuring representation of women and other marginalized groups will be key to all such activities, but may require time and patience considering the cultural and political context of Afghanistan.

Specific focus will be placed on engaging women and marginalized groups when assessing, identifying, planning and implementing community-based activities. PUNOs' interventions related to the provision of health and reproductive maternal health services through the establishment of family health houses will be done through close consultation with the local communities using the community-based approach. The community will identify sites, be involved in the design, and engage in the selection of local women to enroll in midwifery schools.

Cash-based interventions (CBI), especially, will mainstream a strong community-based approach for the identification and engagement of the most vulnerable people according to vulnerability criteria validated by the communities. Definition of priority community infrastructures for improvement through cash-for-work will also be discussed among diversified community representatives including women, youth, community leaders such as religious, traditional and tribal elders, IDPs, returnees and minority groups.

Functional early warning mechanisms both for natural and human-made disasters are also expected to generate accountability of community members for collective and coordinated preparedness and response. PUNOs will leverage existing peacebuilding structures including community councils and peace committees or, where appropriate, will create new mechanisms to enable a conducive peacebuilding environment. Mediation, alternative dispute resolution and grievances mechanisms within communities will also serve as dialogue platforms.

Field assessments including OCHA's snapshots, updates and situation reports, IOM's Displacement Tracking Matrix (DTM) and other analysis produced by PUNOs, implementing partners, CSOs and academia will also inform programming.

Where possible, community representatives will be engaged in Community-based Monitoring and Evaluation, supporting the monitoring of integrated activities of collaborating PUNOs during implementation as well as the tracking of progress and impact in the medium- to long-term.

### **Complaints Redressal Mechanism and Preventing Sexual Exploitation and Abuse (PSEA)**

The programme will ensure that grievance mechanisms are in place and accessible to community members – both through tools that are available at PUNO-level, in line with PUNO's own due diligence policies - and through enabling activities under Output 4. In addition, there are existing feedback and complaint mechanisms – including toll-free helplines – that are being used by PUNOs and which can be leveraged for the purposes of this joint programme. Awaaz.org is an example of a confidential, toll-free, hotline platform that is currently used by several PUNOs in Afghanistan to (i) provide information on available assistance to end-users/beneficiaries; (ii) register beneficiaries' feedback on the assistance received, (iii) register any complaint and grievance on such assistance, (iv) and communicate back clarifications or corrective actions to the original callers. Such a system can also be leveraged to support STFA-funded activities<sup>42</sup>.

In connection to the above, robust measures will also remain in place with respect to the Prevention of Sexual Exploitation and Abuse (PSEA). The intent is to foster an equal and inclusive work environment where everyone

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<sup>42</sup> For more information on this particular platform, please see [Awaaz.org](http://Awaaz.org)



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feels safe and empowered to speak up and act when they witness or experience harassment, sexual harassment, abuse of authority and discrimination.

An existing PSEA Task Force in Afghanistan has Standard Operating Procedures (SOPs) on receiving, recording, logging, and referring cases of SEA to relevant agencies for follow-up and assistance (as required). These SOPs, which can be leveraged for the purpose of implementation of the current Regional JP, complement each Organization's internal PSEA policies. Complaints can be received from beneficiaries via any Complaint and Feedback Mechanism (mechanisms at community level as well as hotlines) as well as complaints must be made by personnel when suspicions of SEA arise.

The PSEA SOP highlights the procedures to be followed according to the redressal mechanism selected (referral to agency PSEA Focal Point and, if necessary, support required from the GBV Sub Cluster in Afghanistan to provide assistance to survivors of SEA), and the timeline required according to how the incident is reported for starting the investigation procedures<sup>43</sup>.

Each PUNO's internal compliance and oversight mechanisms<sup>44</sup> will be leveraged under this Joint Programme to ensure PSEA is enforced. Implementing partners will also be oriented on such policies and procedures. A zero-tolerance approach is to be adopted with respect to PSEA. Compliance with such policies and procedures will be regularly monitored by the respective PUNOs. Similarly, PUNOs will organize orientation and training sessions on PSEA practices and protection issues at the community level during the implementation of field activities. Mechanisms to provide feedback regarding PSEA incidents will be well-communicated to all stakeholders, including at the community level. The TPM mechanism to be put in place can be leveraged as well to verify compliance with due processes with respect to PSEA.

### Area-based approach

A separate umbrella activity under each joint output has been included to facilitate the implementation of an integrated, area-based approach:

*Ensure field-level interventions are well-informed, well-prioritized and well-coordinated (enabler activity) through, inter alia, (i) community consultations and joint, locally led, participatory planning; (ii) joint data-management; joint studies and assessments; (iii) joint monitoring and evaluation; (iv) joint visibility and communications.*

PUNOs will use this output as an enabling activity to further enhance the integrated, locally-led, evidence-based nature of all activities, and to streamline M&E and visibility activities. The Programme will leverage data collection tools and instruments<sup>45</sup> already developed by PUNOs in the form, for instance, of (a) rapid Provincial Factsheets that identify multi-sectoral needs within the region and can serve as a baseline for joint-monitoring based on six-monthly data collection cycles, (b) in-depth Provincial Profiles that provide spatial understanding and evidence-based recommendations for priority strategic actions, and (c) Community Action Plans (CAPs) that will be used to make referrals between PUNOs to implement needs-based actions identified by communities.

### Lessons Learned

PUNOs have learnt that neither a "one-size-fits-all" approach, nor a fragmented sector-based approach has been effective. An integrated, innovative, flexible and agile approach is needed to ensure development gains of the past are protected – and sustained. Based on the accumulated experience of PUNOs and early observations drawn from

<sup>43</sup> For more detailed information please see:

[https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/psea\\_interganecy\\_sops\\_july\\_2020.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/psea_interganecy_sops_july_2020.pdf)

<sup>44</sup> A number of common PSEA principles followed by many PUNOs include (a) anyone can file a complaint of prohibited conduct, regardless of their contractual status; (b) formal complaints can be made anonymously; (c) there is no deadline for filing a complaint; (d) individuals affected by prohibited conduct can choose between formal and informal complaint resolutions; (e) data of individuals with a history of sexual harassment will be recorded in a UN-system wide screening database.

<sup>45</sup> For instance, IOM's "PLACES" methodology and tools; ILO-UNHCR market systems analyses (MSA) and rapid market appraisals (RMA); UNDP's AIMS platform, etc.

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the implementation of the STFA-funded Joint Programme Initiation Plan (PIP), the following lessons have been incorporated into the design of this joint programme:

- Importance of integrated action: The people of Afghanistan are facing multi-dimensional needs and interconnected challenges to their wellbeing, which must be addressed through integrated, multi-sectoral, actions. The provision of livelihood support; the sustaining of basic services; the strengthening of basic community infrastructure; the increase in communities' preparedness to cope with disasters and climatic change; and the promotion of social cohesion at local level – constitute interventions that have the potential to 'cross-fertilize' and generate 'multiplier', mutually-reinforcing, effects. They can form a foundation from which community-led recovery efforts begin and are maintained locally in the long-term. Effectively addressing these immediate and longer-term needs and priorities, requires integrated actions by all PUNOs - based on a multi-sectoral evidence-base at all scales of intervention, including at the local/settlement level as well as at the district and/or provincial level.
- Need for evidence-based context and conflict analysis: To fully uphold the principle of 'Do No Harm', a thorough context and gender-sensitive conflict analysis is required. Community and individual level interventions, while aiming to increase social cohesion, can also increase the risk of escalating tensions within and between communities. To prevent unintended negative effects, multi-sectoral participatory assessments should be conducted with beneficiaries before the planned interventions. Furthermore, a combination of individual assistance with area-based interventions, will ensure that benefits are enjoyed by all members of the community, thereby reducing the risk of tension over scarce resources.
- Importance of inclusive community engagement: Beneficiaries have stressed the importance of broad-based community involvement in the identification and prioritization of community projects. Especially vulnerable and marginalized community members ought to be given the appropriate space to voice their needs and priorities. Experience has shown the value of inclusive community engagement to ensure that the voices of powerful stakeholders do not silence those of more vulnerable individuals. Community engagement is also critical to ensure that individual assistance, which tends to provide limited sustainability and is less effective at fostering social cohesion, is coupled with much needed structural interventions that address root causes of displacement and individuals' vulnerabilities.

### **Sustainability of results**

Adopting a community-based approach is the backbone for the sustainability of results for this programme. Beneficiaries will not only acquire skills to drive their communities' recovery and resilience strategies but will also develop capabilities to maintain an enabling environment for peace and social cohesion. Enhancing livelihoods and promoting income generation and savings will ultimately create community resilience to "build forward better". The support to the private sector is also a pillar of this programme for sustainability. Stronger small and medium businesses with scale-up potential will improve local economies against economic shocks and instability.

The onus will be on capacitating local stakeholders to take ownership of sustaining the results of the programme. Local ownership and capacity will be generated from the outset of all activities by placing community members and civil society leaders at the centre of the area-based approach, including for prioritization of needs and actions, project implementation, monitoring and evaluation.

### **4. Assumptions, key risks and risk management measures**

Uncertainties around the new political landscape can negatively impact programme implementation. Possible civil unrest, driven by the economic crisis and competition, or perceived competition, over scarce resources are threats that can in turn lead to greater economic instability, food insecurity and hinder social cohesion. Frequent climate shocks and severe weather conditions (with extreme temperatures being a characteristic feature of the region) are also permanent risks for livelihoods, business, and fragile community infrastructures in the North of Afghanistan.

Insufficient liquidity in local currency and price volatility may also compromise cash injection into local economies and the provision of decentralized essential services in communities. There may be limited stock of livelihood products and assets in the local market; speculative activities might prevail; and significant fluctuations in demand

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and supply might be the norm. PUNOs will closely monitor its cash disbursements and developments in the banking sector and will explore innovative solutions - including mobile services for cash transfers. Risk of aid fraud, corruption, and unintended flow of funds towards sanctioned or debarred individuals and entities will be closely monitored through PUNO's risk management mechanisms and systems put in place for implementation.

The Regional Joint Programme will indeed adopt a 'three-line-of-defense' model to counter fiduciary risks, including the risk of corruption. PUNOs already have a range of policy and procedural instruments to minimize such risk – including through regular financial disbursement and financial control procedures – for both ex-ante and ex-post (verification) processes; periodic spot checks and audits to monitor and oversee financial and administrative discipline – e.g., UN's 'Harmonized Approach to Cash Transfers' or 'HACT', policies and procedures. Special ad-hoc spot checks and/or audits may be commissioned by a PUNO, or jointly by a number of PUNOs, where appropriate, following the advice from the Integrated Risk Management Unit (IRMU). At Trust Fund level, third party monitors will also be required to examine financial disbursements and risks associated with financial due diligence processes – including with respect to the selection of beneficiaries. If allegations emerge on mis-compliance with financial rules and regulations by a party (e.g. implementing partner), there are mechanisms to escalate to specialized units to conduct administrative investigations, when required – e.g. offices of Audit and Investigations. A “zero tolerance policy” to corruption will be adopted to advance integrity – and this will be clearly communicated to field partners.

External influences may seek to affect programme implementation to different degrees. To counter this risk, the selection of beneficiaries, locations and approaches will be driven by up-front principles of impartiality, operational independence, and centrality of protection. A conflict sensitivity approach will be mainstreamed to ensure that PUNOs and implementing partners 'do no harm' to people in the target communities.

In the context of a volatile economy, the lack of financial resources for timely implementation may impede the achievement of the intended results of this programme. PUNOs will make joint efforts to mobilize resources in a timely manner through the STFA and other sources. They will advocate with the donor community for substantial unearmarked contributions to be able to respond to the unprecedented crisis in Afghanistan in a flexible manner.

Lack of coordination among different partners operating in the same area will be addressed with permanent communications through the established cross-cutting dialogue platforms for humanitarian and development partners; and through sub-national joint work plans defined and approved prior to implementation, based on the comparative advantages of the respective PUNOs.

External stakeholders might seek to claim credit for the impact of UN-led interventions - but well-crafted and well-directed communication and visibility activities will contribute to mitigate such risk - by ensuring that the support being provided, and the source and driver of such support, is clear among local communities and end-users. Communication campaigns over media (including social media) will be used to mitigate this potential risk.

Underpinning assumptions are that the current political and security situation will remain relatively stable allowing PUNOs and implementing partners to access the priority areas for programme delivery with an acceptable level of security - including for women workers. It is also expected that implementing partners on the ground will, with technical support and guidance, acquire the needed capacity to complement the efforts of PUNOs to deliver impactful assistance at the necessary scale.

Another assumption is that no major high impact natural disaster will occur – while acknowledging that climate shocks will continue to take place and to negatively affect vulnerable communities. Conflicts and violence, even though they remain recurrent in some areas, are expected to remain localized and not spread. The situation of displacement is also assumed to follow a stable trend without major shocks. PUNOs however will not 'lose sight' of people on the move who remain vulnerable and in critical need of support.

The detailed risk management framework, approach and mitigation measures are presented in the dedicated section on 'risk management' and in the section on 'Monitoring, Evaluation and Reporting'. The risk management matrix is provided at the bottom of this document.

### 5. Results Framework

The theory of change builds on the four intended outputs of this joint programme as drivers to support the achievement of outcomes 2 and 3 of the UN Transitional Engagement Framework (2022):

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IF:

- essential services and community infrastructure including for health, agriculture and energy supply are functional, sustained and expanded (JP output 1);
- livelihoods, businesses and local economy are recovered and more sustainable and resilient to instability (JP output 2);
- communities have improved infrastructure, access to water and preparedness mechanisms to protect farm-based livelihoods and cope with climate and environment shocks and natural disasters (JP output 3); and
- social cohesion, human rights, legal empowerment for access to justice and community resilience are strengthened at local level (JP output 4).

THEN

- people in Afghanistan will be able to address their basic human needs (TEF outcome 2); and
- social investments and community-led systems [including for resilient livelihoods and social cohesion] will be preserved (TEF outcome 3).

To enable this results chain, PUNOs will jointly deliver key strategic outputs and activities as follows:

### **Output 1 - Essential services and community infrastructure – including for health, agriculture, education and energy supply - are functional, sustained and expanded to meet different needs of women and men.**

1.1. Support the delivery of a basic package of health services to vulnerable communities<sup>46</sup> - including services for the effective prevention and response to chronic and infectious diseases, such as COVID-19<sup>47</sup>; sexual and reproductive health<sup>48</sup>; and mental & psychosocial support, such as counselling services to GBV<sup>49</sup> victims.

1.2. Rehabilitate/build critical infrastructure for essential services (including health facilities<sup>50</sup>; water, sanitation and solid waste management infrastructure) in priority rural and urban areas.

1.3. Support the provision of educational services for vulnerable groups, particularly in the form of general literacy campaigns for youth and adults (including adolescent girls and women), and vocational education for women and men<sup>51</sup>.

1.4. Provide support for food security and agricultural activities through extension services<sup>52</sup>; the revitalization of degraded lands; and the rehabilitation and construction of roads, bridges, marketplaces, boreholes and irrigation systems that benefit women and men in the community.

1.5. Provide sustainable/renewable energy solutions, including solar power, for community infrastructure<sup>53</sup>; for local businesses and for vulnerable households, to benefit women and men.

<sup>46</sup> This joint programme activity can include, inter alia, (i) direct delivery of health services and/or (ii) support to third-party providers through, for instance, capacity building interventions, provision of essential health commodities and supplies, etc.

<sup>47</sup> Other examples include malaria and tuberculosis.

<sup>48</sup> As an example, under this umbrella activity, training of midwives – through a Community Midwifery Education (CME) programme- will be conducted during implementation. Such activity is described in more detail in the workplan section.

<sup>49</sup> Gender-based violence

<sup>50</sup> Including community health facilities, such as Family Health Houses

<sup>51</sup> This activity will also entail the collation of statistical data and the preparation of analytical reports on the state of education for women and girls at all levels- including primary and secondary education, vocational education, etc.

<sup>52</sup> 'Extension services' for agriculture are defined broadly under this joint output – and they capture both 'soft' interventions (such as technical assistance, training) as well as complementary 'hardware' support – in the form, for instance, of the provision of agricultural tools and inputs to small-farmers. Provision of extension services for plant pest and disease management will be part of this umbrella activity, which will be complementary to other interventions targeting small farmers in this Regional Joint Programme under Joint Outputs 2 and 3 (including umbrella activity 3.3).

<sup>53</sup> Such as community-level basic service facilities.

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1.6. Ensure field-level interventions are well-informed, well-prioritized and well-coordinated (enabler activity) through, inter alia, (i) community consultations and joint, locally-led, participatory planning; (ii) joint data-management; joint studies and assessments; (iii) joint monitoring and evaluation; (iv) joint visibility and communications<sup>54</sup>.

### **Output 2 – Livelihoods, businesses and the local economy are able to recover, more sustainable and more resilient to instability.**

2.1. Provide unconditional cash transfers (UCT) and basic incomes to vulnerable households, especially women with no/limited income; women-headed households; widowed women; persons with disabilities; elders and disenfranchised people in local communities.

2.2. Facilitate access to decent employment, including through (i) cash for work (CfW), furlough and conditional cash transfer schemes – targeting vulnerable groups, in particular unemployed women and youth; (ii) basic skills development to improve employability of vulnerable and marginalized groups, including women and youth<sup>55</sup>.

2.3. Provide asset support (financial, physical and/or technical<sup>56</sup>) to micro, small and medium-sized enterprises (formal and informal sectors) with particular focus on women-led business and community-owned social enterprises<sup>57</sup>.

2.4. Ensure well-informed, well-prioritized and well-coordinated field-level interventions (enabler activity) through, inter alia, (i) community consultations and joint, locally led, participatory planning (ii) joint data-management; joint studies and assessments; (iv) joint monitoring and evaluation; (v) joint visibility and communication activities<sup>58</sup>

### **Output 3 – Communities have improved infrastructure, access to water and preparedness mechanisms to protect farm-based livelihoods and cope with climate and environment shocks and natural disasters.**

3.1. Support community early warning systems and other preparedness mechanisms<sup>59</sup> to help address the risks of climate shocks and natural disasters, with meaningful engagement of women and men.

3.2. Support disaster-resilient infrastructure and nature-based solutions at community level– with a view to addressing water scarcity and/or land degradation<sup>60</sup> and to mitigating the severity of environmental shocks/natural disasters (such as floods) - ensuring such support is gender-responsive.

3.3. Provide farmers/herders (both women and men) with asset support (financial, physical and/or technical)<sup>61</sup> and critical inputs for climate-smart agriculture and livestock management<sup>62</sup>.

<sup>54</sup> This activity will be coordinated with relevant activities under outputs 2 (2.4), 3 (3.5) and 4 (4.5) – and will include stakeholder analysis (to ensure conflict sensitivity and LNOB considerations are factored in field interventions); vulnerability analysis (to identify, at field level, priority areas; priority target groups and beneficiaries; and priority needs) and in-depth studies on gender. Such analyses can be captured in well-integrated 'Regional Snapshot Reports'. The Snapshots will also be used to "deep-dive" on social challenges (e.g. to provide up-to-date data and statistical information on the state of education in Afghanistan, particularly girls and women's access to educational services, in coordination with UNICEF); as well as on the local economy (including through economic value chain analyses; analysis of cross-border trade, etc.).

<sup>55</sup> Both sets of interventions (i) and (ii) can be pursued in a complementary manner- targeting the same groups to reinforce the impact on income-generating opportunities for those groups.

<sup>56</sup> Technical support to develop human capital – such as business skills training (e.g. 'Start your Business', 'Expand your Business' training); specialized vocational training and training for traders and transporters. Normative training – on, for instance, labour rights; prevention of gender-based violence, sexual harassment, sexual exploitation and abuse will also be streamlined across this activity.

<sup>57</sup> Including through the roll-out of grant schemes – such as "cash-for-market" schemes- and initiatives to improve cross-border trade opportunities. These are market-responsive interventions that seek to leverage the potential of the local private sector to generate decent employment.

<sup>58</sup> This activity will be implemented in a coordinated manner with Joint Activities 1.6, 3.5 and 4.5

<sup>59</sup> Including through awareness raising and the provision of training to farmers/herders (both women and men) and community members on early warning and other preparedness measures.

<sup>60</sup> Nature based-solutions include human measures such as afforestation, reforestation, tree plantations, soil erosion control; in addition this intervention will also support sustainable livestock practices and regenerative agriculture. Water-infrastructure related activities will complement those planned under output 1, and will include water reservoir and water harvesting infrastructure, restoration of karez and other surface irrigation systems, portable water tanks and solar water pumps.

<sup>61</sup> For instance, financial asset support through the provision of small grants; physical asset support in the form of equipment upgrades; and technical support in the form of training/skills development and/or mentorship

<sup>62</sup> This intervention will also encompass measures to strengthen pest and disease control, and enhance productivity (agricultural yields per Ha)



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3.4. Facilitate local, community-led, recovery efforts, in response to environmental shocks/natural disasters, through the roll-out of build-back-better approaches at local level<sup>63</sup>.

3.5. Ensure well-informed, well-prioritized and well-coordinated field-level interventions (enabler activity) through, inter alia, (i) inclusive community consultations and joint, locally led, participatory planning (including women and men); (ii) joint data-management; joint studies and assessments; (iv) joint monitoring and evaluation; (v) joint visibility and communication activities<sup>64</sup>.

### **Output 4 – Social cohesion, respect for human rights<sup>65</sup> – including, in particular, the rights of women and girls- and access to justice are progressively strengthened at local level – contributing to greater community resilience.**

4.1. Support social cohesion, reconciliation, and conflict prevention through

(i) the revitalization of consensus-building at community level by means of inclusive planning processes<sup>66</sup> (engaging women and men) – with a view to strengthening capacities for ‘bottom-up’ solutions<sup>67</sup>;

(ii) engagement with, inter alia, community-based organizations, traditional/religious leaders, women and youth through existing/new dialogue platforms/networks<sup>68</sup> –to inform advocacy and sensitization campaigns to promote human rights<sup>69</sup> and to address potential drivers of conflict, violence and displacement.

4.2. Promote the fulfillment of the rights of women and girls; the prioritization of gender equality and women’s empowerment (GEWE)<sup>70</sup> and greater awareness and advocacy against gender-based discrimination and GBV at all levels of the community<sup>71</sup>.

4.3. Enhance access to justice, through a human rights-based approach - including through, inter alia, legal aid counselling and representation; mediation and dispute resolution mechanisms<sup>72</sup> - and engaging with religious and scholars and academics (sharia law), independent legal practitioners and civil society organizations.

4.4. Support capacity-building of civil society organizations (CSOs), community-based organizations (CBOs); local media organizations; women and youth groups as key players for local development; human rights<sup>73</sup> and human security; and conflict prevention.

<sup>63</sup> This intervention includes prepositioning of tools/materials to facilitate immediate response following a disaster; preparation of rosters of providers that can be activated to deliver assistance/support, immediately following a disaster; innovative finance tools to enable/speed up recovery at local level, etc.

<sup>64</sup> This activity will be conducted in close coordination with umbrella activities 1.6, 2.4 and 4.5.

<sup>65</sup> ‘Human rights’ encompass a wide-range of rights– including social and economic rights, cultural rights, labour rights, etc. The progressive fulfillment of cultural rights includes the protection of cultural heritage - tangible and intangible cultural assets - and is indeed considered to be part of the adoption of a robust human rights-based approach – as it encompasses the rights of both women and men to access, participate in and enjoy all forms of culture, cultural heritage, and cultural expressions. The promotion of cultural rights can also directly contribute to the fulfillment of social and economic rights (e.g. rehabilitation of basic service infrastructure – such as traditional water canals; sustainable job generation -e.g. through schemes that support local artisans; local handicraft producers and traders, etc.).

<sup>66</sup> The revitalization of consensus-building at local level can take place in a wide-range of fora – including in community-development-council fora, workplaces, etc.

<sup>67</sup> This activity can also entail the use of low-value grants as an ‘enabler’ for ‘demonstration projects’ that can showcase the tangible impact of consensus-building through inclusive community planning processes.

<sup>68</sup> Including through the leveraging of customary/traditional practices - aligned with human-rights, ‘Do No Harm’ and LNOB principles - in partnership with CSOs.

<sup>69</sup> This includes, inter alia, supporting the right of communities to participate in cultural life – through, for instance, the protection of cultural heritage sites of local and regional significance, or the transmission of traditional knowledge, skills, and practices that are fundamental aspects of social cohesion and have the potential to contribute to the economic recovery of the region.

<sup>70</sup> This is a ‘vertical’ intervention centered on the pursuit of GEWE: it complements and reinforces- and does not replace- ‘horizontal’ GEWE interventions streamlined across all outputs and umbrella activities of this Joint Programme.

<sup>71</sup> Including through rapid gender appraisals to identify and prioritize GEWE interventions that address the needs of women at local levels

<sup>72</sup> This intervention might include formal and informal mechanisms - such as legal defense lawyers and CSOs - to provide legal aid services to communities in counselling, documentation and representation - particularly for vulnerable women and men. Under the ‘informal’ mechanisms, relevant PUNOs will engage with the jirgas (community dispute councils), religious ulema councils and other relevant CSOs in the provinces. Such outreach will contribute to raise greater awareness at community level, in line with a Human Rights Based Approach to programming, and to advocate for social cohesion and reconciliation.

<sup>73</sup> Including rights pertaining to freedom of speech

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4.5 Ensure the identification of locally-owned, well-prioritized and well-coordinated field-level interventions through, inter alia: (i) joint data-management; joint studies and assessments; (iv) community-based monitoring and evaluation; (v) joint visibility and communication activities<sup>74</sup>.

These activities will be guided by strong human rights, gender and community-based approaches. The table below shows the articulated results chain with relevant disaggregated indicators. The Work Plan (Section 11) elaborates on the PUNOs' work, approaches and complementary activities.

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<sup>74</sup> This umbrella activity will be conducted in close coordination with relevant interventions under Output 1 (1.6), Output 2 (2.4) and Output 3 (3.5) with a view to inform field-level priorities across pillars.

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**Table 1: Results Framework**

United Nations Strategic Framework for Afghanistan 2023-2025 (UNSFA) Outcomes:			
<p><b>Outcome 1:</b> By the end of 2025, more people in Afghanistan, particularly the most marginalized, can equitably access essential services that meet minimum quality standards.</p> <p><b>Outcome 2:</b> By the end of 2025, more people in Afghanistan, notably women and vulnerable groups, will benefit from an increasingly inclusive economy, with greater equality of economic opportunities, jobs, more resilient livelihoods, strengthened food value chains, and improved natural resources management.</p> <p><b>Outcome 3:</b> By the end of 2025, more people in Afghanistan can participate in an increasingly socially-cohesive, gender-equal, and inclusive society, where the rule of law and human rights are progressively upheld, and more people can participate in governance and decision-making</p>			
Joint Programme Outcomes <sup>1</sup>	PUNO	Implementing Partner(s) <sup>75</sup>	Joint Programme Activity
			Indicative budget (US\$)
			Year 1
			Year 2
			Total
<p><b>Output 1 - Essential services and community infrastructure – including for health, agriculture, education and energy supply - are functional, sustained and expanded to meet different needs of women and men.</b></p> <p><b>Output Indicators<sup>76</sup></b></p> <p><b>Cross-cutting<sup>77</sup></b></p> <p>1a. Number of people that have benefited from UN-supported essential services and/or new/rehabilitated infrastructure, disaggregated by type of service and/or infrastructure, and sex.            Baseline: 0;            Indicative target: 2,716,000</p>	<p>FAO ILO IOM UNCTAD UNDP UNESCO UNFPA UN-Habitat UNHCR UNODC UNOPS UNWOMEN</p>	<p>Afghanistan Centre for Training and Development; Afghanistan Chamber of Commerce and Investment; Afghanistan Family Guidance Association; Afghanisthan Women Chamber of Commerce and Industry, Agency for Assistance and Development of Afghanistan, Assistance for Health Education and Development, Bakhtar Development Bank, BRAC Afghanistan, Central Council of Labor Union of Afghanistan, Customs Brokers Association, Health care and Social Development Organization, Integrity Watch Afghanistan, National Union of Afghanistan Workers and Employees, Organization for Relief and Development, Organization for</p>	<p>1.1. Support the delivery of a basic package of health services to vulnerable communities - including services for the effective prevention and response to chronic and infectious diseases, such as COVID-19; sexual and reproductive health<sup>80</sup>; mental &amp; psycho-social support, such as counselling services to GBV victims.</p> <p>1.2. Rehabilitate/build critical infrastructure for essential services (including health facilities; water, sanitation and solid waste management infrastructure) in priority rural and urban areas.</p>
			5,190,559
			7,785,839
			12,976,398
			6,545,637
			9,818,456
			16,364,093

\*The Baseline, Milestones, and Targets (BMT) for all Outputs of the JP mentioned in the results framework are indicative. The actual milestones, targets and workplans will therefore, be based on the actual allocations received by PUNOs and will be reflected in the STFA online data management system

<sup>75</sup> Subject to confirmation, following due vetting processes.

<sup>76</sup> Note: Indicators in this Regional JP are provided to track overall progress at joint output level, not at activity level. In progress reports under this Regional JP, however, PUNOs will be able to provide relevant information on their set and achieved targets at a more granular level (e.g. PUNO-specific sub-outputs or activities).

<sup>77</sup> This cross-cutting indicator will cover a range of sectors under this Output. For instance, individuals that have benefited from vocational training interventions (disaggregated under 'educational services') or by improved water facilities, such as canals (for disaggregation under 'WASH infrastructure'), or renewable energy; due cross-references to other outputs (e.g. vocational training for entrepreneurs, under Output 2) will be made in progress reports, with a view to ensuring no 'double counting'. This indicator is complemented by other (sectoral) indicators listed below. PUNOs will also be able to report on PUNO-specific indicators, milestones and targets in the narrative sections of progress reports.

<sup>80</sup> By way of example, one of the interventions to be rolled out under this umbrella activity is the Community Midwifery Education (CME) programme

## JOINT PROGRAMME DOCUMENT

Joint Programme Outputs	PUNO	Implementing Partner(s) <sup>75</sup>	Joint Programme Activity	Indicative budget (US\$)		
				Year 1	Year 2	
<p><u>Health</u></p> <p>1d. Number of functional, UN-supported, facilities providing basic health assistance (including basic health assistance services for women and girls)<sup>78</sup> Baseline: 35 Indicative target: 116</p> <p>1e. Number of COVID-kits distributed to health centers/clinics Baseline: 0 Indicative target: 31,250</p> <p><u>Education</u></p> <p>1f. Number of individuals, including adolescent girls and women, who benefit from educational services (such as basic general literacy and vocational education programmes) – (at least 50% female) Baseline: 0 Indicative target: &gt;40,000</p> <p><u>Cross-cutting</u></p> <p>1h. Percentage of target beneficiaries satisfied with the quality of UN-supported services, disaggregated by type of service and sex<sup>79</sup> Baseline: 0 Indicative target: 80%</p>		<p>Relief and Development,</p> <p>Organization for Research and Community Development, Roots of Peace, Sanayee Development Organization, Solidarity for Afghan Families, Swedish Committee for Afghanistan, Women for Women, Youth Health and Development Organization.</p>	<p>1.3. Support the provision of educational services for vulnerable groups, particularly in the form of general literacy campaigns for youth and adults (including adolescent girls and women), and vocational education for women and men</p> <p>1.4. Provide support for food security and agricultural activities through revitalization of degraded lands and rehabilitation of community infrastructure, including irrigation systems that benefits women and men in the community</p> <p>1.5. Provide sustainable/renewable energy solutions, including solar power, for community infrastructure; for local businesses and for vulnerable households, to benefit women and men.</p> <p>1.6. Ensure field-level interventions are well-informed, well-prioritized and well-coordinated (enabler activity) through, inter alia, (i) community consultations and joint, locally led, participatory planning; (ii) joint data-management; joint studies and assessments<sup>81</sup>; (iii) joint monitoring and evaluation; (iv) joint visibility and communications.</p>	3,811,260	5,716,890	9,528,150
				1,680,000	2,520,000	4,200,000
				1,144,000	1,716,000	2,860,000
<b>Sub-total Output 1</b>				<b>21,675,061</b>	<b>32,512,592</b>	<b>54,187,653</b>

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Joint Programme Outcomes	PUNO	Implementing Partner(s) <sup>75</sup>	Joint Programme Activity	Indicative budget (US\$)		
				Year 1	Year 2	Total
<p><b>Output 2 – Livelihoods, businesses and the local economy are able to recover, more sustainable and more resilient to instability.</b></p> <p><u>Output Indicators</u></p> <p><u>UCT</u></p> <p>2a. Number of people who benefited from UCT<sup>82</sup> (at least 80% women)            Baseline: 0            Indicative target: 44,804</p> <p><u>Employment</u></p> <p>2b. Number of people who have benefited from newly created income-generation opportunities, disaggregated by sex, age and province            Baseline: 0            Indicative target: 149,338(tbc)</p> <p>2b.1. Number of people who have benefited from productive employment<sup>83</sup> through CfW schemes (at least 30% women; 50% youth)            Baseline: 0            Indicative target: 105,829</p> <p>2c.No. of worker-days generated with UN-support            Baseline: 0            Indicative target: &gt; 114,000<sup>84</sup></p>	FAO ILO IOM UNCTAD UNDP UNFPA UN- Habitat UNHCR UNCTAD	Afghan Chamber of Commerce, Afghanistan Chamber of Commerce and Investment, Afghanistan Women Chamber of Commerce and Industry, Building Resources Across Community, Central Council of Labor Union of Afghanistan, Central Council of Labor, Union of Afghanistan, Central Council of Labor Union Of Afghanistan, Customs Brokers Association, Central Council Of Labor Union of Afghanistan, Customs Brokers Association, National Union of Afghanistan Workers and Employees, Organization for Relief and Development, Women for Women, Women's Chamber of Commerce.	<p>2.1. Provide unconditional cash transfers (UCT) and basic incomes to vulnerable households, in particular to women with no/limited income; women-headed households; widowed women; persons with disabilities; elders and disenfranchised people in local communities.</p> <p>2.2. Facilitate access to decent employment, including through (i) cash for work (CfW), furlough and conditional cash transfer schemes – targeting vulnerable groups, in particular unemployed women and youth; (ii) basic skills development to improve employability of vulnerable and marginalized groups, including women and youth.</p> <p>2.3. Provide asset support (financial, physical and/or technical) to micro, small and medium-sized enterprises (formal and informal sectors) with particular focus on women-led business and community-owned social enterprises.</p> <p>2.4. Ensure well-informed, well-prioritized and well-coordinated field-level interventions (enabler activity) through, inter alia, (i) community consultations and joint, locally led, participatory planning (ii) joint data-management; joint studies and assessments; (iv) joint monitoring and evaluation; (v) joint visibility and communication activities.</p>	2,135,086	3,202,628	5,337,714
				8,884,103	13,326,155	22,210,259
				8,526,888	12,790,331	21,317,219
				833,295	1,249,942	2,083,236

<sup>82</sup> Unconditional cash transfers

<sup>83</sup> Productive employment is considered by the ILO as employment yielding sufficient returns to labour to permit a worker and his/her dependents a level of consumption above the poverty line.

<sup>84</sup> ILO-specific contribution.



## JOINT PROGRAMME DOCUMENT

Joint Programme Outcomes	PUNO	Implementing Partner(s) <sup>75</sup>	Joint Programme Activity	Indicative budget (US\$)	
				Year 1	Year 2
				Year 1	Year 2
<p>2d. % of people with disabilities (PWD) that have benefited from newly created income-generation opportunities  <u>Baseline:</u> 0  <u>Indicative target:</u> 2%</p> <p>2e. % of newly employed people that have benefited from Occupational Safety and Health (OSH) measures  <u>Baseline:</u> 0  <u>Indicative target:</u> 100%</p> <p><u>M/SME support</u>            2f. Number of M/SMEs that benefit through financial capital support, training and/or other forms of asset support, disaggregated by women-led and men-led M/SMEs  <u>Baseline:</u> 0  <u>Indicative target:</u> 102,227</p> <p>Cross-cutting            2g. Proportion of beneficiaries who confirm sustained or improved livelihoods because of programme-supported activities (random sampling)  <u>Baseline:</u> 0  <u>Indicative target:</u> 70%</p>					
<b>Sub-total Output 2</b>				<b>20,379,371</b>	<b>30,569,057</b>
<p><b>Output 3 – Communities have improved infrastructure, access to water and preparedness mechanisms to protect farm-based livelihoods and cope with climate and environment shocks and natural disasters</b></p> <p><b><u>Output indicators</u></b>  <u>Early warning systems</u>            3a. Number of districts with functional early warning systems and other preparedness</p>	FAO IOM UNDP UNESCO UNFPA UN-Habitat UNHCR UN Women	Organization for Relief and Development, Women for Women CDCs; NGOs/INGOs	3.1. Support community early warning systems and other preparedness mechanisms to help address the risks of climate shocks and natural	1,524,000	2,286,000
					3,810,000
					<b>50,948,400</b>

## JOINT PROGRAMME DOCUMENT

Joint Programme Outputs	PUNO	Implementing Partner(s) <sup>75</sup>	Joint Programme Activity	Indicative budget (US\$)		
				Year 1	Year 2	Total
<p>mechanisms for climate shocks and natural disasters  <u>Baseline: 0</u>  <u>Indicative target: 64</u></p> <p><i>Other preparedness measures</i>            3.b. Number of people who acquired knowledge and skills on disaster preparedness and climate-resilient livelihoods (at least 30% women)  <u>Baseline: 0</u>  <u>Indicative target: 12,000</u></p> <p><u>Climate-smart agriculture</u>            3c. Number of farmers who benefited from training and assets for improved, climate-smart, agriculture (at least 30% women)  <u>Baseline: 0</u>  <u>Indicative target: 25,000 (tbc)</u></p> <p><u>Disaster-resilient infrastructure and nature-based solutions</u>            3d. Number of people that benefit from rehabilitated and/or newly constructed disaster-resilient community infrastructure and nature-based solutions  <u>Baseline: 0</u>  <u>Indicative target: 253,000</u></p> <p>3e. Hectares of land restored, regenerated to absorb environmental stress and climate shocks  <u>Baseline: 0</u>  <u>Indicative target: 3,600 (tbc)</u></p>			<p>disasters, with meaningful engagement of women and men<sup>85</sup>.</p> <p>3.2. Support disaster-resilient infrastructure and nature-based solutions at community level– with a view to addressing water scarcity and/or land degradation and to mitigating the severity of environmental shocks/natural disasters (such as floods) – ensuring such support is gender-responsive.</p> <p>3.3. Provide farmers/herders (both women and men) with asset support (financial, physical and/or technical) and/or critical inputs on climate-smart agriculture and livestock management techniques.</p> <p>3.4. Facilitate local, community-led, recovery efforts, in response to environmental shocks/natural disasters, through the roll-out of build-back-better approaches at local level<sup>86</sup>.</p>	7,761,832	11,642,748	19,404,580
				400,000	600,000	1,000,000

<sup>85</sup> This intervention includes the provision of trainings to farmers, herders (both women and men) and community members on early warning and preparedness mechanisms and techniques for more resilient livelihoods

<sup>86</sup> This intervention includes prepositioning of tools/materials to facilitate immediate response following a disaster; preparation of rosters of providers that can be activated to deliver assistance/support, immediately following a disaster; innovative finance tools to enable/speed up recovery at local level, etc.

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Joint Programme Outcomes	PUNO	Implementing Partner(s) <sup>75</sup>	Joint Programme Activity	Indicative budget (US\$)		
				Year 1	Year 2	
			3.5. Ensure well-informed, well-prioritized and well-coordinated field-level interventions (enabler activity) through, inter alia, (i) inclusive community consultations and joint, locally led, participatory planning (including women and men); (ii) joint data-management; joint studies and assessments; (iv) joint monitoring and evaluation; (v) joint visibility and communication activities	100,000	150,000	250,000
<b>Sub-total Output 3</b>				<b>11,645,722</b>	<b>17,468,583</b>	<b>29,114,305</b>
Output 4 – Social cohesion, respect for human rights – including, in particular, the rights of women and girls- and access to justice are progressively strengthened at local level – contributing to greater community resilience.	IOM  UNDP UNESCO UN-Habitat UNHCR UN Women	Women for Women, Organization for Relief and Development, Turquoise Mountain, Women for Women	4.1. Support social cohesion, reconciliation, and conflict prevention through  (i) the revitalization of consensus-building at community level by means of inclusive planning processes (engaging women and men) – with a view to strengthening capacities for 'bottom-up' solutions  (ii) engagement with, inter alia, community-based organizations, traditional/religious leaders, women and youth through existing/new dialogue platforms/networks—to inform advocacy and sensitization campaigns to promote human rights and to address potential drivers of conflict, violence and displacement.	1,298,240	1,947,360	3,245,600
<u>Output Indicators</u>  <u>CSO-CBO capacities/Community Planning</u>  4a Number of CBOs/CSOs with improved capacity for participatory and inclusive community planning (at least 20% women-led) Baseline: 0 Indicative target > 50  <u>Human rights, access to justice</u>  4b. Number of people with better awareness about human rights, social cohesion <sup>87</sup> and conflict prevention (at least 50% women) Baseline: 0 Indicative target: >50,000 (tbc).			4.2. Promote the fulfillment of the rights of women and girls, the prioritization of gender equality and women empowerment (GEWE) and greater awareness and advocacy against gender-based discrimination and GBV at all levels of the community.	668,000	1,002,000	1,670,000

<sup>87</sup> Under this indicator, interventions that seek to promote greater awareness on the role of cultural heritage towards social cohesion will be captured; it will also encompass interventions that benefit community members through CWI initiatives on heritage sites (which will also contribute to 'cross-fertilize' results under Output 2, besides Output 4).

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Joint Programme Outputs	PUNO	Implementing Partner(s) <sup>75</sup>	Joint Programme Activity	Indicative budget (US\$)	
				Year 1	Year 2
<p>4c: Number of districts with counselling and legal aid services.  <u>Baseline: 0</u>  <u>Indicative target: &gt; 30 (tbc)</u></p> <p>4d. Proportion of target beneficiaries* that perceive improved access to legal aid at local level (sample-based)  <u>Baseline: 0</u>  <u>Indicative target: 80%</u></p> <p><u>Sense of security</u>            4f. Proportion of people in target areas who perceive that security situation has improved, disaggregated by gender (random sampling)  <u>Baseline: 0</u>  <u>Indicative target: 80%</u></p> <p><u>Gender</u>            4g. Proportion of women in target areas that perceive benefits from measures addressing gender-based discrimination and GBV (including preventive measures)  <u>Baseline: 0</u>  <u>Indicative target: 70%(tbc)</u></p>			<p>4.3. Enhance access to justice, through a human rights-based approach - including through, inter alia, legal aid counselling and representation; mediation and dispute resolution mechanisms - and engaging with religious and scholars and academics (sharia law), independent legal practitioners and civil society organizations<sup>88</sup></p> <p>4.4. Support capacity-building of civil society organizations (CSOs), community-based organizations (CBOs); local media organizations<sup>89</sup>, women and youth groups as key players for local development; human rights and human security; and conflict prevention.</p>	3,092,752	4,639,128
			<p>4.5 Ensure the identification of locally owned, well-prioritized and well-coordinated field-level interventions through, inter alia: (i) joint data-management; joint studies and assessments; (iv) community-based monitoring and evaluation; (v) joint visibility and communication activities.</p>	367,947	551,921
<p style="text-align: right;"><b>Sub-total Output 4</b></p>				<b>7,028,986</b>	<b>10,543,480</b>
<p style="text-align: right;"><b>Programme Cost</b></p>				<b>56,195,459</b>	<b>84,293,188</b>
<p style="text-align: right;"><b>GMS (7%)</b></p>				<b>3,933,682</b>	<b>5,900,523</b>
				<b>17,572,466</b>	<b>140,488,647</b>
				<b>9,834,205</b>	<b>919,868</b>

<sup>88</sup> This activity will include support rapid gender appraisal to identify and prioritize interventions to prevent gender-based violence and gender empowerment including identification of needs of women affected by crises at the local levels.

<sup>89</sup> Under this activity, one of the indicators to track progress in interventions supporting local media organizations is the following: 'Number of news stories and media coverages by supported media houses with a focus on the provision of factual, verified and life-saving humanitarian information and conflict-sensitive reporting and educational broadcasting'



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Joint Programme Outputs	PUNO	Implementing Partner(s) <sup>75</sup>	Joint Programme Activity	Indicative budget (US\$)		
				Year 1	Year 2	Total
			AA Fee (1%)	600,000	900,000	1,500,000
<b>TOTAL</b>				<b>60,729,141</b>	<b>91,093,711</b>	<b>151,822,852</b>



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### 6. Management and Coordination Arrangements

#### Programme governance structure

This joint programme works under the STFA governance arrangements and structure as follows:

**The Steering Committee (SC)**, chaired by UNDP Resident Representative and composed by representatives of all PUNOs and contributing donors as SC members<sup>90</sup>, provides oversight and exercises overall accountability of STFA. It approves funding priorities and periodic progress reports for this joint programme. The SC meets every month, and if required more frequently, to review the Fund's operations and activities.

**The Trust Fund Management Unit (TFMU)** housed in UNDP functions as the STFA Secretariat for this joint programme. It is responsible for the operational functioning of the Fund and provides technical and management support to the SC. TFMU executes and coordinates all management functions of the Fund, including the implementation of decisions made by the Steering Committee; the planning and preparation of the meetings of the Steering Committee; facilitation of the work of the technical coordination working group; review and analysis of programme proposals together with the Technical Coordination Working Group; coordination of communication and collaboration between PUNOs to ensure programmes are implemented effectively; monitoring and control of operational risks; consolidation of narrative and financial reports shared by PUNOs and their submission to the Steering Committee for review. The TFMU will also have a provision to provide technical advice and support to the PUNOs on cross cutting issues such as human rights and gender.

**The Technical Coordination Working Group (TCWG)** includes representatives of all PUNOs and contributing donors. The TCWG is tasked to prepare and regularly review/update recommendations for the STFA's 'Allocation Strategy' including geographic and thematic prioritization criteria, for the consideration of, and final decision by, the Steering Committee. The TCWG coordinates the technical reviews of plans and reports of this programme and make recommendations to the SC. The TCWG also provides 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.

**Participating UN Organizations (PUNO)** are formally engaged in the STFA through the signature of Memorandum of Understanding (MoU) with the Administrative Agent (MPTFO). PUNOs are responsible for the implementation of this Joint Programme according to the approved joint Work Plan and Results Framework using different modalities such as direct implementation and engagement with implementing partners. PUNOs are accountable for effective results and efficient use of resources and have full programmatic and financial responsibility and accountability for the funds disbursed by the Administrative Agent.

The governance structure is reflected below<sup>91</sup>:

<sup>90</sup> 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.

<sup>91</sup> For detailed description of the STFA governance structure, bodies and responsibilities, please refer to the approved ToRs of the STFA.

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### Programme coordination structure

PUNOs will have a common coordination mechanism to deliver the joint programme's work plan referred below in section 11. The work plan will be broken down into specific activities through detailed terms of reference that will outline targeted communities, districts and provinces, beneficiaries, methods, and tools for implementation. Coordination for the programme in the Northern region comprises two layers:

- **Central-level:** PUNOs, in collaboration with their regional and local teams and implementing partners on the ground, define roles, responsibilities, cost-sharing arrangements, implementation modalities, monitoring tools and approaches, number and profile of beneficiaries and geographic scope. PUNOs also define their contribution either delivering jointly or agreeing on complementary work based on their mandate, capacity and footprint - promoting synergies and avoiding duplication and overlaps. Central-level coordination meetings are facilitated by TFMU on a quarterly basis or as appropriate (i.e., following SC decisions on fund allocations).
- **Regional-level:** Building on central-level planning, regional-level coordination seeks to ensure that all necessary operational, logistics and programmatic arrangements are in place for effective implementation. It also identifies needs through field baseline assessments that are conducted jointly to support PUNOs' programming. Regional-level coordination meetings are facilitated by one of the PUNOs (lead regional agency) on a regular basis in suitable venues in the Northern region or through virtual tools. The leading role will be rotational among PUNOs and will be appointed by consensus according to their comparative advantage to coordinate programmatic and operational activities – including joint monitoring visits. The lead regional agency will be supported by a 'regional coordinator' who will be responsible for day-to-day tasks to enable and facilitate field-level collaboration – including, inter alia, through integrated planning, identification of common target areas and beneficiaries, conduction of shared baseline studies, joint monitoring and joint field visits, joint procurement operations and joint communication activities. The regional coordinator will also facilitate PUNOs' engagements with humanitarian actors on the ground (see below\*).

Central- and regional-level coordination is not a top-down process as they feed one another in an iterative way. PUNOs will also engage in communication and coordination with humanitarian partners in joint HDP nexus planning both at central and regional levels.

Coordination mechanisms for joint monitoring, evaluation and reporting are detailed in section 9 below. This joint programme document does not substitute for organization-specific arrangements required by respective internal policies. The management aspects of the different funding modalities (pooled, parallel or pass through) are detailed under section below.

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### 7. Fund Management Arrangements

The STFA is administered by the 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:

- Support the design of the Fund, including the development of the STFA 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 CRFTA; 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 STFA 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.

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 public with the ability to track information on contributions, transfers and expenditures. The Joint Programme Account will be administered by the Administrative Agent in accordance with the regulations, rules, directives, and procedures applicable to it, including those relating to interest.

#### Transfer of cash to Implementing Partners

PUNOs will adopt the appropriate implementation modality to deliver assistance on the ground including through partnerships with NGOs and private sector where such stakeholders can offer comparative advantage and value for money. To engage in such partnerships, PUNOs will conduct due capacity assessments of potential implementing partners prior to establishing any agreement, transferring cash or making payments. Where partnerships include cash transfer modalities, the disbursements (method and frequency), the scope and frequency of monitoring, reporting, assurance and audit will follow internal rules, policies and procedures of responsible PUNOs. The Harmonized Approach to Cash Transfers (HACT) will apply for relevant PUNOs as detailed in their CPAPs or in other agreements covering cash transfers. PUNOs will also resort to existing and new Long-Term Agreement (LTA) and pre-vetting processes to identify, establish and trigger rapid partnerships arrangements to respond to urgent needs on the ground.

To ensure that compliant partnerships arrangements with due safeguards are established, the Integrated Risk Management Unit (IRMU) will provide oversight, guidance and support for the effective application of the three Lines of Defense (3LoD) model presented in the 'Risk Management' section below.

### 8. Monitoring, Evaluation and Reporting

#### The broader M&E setting: the Transitional Engagement Framework for Afghanistan

The ABADEI and STFA-supported interventions fall under the purview of the Transitional Engagement Framework (TEF) for Afghanistan – and, therefore, under the scope of TEF reporting instruments. TEF reporting will cover the full spectrum of interventions by UN agencies, funds and programmes in Afghanistan – including interventions under this Regional Joint Programme. As interventions planned by both STFA and non-STFA agencies will be captured under the TEF reporting, this will enable relevant stakeholders, including STFA's Secretariat, Technical Coordination Working Group and Steering Committee, to better understand the complementarities and synergies of STFA and ABADEI against the wider landscape of UN interventions in Afghanistan. This will also leverage the fact that the Resident Coordinator's Office (which has an overview of STFA and non-STFA programmatic interventions in Afghanistan) also Chairs the High-level Advisory Board of STFA.

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### Integrated Joint Programme Monitoring

This joint programme will conduct relevant monitoring and evaluation activities, which will feed into the broader monitoring and reporting exercises under the TEF (referred to above). The proposed M&E system for this JP aims to ensure that PUNOs will achieve the programme's outputs with efficiency and effectiveness. It will guide PUNOs to:

- ensure continuous assessment and learning to identify areas for improvement for effective programme implementation.
- conduct necessary baselines and studies to identify the missing baselines.
- identify, monitor, and propose mitigating measures for emerging risks including security, operational reputational, political, and social risks.
- strengthen the monitoring and evaluation capacities of community-based structures and organisations.
- support evidence-based programming including through common M&E platforms, GIS and visualization tools for information-sharing and communication of results.
- ensure duly results-based reporting to stakeholders in a timely manner.

The M&E structure for this joint programme comprises the following main units:

- **TFMU M&E Unit:** oversees M&E quality assurance and compliance to required standards and timeframes and provides secretariat support to PUNOs under the STFA. The TFMU M&E Unit also manages a 'Third-Party Monitoring' (TPM) system, with a view to obtaining additional assurance about field-level progress in the implementation of programme activities. TPM mechanisms will rely, inter alia, on randomized spot checks, primary data collection – including through end-user interviews and community consultations- and other tools to verify information being provided directly through PUNOs.
- **Integrated Risk Management Unit (IRMU):** provides oversight, guidance, and support to PUNOs on overall risk management (detailed description of IRMU provided in the 'Risk Management' section below).
- **STFA M&E Technical Working Group:** composed by M&E focal points of PUNOs, the working group is responsible for ensuring coherence and coordination of joint M&E activities among PUNOs including for the design of joint M&E annual work plans with common timeline for M&E and reporting activities.
- **The PUNOs M&E units in coordination with programme and operations units:** responsible for the daily M&E activities of each PUNO under their programmatic responsibility and scope of work including oversight of M&E field staff and implementing partners at central and local level.

A Participatory Monitoring and Evaluation System (PMES) will also be established to monitor progress with participation of implementing partners, beneficiaries, and other relevant stakeholders on the ground. The PMES is part of the M&E structure in coordination with the relevant M&E units referred above.

### M&E tools and systems

PUNOs will explore opportunities to strengthen common systems and tools for M&E based on existing well-established platforms. These include for example:

- **UN Contractor Information Management System (CIMS):** the CIMS is a UN collaborative platform already established in Afghanistan that supports agencies in identifying and assessing partners based on integrated risk-rating. The platform reinforces due diligence and support safeguards for the UN and partners for effective use of resources and risk management. The IRMU will provide oversight and guidance to PUNOs for effective use of CIMS.
- **UNDP's Integrated ICT (Information and Communications Technology) and people-based system:** which includes a network of 1,500 trained local enumerators across 34 provinces to monitor and verify progress reported by implementing partners and contractors. This network can be triggered to support assessments and surveys, identify and monitor risks and support effective community-based approaches. The network can be rapidly expanded to support and complement PUNOs capacities on the ground.
- **UNHCR Virtual Platform for Real Time Monitoring and Data Visualization:** which offers an evidence-based tool for mapping and visualization of interventions in a target area.

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- **IOM's Displacement Tracking Matrix (DTM):** which through regular data collection rounds gathers and analyzes data and information on mobility, vulnerabilities, and multisectoral needs of all populations, including displaced and mobile populations across the country.
- **OCHA reports, updates, and snapshots:** for due planning and coordination of activities aiming to strengthen the HDP nexus. The joint programme will also use the assessment provided by the OCHA Humanitarian Access group.
- **Monitoring dashboards:** PUNOs will make use of their own dashboards to feed programming in the Northern region. UNDP is developing a SDGs M&E Dashboard that will integrate in real time indicators across health, education, gender, food security sectors to monitor the implementation of the ABADI strategy.
- **Third-party Monitoring (TPM):** TPM is an integral part of the STFA/TFMU monitoring and evaluation cycle. TPM will be conducted at two levels – at PUNO-level, they will have the discretion to deploy third party monitors for areas where the security situation deteriorates or areas that are extremely hard to reach. At STFA/TFMU level, on the other hand, the TPM mechanism will indeed be embedded as an additional layer of oversight and assurance – providing independent verification of program progress and results (i.e., it will not be limited to monitoring only in insecure or hard-to-reach areas – but will be streamlined as a regular oversight mechanism throughout the implementation period).

### Evaluations and audit

PUNOs will jointly commission an independent mid-term evaluation to verify early findings and recommendations that can inform adjustments in the programme. At the end of the programme, an independent final evaluation will be commissioned to verify the overall results and impact. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System and the relevant UNDG guidance on evaluations. The recommendations, lessons learned, management responses and follow-up actions will inform the continuity of the programme (in the case of the mid-term evaluation) and the next programme cycle (upon final evaluation).

PUNOs may also commission independent evaluation to assess strategic results under their mandate, scope of work and thematic areas in compliance with their internal rules, regulations, and procedures. For transparency, the evaluation reports will be shared widely among UN agencies, implementing partners, donors, and other relevant stakeholders.

Audit will be carried out by external parties according to PUNOs' requirements. Special ad-hoc audits may be commissioned jointly by PUNOs where appropriate following guidance from the Integrated Risk Management Unit (IRMU).

### Learning and Knowledge management

Knowledge, good practices, and lessons will be captured and assessed regularly by PUNOs including progress reports. Key knowledge products will also be developed jointly or individually by PUNOs that will feed a common repository managed by the TFMU M&E Unit. Specific knowledge-sharing sessions will be organized at central and local level with implementing partners.

### The Joint Programme Monitoring Framework (JPMF)

The Joint Programme Monitoring Framework (JPMF) includes SMART indicators (quantitative and qualitative) for each joint output. It is highly gender-sensitive and considers the need of capturing the dynamics and life improvements of women and men based on their diverse needs in the different provinces of the Western Region of Afghanistan.

The JPMF is the result of collective efforts of PUNOs to establish a common basis to guide their joint work towards the JP intended results. As an umbrella document, the JPMF represents the 'UN delivery as one' approach in practical terms being flexible enough for agencies to deliver and report results 'as one' and, at the same time, it provides an enabling frame for each of the PUNOs to deliver and report specific results (both quantitative and qualitative) based on their unique mandate and comparative advantage.



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It is important to highlight that the JPMF is based on the current available data and information gathered by PUNOs and partners. However, in the context of post-powershift, the fast-evolving and volatile environment and new dynamics at all levels, establishing baselines and targets is challenging where available data is very scarce and limited for this new context. PUNOs and implementing partners will conduct further assessments and analysis in the first quarter of this joint programme and the JPMF will be reviewed accordingly to ensure it reflect the priority needs verified on the ground. The progress on the JPMF will be reported quarterly, annually, and when appropriate.

### Reporting

The common reporting procedures and workflow for this joint programme are as follows:

- Reporting requirements, templates and timelines will be provided by TFMU (as the Fund Secretariat) under STFA according to requirements of the Fund, MPTF and donors.
- PUNOs are responsible for collecting relevant data and information at local, regional and central levels, including from implementing partners, and for consolidating results-oriented and evidence-based reports.
- Each PUNO will provide quarterly narrative and financial reports (and certified financial statements) to the Fund Secretariat. The reports will give a summary of results and achievements compared to the expected results. PUNOs are accountable to report financial and programmatic progress anytime to the STFA governing mechanisms as required.
- The Fund Secretariat will provide quality assurance to the reports against the STFA/MPTF and donors requirements and will compile them in one annual/final programme report. The Fund Secretariat will then share the consolidated reports with the STFA Technical Working Group for review before submitting to the Steering Committee for final review and approval. Upon approval, the Secretariat will submit approved reports to the Administrative Agent (MPTFO).
- Consolidated reports and related documents will be posted on the websites of the UN Agencies in Afghanistan and the Administrative Agent (<http://mptf.undp.org>).

### Joint monitoring, Evaluation and Reporting Plan

The high-level monitoring, evaluation and reporting exercises will be conducted as follows:

Activity	Frequency*	Responsible Party
Joint work plan	Annually	PUNOs (programme)
M&E integrated work plan	Annually	STFA M&E Technical Working Group
Progress programme report (Programmatic and financial)	Six-monthly and annually	PUNOs (programme)
Risk management review*	Quarterly	TFMU through the UN Risk Management Team
Joint field programme visits	Bi-annually in each region (and when necessary)	PUNOs (programme)
Mid-term evaluation*	After the mid-point of the programme duration	Independent third party
Annual and final programme reports (Programmatic and financial)	Annually and at the end of programme	PUNOs, TFMU
Final evaluation	At end of the programme	Independent third party
Audit	As per PUNOs' requirements	Independent third party
Review and approval of joint work plan, progress reports, evaluation reports and audit reports	Annually and when necessary	STFA Steering Committee

\*The proposed frequency of monitoring activities is based on the assumption that the proposed budget of the JP will be fully funded (i.e. the implementation of a fully-funded budget of over US\$ 150M for the Regional JP will warrant monitoring activities at such frequency). If the JP is not fully funded, STFA Secretariat will ascertain a revised frequency based on volume of implementation. Under any scenario of funding, annual progress reports will be produced; and a final evaluation and final report (in lieu of the annual progress report of the last year of implementation) will be prepared at the end of the programme.

\*A mid-term review will be warranted only if the proposed budget under JP is fully allocated.

## 9. Risk Management

In the endeavor to deliver effective assistance in the country as duty-bearers, humanitarian and development partners, including the donor community, must have a strong risk management system in place to ensure that resources are used effectively and efficiently to generate meaningful benefits to the most vulnerable people. This system must also support partners in addressing potential threats and dis-benefits, both to the targeted beneficiaries and the duty bearers and assist in identifying opportunities to maximize positive results.

In view of the high-risk environment, PUNOs will establish a strong risk management system to support the implementation of this joint programme. The risk management strategy is grounded on the Three Lines of Defense (3LoD) model adapted from the UNDP Enterprise Risk Management policy and the ISO 31000 2018 risk management guidelines. The three lines of defense are: 1) Programme and operations functions that own and manage risks; 2) Functions that oversee and/or specialize in risk management and compliance; 3) Functions that provide independent assurance, evaluation, audit and investigation.

First Line of Defense	Second Line of Defense	Third Line of Defense
Functions that own and manage risks: Programme & Operations	Functions that oversee and/or specialize in risk management and compliance	Functions that provide independent assurance Audit and Investigations
Internal PUNOs units: – Programme Management unit. – RBMs. – Procurement unit. – Finance unit.	– PUNO Country Office. – Integrated Risk Management Unit. – UN Due Diligence/Risk Management Working Groups.	– Internal Audit

**The Integrated Risk Management Unit (IRMU) housed in UNDP** and through existing coordination platforms such as the **UN Risk Management Team**, will share knowledge and guidance to PUNOs, on a demand-driven basis, to support due risk management under this joint programme. IRMU has been established to provide dedicated support to ABADEI Strategy and joint programmes under the STFA. It builds on the successful experience of the IRMU within the UN in Somalia since 2011 as a recognized leader in the provision of risk management service support to ensure that the UN, its partners and donors can deliver the most impact. The UN Risk Management Team will provide guidance and share best practices on the following activities across PUNOs.

- Situation monitoring, risk and mitigation measures analysis and monitoring feeding to management.
- Prevention and detection of fraud and corruption and coordinated strategic solutions / ongoing research.
- Review of compliance with sanctions and restrictions regimes and Anti-Money Laundering and Counterterrorism Financing policies and UN/WB debarments.
- Information sharing and management.
- Spot checks, Audit, and investigation support.
- Capacity development, risk management learning and knowledge sharing for UN agency staff, implementing partners.
- Digital solutions - a web-based application Contractor Information Management System for Afghanistan to facilitate risk information sharing and vetting process on UNDP and ABADEI partners (accessible by all UN Agencies).
- Risk management support/advice to UN participating organizations to area-based programme.

The IRMU, alongside the UN Risk Management Team, will monitor risks at three levels:

- 1) Organizational level (high-level reputational and political risks as well as regional geopolitical and programmatic risks).
- 2) Country-level (political, reputational, security, programmatic and operational risks).
- 3) Local level (political, security, programmatic and operational risks). As an important feature, it will connect risk levels and risk escalation, using adaptive management principles and through the continuous analysis of developments and their implications on the efforts on the ground.

As IRMU will share knowledge and good practices for overall risk management of this joint programme, leveraging existing platforms such as the UN Risk Management Team, PUNOs will be accountable for establishing the appropriate risk management systems, adopting relevant strategies and tools and allocating resources to manage risks they own under this programme. PUNOs are also accountable for ensuring that implementing partners establish strong

context-sensitive mechanisms for risk management. The UN Risk Management Team will facilitate due coordination and harmonized approaches for risk management.

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### 10. Legal Context or Basis of Relationship

This joint programme will be implemented as per dispositions referred in the Transitional Engagement Framework (2022), in section 6 as follows:

#### **SECTION 6**

#### **UN Coordination Mechanism**

##### **6.1. UN Coordination Structure**

The UN System in Afghanistan is led by the Special Representative of the UN Secretary General (SRSG) who leads the overall political engagement of the UN and is the designated UN Security Official. The SRSG is the Head of the United Nations Assistance Mission in Afghanistan (UNAMA), an integrated mission, which operates under the UN Security Council mandate articulated in Resolution 2596 adopted on 17 September 2021 and extended through 15 March 2022. The SRSG has two Deputies (DSRSG): one for Political and one for humanitarian and Development coordination. The latter serves as UN Resident Coordinator (RC) and Humanitarian Coordinator (HC) and coordinates the work of the UN Agencies, Funds and Programmes across Afghanistan. The DSRSG/UN RC/HC coordinates the UN system's activities under the TEF that brings together the collective work and outcomes of the UN Agencies that constitute the United Nations Country Team (UNCT) and Chairs the Humanitarian Country Team (HCT), which includes many UN Agencies.

##### **6.2. UN Engagement with the de facto authorities**

Political engagement with the de facto authorities in Afghanistan is led by the SRSG. The UN Security Council resolution 2596 stresses the critical importance of the continued presence of UNAMA and other UN Agencies, Funds and Programmes across Afghanistan, and calls upon all Afghan and international parties to coordinate with UNAMA in the implementation of its mandate and to ensure the safety, security and freedom of movement of UN and associated personnel throughout the country. UNAMA provides political good offices in Afghanistan; supports the process of peace and reconciliation; monitors and promotes human rights and the protection of civilians; promotes good governance and the respect of the rule of law; and encourages regional cooperation. UN Agencies, Funds and Programmes will continue to engage with the de facto authorities at national and sub-national levels to enable the carrying out of their activities under the TEF UN principles of engagement. The UN will carry out its activities through, but not limited to, non-governmental implementing partners including the Community Development Councils and other community-based organizations, national and international non-governmental organizations, faith-based organizations, and the private sector, in compliance with applicable international sanctions regimes. The UN will reaffirm (as per SC resolution 2593) the importance of upholding human rights and the rule of law including those of women, children and minorities, and encourage all parties to seek an inclusive, negotiated political settlement, with the full, equal and meaningful participation of women, that responds to the desire of Afghans to sustain and build on Afghanistan's gains over the last twenty years. The UN will further (as per SC resolution 2596) encourage all parties to allow full, safe and unhindered access to ensure humanitarian assistance reaches all those in need, and advocate for the respect of their obligations under international humanitarian law in all circumstances. The best way to promote stability and future international support is to create space for a sustained and structured policy dialogue between the de facto authorities, other Afghan stakeholders and the wider region and international community.

### 11. Work plans and budgets

Upon extensive consultations among PUNOs, this work plan defines the programmatic scope based on the comparative advantage of PUNOs in the Northern Region. A 6W matrix will be developed at early stage of implementation to ensure that PUNOs will deliver activities jointly or complementing each other in a coordinated way, promoting synergies and avoiding overlaps. The 6W will define the 'who/what/where/for whom/when/why' for the programme at activity level as per the Work Plan and the Results Framework (both attached). The work plan below presents the scope of work of each PUNO<sup>92</sup>.

<sup>92</sup> This considers only PUNOs that have signed MoU with the Administrative Agent (MPTFO) to participate in the STFA as of April 2022.

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**FAO** will support 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. FAO will provide assets, inputs, equipment to improve productivity and management capacity for establishment and running of sustainable, resilient, and profitable agri-businesses. FAO will focus on providing support to agriculture livelihoods diversification and technical training 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 all project activities, FAO will use cash transfers to support the most vulnerable people to meet households' expenses for food and daily necessities, under unconditional cash transfer modality with focus on establishing early warning systems to undertake anticipatory actions and mitigate the impact of climate shocks and disasters such as droughts and floods. FAO will conduct 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 will support 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 practices, while ensuring such support is gender-sensitive. FAO will work in all provinces of the Northern region of Afghanistan.

**ILO** works with its constituents, in particular employers' and workers' organisations to demonstrate that decent work is both critical and possible in crisis situations, focusing on four areas: emergency employment services, employment-intensive public works, market-based enterprise development, and skills for employability. Initiatives will demonstrate that workplace rights, embodied in international labour standards, combined with inclusive dialogue are the foundations for peace and resilience. Gender equality, social protection, non-discrimination, the elimination of child and forced labour and disability inclusion are crucial cross-cutting issues. ILO support will primarily contribute to the ABADEI Programme *Integrated Result 2: Community Livelihoods and Local Economic Activities*. In the Northern region interventions are aimed at i) enabling access to decent employment for the most vulnerable and disadvantaged households through the rehabilitation of public assets and community infrastructure; ii) establishing emergency employment services to link job seekers with employers; iii) enabling and empowering women and men of all ages to access market demanded skills; and iv) facilitating women and men of all ages to create decent employment through market responsive entrepreneurship activities. Interventions will be informed by ILO-UNHCR market systems analyses (MSA), and rapid market appraisals (RMA) being conducted in all eight economic regions and 55 Priority Areas of Return and Reintegration (PARRs).

**IOM** will implement activities in two phases. Phase 1 delivers immediate assistance and builds trust and relationships with target communities to lay the foundation for Phase 2, comprehensive transition, and recovery, including in-depth, multi-sectoral assessments and participatory planning for the delivery of evidence-based, integrated, and locally driven solutions. IOM will deliver essential services such as health (incl. COVID-19), renewable energy, WASH, education, and productive infrastructure to strengthen local economies, livelihoods, and food security. Sustainable livelihoods will be created and safeguarded by supporting local enterprises, Cash-for-Work and Cash-for-Market initiatives. Small-scale disaster risk reduction/ management (DRR/M) projects will be implemented to improve the preparedness of vulnerable populations living in disaster-prone areas. To promote social cohesion, IOM will actively engage a representative group of community members and local village management structures (e.g., Community Development Councils) in the identification of needs, their root causes, and contextually appropriate solutions to address them. Focus will be placed on the inclusion of vulnerable, marginalized and oppressed groups. Lastly, IOM will support PUNOs with multi-sectoral profiling of needs and existing assets at provincial and settlement levels to provide a comprehensive understanding of how needs are distributed spatially, what their root causes are and how they can be responded to in a systematic manner.

**UNCTAD** will build on its Aid for Trade initiative mainly focused on trade promotion and support to private sector for, especially, medium and small enterprises (MSE) to survive the current economic crisis while increasing job opportunities nation-wide. UNCTAD will deliver capacity building sessions for SMEs aligned with the ABADEI strategy to ensure that program activities continue to improve the status of trade and enhance job opportunities for men and women. Specifically, UNCTAD will provide capacity building on 'Start and Improve your Business (SIYB)' approach through midterm training sessions with 4 flagship packages: Generate your Business Idea (GYBI) - Start your Business (SYB)- Improve your Business (IYB) and Expand your Business (EYB). UNCTAD will also provide



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training on 'International Transit by Road' (TIR) to traders and transporters and will produce trade figure reports to support individuals to initiate and expand their businesses. The export and import figure will enable new businessmen and women to manage their market research effectively. UNCTAD will focus its capacity-building activities primarily in the province of Balkh in the Northern Region and will expand the scope progressively to other provinces.

**UNDP** will provide basic package of health services (BPHS) and essential package of hospital services (EPHS) in rural and urban areas to enhance COVID-19 response and access to health care and treatment for other diseases. To support resilient essential services and community livelihoods, UNDP will support the construction and rehabilitation of health facilities, hospitals and other key infrastructures including roads, bridges, marketplaces, boreholes, greenhouses, irrigation channels and water management systems providing energy solutions across all interventions at regional, community and household levels. UNDP will also enhance community livelihoods by providing capacity building on climate-smart agriculture techniques, distribution of drought resilient seeds, micro irrigation, and integrated pest control. UNDP will use cash-based interventions (CBI) to assist the most vulnerable people to meet their essential human needs while promoting resilient local economies through technical and financial assistance to informal and formal businesses, including small and medium-sized enterprises (SMEs) with a focus on local traders, women-led businesses, and community-led social enterprises. UNDP will support social cohesion based on community-led and needs-based assessments and recovery plans that promote reconciliation, conflict prevention, access to justice, including through alternative dispute resolution mechanisms, and protection of human rights, especially for women and girls. Due to geographical location and vulnerability due to degradation of natural resources, environment and climate change, Afghan communities are highly prone to intense and recurring natural hazards such as flooding glacial lake outburst flood (GLOF), snow avalanches, landslides, and earthquakes. UNDP will propose strategies to mitigate the negative impacts and support disaster resilient infrastructure and protect livelihoods from natural disasters. Priority will be given to improving the ability of communities to avoid and recover quickly from disasters, increase their access to renewable energy, water, and promoting sustainable food production through regenerative agriculture and agroforestry. UNDP will work in all five provinces of the Northern region of Afghanistan.

**UNESCO** will provide basic general literacy to illiterate and vulnerable youth and adults, especially women and adolescent girls. To preserve the livelihoods of the targeted learners and contribute to resilient communities, courses will include pre-vocational training adapted to the capacity of illiterate youth and linked to trades that can generate income. Within the current economically challenging context, food-based incentives will be provided to these targeted learners. UNESCO will support mapping and monitoring of educational data in the absence of an operational Education Management Information System to track the changes in education sector. Additionally, UNESCO will use existing traditional knowledge, skills, and practices, and will promote intergenerational transmission of Intangible Cultural Heritage within communities. UNESCO will use CfW to engage with vulnerable communities for the rehabilitation of traditional water management systems and other heritage sites. UNESCO will support PUNOs in documenting and supporting the transmission of traditional knowledge, skills, and practices and supporting the maintenance and safeguarding of heritage sites and values that are of local significance. Lastly, UNESCO will enhance its support to local Afghan media to support the free flow of factual, verified and life-saving humanitarian information, conflict-sensitive reporting, and educational broadcasting in Afghanistan, thus enhancing the resilience of local independent media and the efforts to avoid an information vacuum inside the country.

**UNFPA's** key interventions will be aligned with the ABADEI strategy of enabling inputs and infrastructure to sustain essential health services and provision of services to women survivors of violence. UNFPA will particularly work towards addressing the unmet needs of the essential Reproductive, Maternal, and Child Health (RMNCH) services in underserved areas. UNFPA will establish 58 Family Health Houses (FHH) and recruit midwives to expand the provision of basic reproductive health service delivery to remote areas-10 km or three-hour walk from the nearest facility. Each FHHs staffed by trained midwives willing to be deployed to the underserved areas is expected to provide community-based health services to 1,500-3,000 people. UNFPA will capacitate midwives through a two-month refresher training to enable them to provide quality services and will assess and train unemployed female nurses on midwifery skills to fill the human resources gaps. Around 60 female students on midwifery will enroll in a 26-month Community Midwifery Education (CME) training programme. UNFPA will integrate GBV prevention and responses into FHH to ensure the provision of clinical management of rape to GBV survivors and will place GBV risk mitigation measures in camps and provide lifesaving livelihood activities for at-risk women and adolescent girls. UNFPA will start implementation in districts of Faryab and Samangan and will expand to other provinces during the programme.

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**UN-HABITAT** will support the provision of essential infrastructure especially those that sustain the provision of critical services like health and education. Activities will include the provision of solar energy for maternity clinics and other child and maternal health centers, as well as construction of three Vocational Training Centers (VTCs) in Mazar-e-sharif city for skills training to improve employability of youth. UN-HABITAT will provide labour-intensive waged employment as well as training and grants to micro enterprises for socio-economic recovery: activities will include cash for work (CfW) arrangements for (i) greening activities (e.g., planting of 60,000 trees), (ii) cleaning of 40 km of drainage canals, and (iii) waste recycling awareness campaign. UN-HABITAT will also provide training and block grants to women-owned small businesses in Mazar-e-sharif including for the establishment of 100 women-owned businesses. For disaster risk reduction, UN-HABITAT will establish community natural resource management councils to promote community awareness, and to design and implement disaster-resilient infrastructure to preserve peri-urban livelihoods. UN-HABITAT will also re-establish community development councils and empower them to develop and implement local recovery and resilience plans. Activities will include (i) community action planning, (ii) developing community recovery and resilience plans, (iv) community contracting, and (v) community monitoring of local projects.

**UNHCR** will work to mitigate the risk of further displacement, creating conducive protection environment for sustainable reintegration, and building resilient communities. Strategic responses include: (i) providing critical protection and life-saving assistance; and (ii) improving access to essential services to mitigate further displacement and building resilient communities as part of Community-based Protection and Solutions Programme Response (Co-PROSPER). UNHCR will leverage on its flagship area-based programming in 55 Priority Areas of Return and Reintegration (PARRs) that includes nearly 11,000 displaced communities. Northern region's 7 PARRs consist of nearly 2 million people including 620,000 forcibly displaced population (220,000 returnees and 400,000 IDPs). PARRs interventions will strengthen access to essential services to create an enabling protection environment for reintegration. They will include HDP interventions in education, health, livelihoods, community infrastructure, energy, and social cohesion. Cash-based interventions including cash for protection, work, markets etc. and livelihoods support will be adopted to increase self-reliance through market-based technical and vocational training and business support. Further, under the "Cash-for-Reintegration (CARE)" initiative, UNHCR will support internally displaced population who intend to return voluntarily to their places of origin. SGBV will be mainstreamed in all protection and solution activities to reinforce measures to prevent, respond and reduce GBV risks.

**UNODC's** health programme on Drug Demand Reduction (DDR) and reduction of drug related harms (medical, social, and economic harms) will be aligned with the ABADEI strategy to improve quality of life, health and livelihoods of more than 8,000 children, men, women, adolescents, girls and families at risk or affected by drug use and other negative health and social consequences by establishing DDR and harm reduction center and outreach teams for the northern region in Mazar city of Balkh province. UNODC will support drug use prevention, parenting and psychosocial support for children, youths, and families for Afghan people at high risk of drug use and other negative health and social consequences. Besides, it will support drug treatment and rehabilitation, recovery, and social reintegration of people with drug use and drug use disorders. UNODC will also enhance and scale up evidence-based, human-rights-oriented and gender-responsive harm reduction, Opioid Substitution Therapy (OST), reproductive health, GBV, HIV, sexually transmitted infections (STIs), Hepatitis prevention and management services for men and women who use/inject drugs, people affected by drug use and their families and children, women who suffered from GBV, IDPs and refugees/returnees.

**UNOPS** will build on its experience in delivering projects in Northern region from previous projects, notably the Sida-funded Rural Access Improvement Project (RAIP) completed in December 2021. The new interventions will adopt a robust community-driven approach to address the practical needs of the people affected by the current crisis. The project will build on its well-established network of community institutions including the Local Road Users Committees (LRUC) established by RAIP. UNOPS will use Cash for Work (CfW) to support the development of labour-intensive community infrastructure working together with LRUCs for the identification of work that requires low skilled labour and the beneficiaries of CfW. The activities will improve the livelihoods of the households and contribute to the local economy. UNOPS will provide specific binding criteria in choosing the beneficiaries to LRUCs as part of the project implementation agreements. UNOPS will also identify local organizations that will provide training to women and vulnerable groups. These local organizations will train beneficiaries on different crafts and trades based on market analysis from PUNOs. UNOPS will focus its interventions across the provinces of Samangan, Balkh, Jawzjan and Saripul at this stage.

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**UN WOMEN** will support the provision of services to women, especially women survivors of violence, through community-based centers with a focus on psychosocial support, access to social and economic empowerment interventions, and access to critical information and other critical services. Focus will be placed on rendering such services available at district level, and to leveraging referral pathways to link community-based centers to service providers in urban centers. Opportunities for women to secure an income will be fostered through CBIs and by supporting crises affected and emerging women-led micro and small businesses. These interventions will provide resources to women to cover immediate basic needs; foster women's engagement in the economy; and support women's access to spaces and people outside of their homes. UN Women will furthermore partner with and invest in women's civil society as a key driver for gender equality and create cooperation opportunities between women's rights actors to influence Afghanistan's future. Initiatives will contribute to laying a foundation towards re-building the Afghan women's movement as an important cornerstone of a robust civic space. UN Women will also work with traditional and non-traditional media to challenge gender stereotypes and gender discriminatory narratives surrounding the current context. Rapid, localized and needs-based gender analysis will thereby continue to be leveraged to inform a gender-responsive crisis response in Afghanistan.

**UNV** will utilize its rapid deployment workflow to ensure PUNOs receive crucial support to close capacity gaps to implement their programmes and to deploy personnel needed for supporting basic services (including health services to address COVID-19) and infrastructure. UNV Health professionals including General Surgeons, Mental Health and Psychosocial Support Professionals, Reproductive Health Professionals and Midwives will be deployed as per needs of UN Agencies. Specialized UN Volunteers in project management, cash-based interventions and renewable energy may also be deployed to deliver programme results. UNV will also support peer-to-peer educators and mobilize community and youth volunteers. UNV's, Talent Pools will allow PUNOs in the Northern region to draw local expertise with essential socio-economic and cultural knowledge to ensure local conditions are understood. UNV can deploy regional and international capacity to bridge local capacity gaps.

### **Estimated Budget per PUNO under the Joint Outputs**

#### **UN Transitional Engagement Framework Outcomes:**

Outcome 2: Essential services are sustained that address basic human needs for the people in Afghanistan.

Outcome 3: Afghanistan will preserve social investments and community-level systems essential to meeting basic human needs, protect gains to the SDGs, and develop scenarios for future engagement

UN organization	TIME FRAME		PLANNED BUDGET	Indicative PUNO specific activities <sup>93</sup>
	Y1	Y2		
<b>Output 1 - Essential services and community infrastructure – including for health, agriculture, education and energy supply - are functional, sustained and expanded to meet different needs of women and men.</b>				
FAO	x	x	6,000,000	-Provide support to smallholder farmers, herders, and community members to have access to revitalized and resilient community infrastructure for managing water resources,  - Provide assets, inputs, equipment to improve productivity and management capacity for the establishment and running of sustainable, resilient, and profitable agri-businesses.
ILO	x	x	4,229,205	- Enable access to decent employment for the most vulnerable and disadvantaged households through the rehabilitation and maintenance of public assets and community infrastructure  - Establish emergency employment services to link job seekers with employers; and provide tailor-made services for vulnerable groups
IOM	x	x	12,460,000	-Provide rapid basic services interventions for essential services and infrastructure (health, WASH, SWM, education etc.) including COVID-19 support (service packages)

<sup>93</sup> More detailed, PUNO-specific workplans can be shared upon request by the respective PUNO – and are available in an online workspace

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UN organization	TIME FRAME		PLANNED BUDGET	Indicative PUNO specific activities <sup>93</sup>
	Y1	Y2		
UNCTAD	x	x	250,000	-Support enabling customs administration to identify the goods and essential supplies imported by UN agencies including for COVID-19 outbreak -Help prioritize and distinguish non-essential shipments against essential consignments of the most needed medicines and medical equipment.
UNDP	x	x	5,700,000	- Provide immediate health assistance through the provision of basic package of health services including for effective prevention and response to COVID-19, care, and treatment for people with chronic and infectious diseases; sexual and reproductive health; and gender-based violence and drug prevention and treatment services and reduction of drug related harms.
UNESCO	x	x	9,928,150	-Support the provision of educational services for vulnerable groups, particularly in the form of general literacy campaigns for youth and adults (including adolescent girls and women) -Data monitoring for education (US\$400,000)
UNFPA	x	x	5,825,603	-Support the delivery of immediate health assistance through the provision of basic package of health services including, inter alia, for sexual and reproductive health/ gender-based violence
UNHABITAT	x	x	2,539,900	-Support provision of solar energy for maternity clinics and other child and maternal health centers
UNHCR	x	x	3,278,195	-Provide support for food security and agricultural activities through revitalization of degraded lands and rehabilitation and construction of roads, bridges, marketplaces, boreholes, and irrigation channels that benefits women and men in the community.
UNODC	x	x	1,000,000	-Support drug use prevention, parenting and psychosocial support for children, youths, and families at elevated risk of drug use and other negative health and social consequences. -Support drug treatment and rehabilitation, recovery, and social reintegration of people with drug use and drug use disorders.
UNWOMEN	x	x	1,476,600	-Support the delivery of immediate health assistance through the provision of basic package of health services - including for the effective prevention and response to COVID-19, care and treatment for people with chronic and infectious diseases; sexual and reproductive health; and gender-based violence and drug prevention and treatment services and reduction of drug related harms.
<b>Output 2 – Livelihoods, businesses and the local economy are able to recover, more sustainable and more resilient to instability.</b>				
FAO	x		7,000,000	-Provide support to agriculture livelihoods diversification and technical trainings on agriculture and livestock management practices, value addition and market linkages, producer groups' and other community institutions' formation for the sustainability of the interventions. - Unconditional cash transfers to support the most vulnerable people to meet households' expenses for food and daily necessities
ILO	x	x	4,076,051	-Provide support to micro, small and medium business (both formal and informal) with particular focus on women-led businesses. -Enable and empower women and men of all ages to access and develop market demanded skills
IOM	x	x	12,080,000	-Support local private sector development through technical and financial backing to informal and formal businesses, including assisting SMEs to access and/or expand to new market areas; support local traders, women-led and community-led enterprises. -Support provision of grants and replacement of assets for businesses -Support provision of cross-border and trade opportunities
UNCTAD	x	x	2,100,000	-Conduct trade promotion capacity building sessions to support small and medium sized entrepreneurs. to enable them for promoting their export and import which results in new job opportunities and women empowerment.

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UN organization	TIME FRAME		PLANNED BUDGET	Indicative PUNO specific activities <sup>93</sup>
	Y1	Y2		
UNDP	x	x	14,515,504	<ul style="list-style-type: none"> <li>-Provide assets, tools, and technical and vocational training to community members (women and men) to improve sustainable livelihoods and businesses.</li> <li>-Provide cash for work (CfW) and training to unemployed women and men-headed household with particular focus on youth.</li> </ul>
UNFPA	x	x	2,146,800	<ul style="list-style-type: none"> <li>-Provide lifesaving livelihood activities for at-risk women and adolescent girls.</li> </ul>
UNHABITAT	x	x	609,174	<ul style="list-style-type: none"> <li>-Renovation of Rabeha Balkhi women's market; train and provide grants to women-owned gas bakery businesses</li> <li>-Support construction of three Vocational Training Centres (VTCs) in Mazar city for skills training to improve employability of youth.</li> <li>-Support plantation of 60,000 trees; cleaning, repair, and construction of drainage canals; waste recycling awareness campaigns in urban districts to create employment (CfW) and promote a healthy living environment</li> </ul>
UNHCR	x	x	4,782,900	<ul style="list-style-type: none"> <li>-Provide cash for work (CfW)</li> <li>- Provide cash for market (CfM) to support small and medium business (both formal and informal) with particular focus on women-led business and community-owned social enterprises.</li> </ul>
UNOPS	x	x	2,632,200	<ul style="list-style-type: none"> <li>-Provide unconditional cash transfer (UCT) and basic incomes primarily to women with no/limited income; women-headed household; widowed women; persons with disability; elders and disenfranchised people in the communities.</li> </ul>
UNWOMEN	x	x	1,005,799	<ul style="list-style-type: none"> <li>-Provide unconditional cash transfer (UCT) and basic incomes primarily to women with no/limited income; women-headed household; widowed women; persons with disability; elders and disenfranchised people in the communities.</li> <li>-Provide cash for work (CfW) to unemployed women and men-headed household with particular focus on youth.</li> <li>-Provide assets, tools and technical and vocational training to business and community members (women and men) to improve sustainable livelihoods and businesses.</li> </ul>
<b>Output 3 – Communities have improved infrastructure, access to water and preparedness mechanisms to protect farm-based livelihoods and cope with climate and environment shocks and natural disasters</b>				
FAO	x	x	18,000,000	<ul style="list-style-type: none"> <li>-Support establishment of early warning systems to undertake anticipatory actions and mitigate the impact of climate shocks and disasters such as droughts and floods.</li> <li>-Conduct trainings on management of early warning and preparedness mechanisms as well as provision of early action advisories for plant protection and livestock disease management.</li> <li>-Support community level risk management measures for climate and environmental shocks through nature based solutions, natural resource management, soil erosion control, and regenerative agriculture and livestock practices, while ensuring such support is gender sensitive.</li> </ul>
IOM	x	x	2,080,000	<ul style="list-style-type: none"> <li>-Support community preparedness for disasters with Community Base Disaster Risk Management</li> <li>- Support local led recovery and resilience planning</li> <li>-Support natural ecosystem restoration and management through nature-based solutions</li> </ul>
UNDP	x	x	6,130,000	<ul style="list-style-type: none"> <li>-Support community early warning systems and self-help coping mechanisms for early recovery to mitigate the impact of climate shocks and natural disasters with meaningful engagement of women and men.</li> <li>-Provide support to farmers (both women and men) with assets, equipment, and capacity-building on climate smart agriculture techniques for irrigation, pest control, efficient cultivation, and quality crop.</li> </ul>



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UN organization	TIME FRAME		PLANNED BUDGET	Indicative PUNO specific activities <sup>93</sup>
	Y1	Y2		
				-Support to revitalize or build resilient community infrastructure related to essential services and farm-based livelihoods including water reservoir and water harvesting infrastructure, portable water tanks and solar water pumps to benefit both women and men.
UNESCO	x	x	1,000,000	Support disaster-resilient infrastructure and nature-based solutions at community level– with a view to addressing water scarcity and/or land degradation <sup>60</sup> and to mitigating the severity of environmental shocks/natural disasters (such as floods) - ensuring such support is gender-responsive
UNHABITAT	x	x	1,564,580	-Support establishment of community natural resources management councils to promote community awareness, and to design and implement disaster-resilient infrastructure to preserve peri-urban livelihoods
UNHCR	x	x	339,725	-Provide support to the farmers (both women and men) with assets, equipment, and capacity-building on climate smart agricultures techniques for irrigation, pest control, efficient cultivation, and quality crop.
<b>Output 4- Social cohesion, respect for human rights – including, in particular, the rights of women and girls- and access to justice are progressively strengthened at local level – contributing to greater community resilience.</b>				
IOM	x	x	1,249,868	-Provide support to strengthen dispute resolution mechanisms -Support locally led recovery and resilience planning -Provide support to improve gender equality and women's empowerment through MHPSS interventions
UNDP	x	x	11,774,580	-Support social cohesion, reconciliation, and conflict prevention with engagement of communities, traditional/religious leaders, women and youth through existing/new dialogue platforms and customary/traditional best practices. -Support access to justice including through mediation, alternative dispute resolution mechanisms, counselling, and legal aid services for community justice at local level. -Support revitalization of community needs-based inclusive planning, monitoring and consensus building through locally owned resilience and recovery plans.
UNESCO	x	x	1,200,000	-Support maintenance and safeguarding of heritage sites and values that are of local significance -Support local media to promote free flow of factual, verified and life-saving humanitarian information, for conflict-sensitive reporting and for promoting resilient and independent media.
UNHABITAT	x	x	2,031,918	-Support mapping and re-engaging CDCs/GAs to develop and implement local recovery and resilience plans
UNHCR	x	x	32,100	-Support Media outreach and dissemination of materials to increase awareness and advocacy on rights and duties of the different groups based on positive practices.
UNWOMEN	x	x	1,284,000	-Promote advocacy and sensitization on human rights, social cohesion, and conflict prevention -Provide support in addressing potential drivers of conflict, violence and displacement and promoting drivers of peace and social cohesion.
1% AA Fee (MPTFO)				1,500,000
<b>Total Planned Budget</b>				<b>151,822,852</b>
FAO				31,000,000
ILO				8,305,256
IOM				27,869,868
UNCTAD				2,350,000
UNDP (including coordination activities to be managed by the TFMU)				38,120,084

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UN organization	TIME FRAME		PLANNED BUDGET	Indicative PUNO specific activities <sup>93</sup>
	Y1	Y2		
UNESCO				12,128,150
UNFPA				7,972,403
UNHABITAT				6,745,572
UNHCR				8,432,920
UNODC				1,000,000
UNOPS				2,632,200
UNWOMEN				3,766,399
MPTFO (1% AA Fee)				1,500,000
<b>Total</b>				<b>151,822,852</b>

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#### Risk Management Framework

The PUNOs will adopt the following classification of risk assessment based on likelihood and consequences if the risk occurs”

Likelihood	Occurrence	Frequency	Consequence	Result
Very Likely	The event is <b>expected</b> to occur in most circumstances	Twice a month or more frequently	Extreme	An event leading to <b>massive or irreparable</b> damage or disruption
Likely	The event <b>will probably</b> occur in most circumstances	Once every two months or more frequently	Major	An event leading to <b>critical</b> damage or disruption
Possibly	The event <b>might</b> occur at some time	Once a year or more frequently	Moderate	An event leading to <b>serious</b> damage or disruption
Unlikely	The event <b>could</b> occur at some time	Once every three years of more frequently	Minor	An event leading to <b>some degree</b> of damage or disruption
Rare	The event <b>may</b> occur in exceptional circumstances	Once every seven years or more frequently	Insignificant	An event leading to <b>limited</b> damage or disruption

**Consequence.** The outcome of an event affecting objectives. A consequence can be certain or uncertain and can have positive or negative direct or indirect effects on objectives. Consequences can be expressed qualitatively or quantitatively and can escalate through cascading and cumulative effects

**Overall Level of Risk.** The overall level of risk will be evaluated by combining the Likelihood Level and Consequence Level using the matrix below.

Likelihood	Consequences				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very likely (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)

Level of Risk	Result
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/ executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Medium	Senior Management attention required. Mitigation activities/ treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Low	Management attention required. Specified ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.

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#	Description	Date Identified	Type	Risk Rating	Countermeasures / Management response	Owner	Submitted, updated by
1.	Changes in the political landscape negatively impact programme implementation	At the JP's designing stage	Contextual (Political)	<p>Likelihood: Likely Consequence: Major Risk Rating: High Impact:</p> <ul style="list-style-type: none"> <li>De-facto Taliban authorities may attempt to influence programme interventions for political reasons, which may lead certain target locations marginalized.</li> <li>Pressure of the de-facto authorities to be included in the Programme decision making (selection of locations and beneficiaries).</li> <li>JP not being able to deliver aid in the priority locations and to the most vulnerable people</li> <li>Reputational impact for the UN.</li> </ul>	<ul style="list-style-type: none"> <li>PUNOs undertake a continuous assessment of the risk context, working closely with UNAMA, the UNRCHC Office and the UN Department for Safety and Security.</li> <li>PUNOs to select the JP programme location and beneficiaries based on pre-established criteria, following a consultative process with the PUNOs' regional offices and communities.</li> <li>PUNOs sensitize stakeholders on the inclusiveness of the Project</li> <li>With the support of the of the UN staff on the ground, the political situation at field level is regularly monitored, PUNOs to liaise with regional offices and relevant stakeholders on the political situation to ensure consistency across the UN on matters related to the de-facto authorities</li> <li>Regular Joint communiques are issued by PUNOs in coordination with UNAMA on the political situation.</li> <li>IRMU to support the regional offices on the political analysis and to share information with the ABADJI programme at Kabul and regional level in a timely manner.</li> <li>Crisis communication team will be activated to address any potential politicization and use of programme interventions by local and central political forces.</li> <li>The Joint Program has the flexibility to allow for revisions/modifications if/as required, following due process.</li> <li>STFA/TFMU with PUNOs maintain dialogue with development stakeholders and development partners to adjust the implementation strategies.</li> </ul>	Programme Management, PUNOs Regional Team IRMU	IRMU
2.	Possible security unrest due to economic "total breakdown". A large percentage of the population may fall below the poverty line, which can lead to possible unrest and deterioration in the security situation.	At the JP's designing stage	Contextual (Security)	<p>Likelihood: Possible Consequence: Major Risk Rating: High Impact:</p> <ol style="list-style-type: none"> <li>Compromised safety and security of the UN staff, implementing partners and beneficiaries.</li> <li>Local staff subjected to persecution by de-facto authorities</li> </ol>	<ul style="list-style-type: none"> <li>Closely monitor security situation in the regions in close collaboration with UNDSS and respective PUNOs' security focal points.</li> <li>Deliver programme activities based on the programme criticality assessment (updated regularly)</li> <li>Regular conflict sensitivity/do no harm risk analysis (IRMU) and timely relevant information sharing with regional offices</li> <li>Under the overall leadership and coordination of UNAMA, and through the collaborative efforts under the UNCT, advocacy with de-facto administration will be undertaken about UNCT interventions, modality of operations, and</li> </ul>	Programme Management, PUNOs, regional team, UNDSS/area security staff	IRMU

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#	Description	Date Identified	Type	Risk Rating	Countermeasures / Management response	Owner	Submitted, updated by
3.	UN interventions may inadvertently cause harm	At the JP's designing stage	Programmatic	<p>3. Programme's activities may be delayed, which may have a major impact on the vulnerable population and deepen the poverty level</p> <p>4. Conflict related displacement enhances the likelihood of increased communal tensions, abuses, and violations.</p> <p>Likelihood: Possibly Consequence: Major Risk rating: High</p> <p>Impact: UN Programmes may inadvertently contribute to unintended consequences – e.g. rising tensions at community level, local grievances</p>	<p>protection of IPs and UN local / international staff (including female colleagues).</p> <ul style="list-style-type: none"> <li>Regular communication protocol and hotline with authorities at local, regional and central level will be established.</li> </ul>	Programme Management, PUNOs, regional team, IRMU do no harm assessments	IRMU
4.	Frequent climate shocks and severe weather conditions	At the JP's designing stage	Contextual (Environment)	<p>Likelihood: Possible Consequence: Moderate Risk Rating: High</p> <p>Impact: 1. The Northern region is prone to climate-related disasters which can harm farm-based livelihoods and can trigger large-scale population displacements; increase the number of households in vulnerable conditions and deepen the poverty level.</p>	<ul style="list-style-type: none"> <li>The project will support the building of community-based infrastructure and greenhouses - besides the cash-based initiatives – especially cash for work and cash for markets.</li> <li>It will identify opportunities brought about by the increases in service delivery associated with the emergency response (connecting 'dots' between the immediate humanitarian assistance and basic-human-needs centered interventions).</li> <li>Early start-up of climate adaptation-related activities to mitigate potential risks in target localities</li> </ul>	Programme Management, PUNOs.	IRMU



5.	Risk that project resources may end up in the	At the JP's designing stage	Contextual and Programmatic	Likelihood: Likely Consequence: Major Rating: High	<ul style="list-style-type: none"> <li>A 'Three Lines of Defence' model which has been established and is operational ensures sufficient checks and balances in the</li> </ul>	Programme Management, PUNOs, IRMU	IRMU
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#	Description	Date Identified	Type	Risk Rating	Countermeasures / Management response	Owner	Submitted, updated by
	hands of sanctioned or debarred individuals and entities			<p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>Resources not fully utilized for the intended purpose</li> <li>JPs not reaching the intended outputs and outcomes</li> <li>Affected UN reputation impacting on resource mobilization of ABADEI joint programmes</li> </ul>	<p>management of entrusted financial resources - instrumental for the achievement of Joint Programme objectives</p> <ul style="list-style-type: none"> <li>IRMU, and implementation of PUNOs' own procedures and established checks and balances guarantee end-to-end vetting processes of all the Implementing Partners (IPs), Responsible Parties (RPs), vendors and individual beneficiaries, on a continuous basis.</li> <li>Capacity to vet individual beneficiaries will be key criteria for selecting Implementing Partners (IPs), Responsible Parties (RPs), and vendors.</li> <li>Fund transfers will be ring-fenced in full adherence to the UN Security Council and Member States sanctions regimes</li> <li>Funds will not go to or through national state entities under any circumstances.</li> <li>Contractor Information Management System customized for Afghanistan enables vetting process against sanctions regimes: UNSC designated list, US Specially Designated List (SDN), EU and UK sanctions WB &amp; UN Global Market consolidated list of debarments.</li> </ul>		
6.	Insufficient liquidity in local currency in the financial institutions to accommodate programme needs	At the JP's designing stage	Programme/ Operations (Financial)	<p><b>Likelihood:</b> Possible <b>Consequence:</b> Moderate <b>Rating:</b> High</p> <p><b>Impact:</b> Delay in payments to beneficiaries</p>	<ul style="list-style-type: none"> <li>Ensure real-time monitoring of cash disbursement (reconciliation process) and timely cash call forward</li> <li>Sufficient notification to be provided to the existing banks &amp; MSPs to allow time to avail cash.</li> <li>UN will employ multiple money service providers through strict due diligence processes, and identify a variety of cash disbursement modalities, to ensure timely payments to beneficiaries.</li> </ul>	Programme Management, PUNOs.	IRMU
7.	Abuses of human rights or unlawful behaviour is committed by de facto authorities and/or local authorities	At the JP's designing stage	Programmatic	<p><b>Likelihood:</b> Likely <b>Consequence:</b> Major <b>Risk Rating:</b> High</p> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>Fund cannot demonstrate results on human rights at the output/outcome level</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Human Rights Due Diligence Policies/procedures by ensuring that the joint programme sets the appropriate mechanism to monitor and assess human rights / unlawful behaviour / gender-based violence, sexual exploitation, and abuse.</li> <li>Hiring of a human rights expert to: (a) enable close monitoring of activities – and their impact on human rights situation, and (b) identification of context-appropriate measures to address risks and challenges pertaining to human rights.</li> <li>Timely and accurate fact-based information to be shared with the programme manager/s to inform decision-making.</li> </ul>	Programme Management, PUNOs, Human Rights Expert (TFMU), Regional teams	IRMU

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#	Description	Date Identified	Type	Risk Rating	Countermeasures / Management response	Owner	Submitted, updated by
					<ul style="list-style-type: none"> <li>Sensitize community and implementing partners on human rights principles and due diligence procedures and undertake capacity building activities accordingly.</li> <li>Develop necessary tools and checklists on HRBA and conduct training and orientation for concerned project implementing partners</li> <li>Relevant stakeholders (e.g., field partners, contractors) to be oriented and/or trained on Grievance and Redressal mechanisms and expected measures for the Prevention of Sexual Exploitation and Abuse.</li> </ul>		



<p>8.</p> <p><i>Risk of aid fraud and corruption, such as:</i></p> <ul style="list-style-type: none"> <li>• Bribery and collusion</li> <li>• Contract Fraud</li> <li>• Procurement Fraud</li> <li>• Diversion of resources / asset misappropriation</li> <li>• Financial statement fraud</li> <li>• Poor tracking of payments, Vouchers exchanged for unauthorized items or cash, etc.</li> </ul>	<p>At the JP's designing stage</p>	<p>Programmatic &amp; Operational</p>	<p>Likelihood: Likely Consequences: Major Risk Rating: High</p> <p>Impact:</p> <ul style="list-style-type: none"> <li>• Funds not used for intended purpose</li> <li>• JP not achieving value for money</li> <li>• Improper accounting for cash</li> <li>• Impact may affect funding available used to attain the objectives of the project, and</li> <li>• PUNOs reputational damage</li> <li>• Prices are higher than regular market prices eventually resulting in reduced purchasing power of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-fraud training (such as provided by the IRMU) to ensure staff and implementing partners understand what constitutes fraud, what a zero-tolerance policy is, and employees know where to seek advice, should it be needed.</li> <li>• The JPs and JP teams shall be oriented and trained on how to communicate concerns about known or suspected fraud; introduce multiple reporting channels (e.g., independent, third party means) such as telephone hotlines, email, and the provision of trusted local 'informants'</li> <li>• Application of aggressive measure against fraudulent conduct; surprise visits, regular, special and forensic audits, investigations. The coordination of joint audits/inspections by PUNOs will make this process easier to achieve.</li> <li>• Inform the stakeholders that information on fraudulent behaviours and findings are shared with stakeholders- so that they are aware that any fraudulent behaviour will be reported and shared between agencies.</li> <li>• JP management shall undertake continuous oversight of controls on procurement, accounts, transactions, project results - in accordance with the organizations' requirements and additional risk mitigation measures, information sharing and face consequences of fraudulent behaviour.</li> <li>• The JP will undertake regular reviews on the risk of fraud and adjust the mitigation measures accordingly.</li> <li>• Market survey to be undertaken by the regional staff competition among retailers; monitor, identify and disqualify offending retailers</li> <li>• Sensitize beneficiaries to voucher regulations; monitor to identify occasional or systematic abuse; disqualify if systematic abuse is found; review targeting and programmatic assumption</li> </ul>	<p>Programme Management, PUNOs, IRMU</p> <p>Units involved in the three lines of defence:</p> <p>First:</p> <ul style="list-style-type: none"> <li>• Programme Management unit</li> <li>• Development Effectiveness unit.</li> <li>• Procurement unit</li> <li>• Finance unit</li> </ul> <p>Second:</p> <ul style="list-style-type: none"> <li>• UNDP Afghanistan Country Office Management</li> <li>• Integrated Risk Management Unit</li> <li>• Special Trust Fund for Afghanistan (STFA) - TFMU</li> <li>• STFA Third Party Monitors</li> </ul> <p>Third:</p> <ul style="list-style-type: none"> <li>• Independent Evaluation Office (HQ)</li> </ul>
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#	Description	Date Identified	Type	Risk Rating	Countermeasures / Management response	Owner	Submitted, updated by
9.	Price volatility (fluctuations) There may be low stocks of livelihood products and assets in the local market; speculations; significant changes in the demand and supply.	At the JP's designing stage	Operational	<p>Likelihood: Possible Consequence: Moderate Rating: High</p> <p>Impact: - Price inflation leads to the purchasing of less products with the same amount of resources - Impact on livelihoods is reduced</p>	<p>Implement internal controls that promote transparency and accountability (e.g., penalties, civil society oversight, information verification)</p> <ul style="list-style-type: none"> <li>Implement a robust risk management at all the levels – local, regional, and center</li> <li>Apply adaptive management measures based on the timely, accurate and relevant risk information.</li> <li>Market analysis/pricing reviews to adjust transfer values to meet market conditions and communication to retailers (in case vouchers are distributed instead of cash)</li> <li>Agree on fixed price for fixed period with selected retailers (for vouchers)</li> <li>Set a maximum limit for acceptable price increases and plan contingency in-kind transfers beyond this threshold.</li> </ul>	Office of Audit and Investigation (OAI) - HQ	
11.	Assistance attractive to non-beneficiaries - (Hostility from local population who are not receiving cash and/ or voucher transfers / Existing and unmet needs higher than what UN can offer).	At the JP's designing stage	Programmatic	<p>Likelihood: Possible Consequence: Moderate Rating: High</p> <p>Impact: • Targeted beneficiaries fearing retaliation may not avail themselves of needed benefits • Targeting inclusion error. • Possible security deterioration. • Beneficiaries may be at risk.</p>	<ul style="list-style-type: none"> <li>Assess need for intervention for host community, and conduct conflict-sensitive analysis</li> <li>Sensitization of local population</li> <li>Explanation of targeting rationale</li> <li>Ensure both beneficiaries and non-beneficiaries are well informed about the project objectives and targeting criteria</li> <li>Strengthen targeting arrangements</li> <li>Physical verification of beneficiary list</li> <li>Participatory process of consultation with communities to identify needs and vulnerable groups</li> <li>Consider including conditionality in cash payment to the extent possible, such as conditional payment, cash for work, etc.</li> </ul>	Programme Management/ PUNOs, regional teams	IRMU



12.	Security of beneficiaries and staff at risk - during cash distribution	At the JP's designing stage	Programmatic & Operational	<p>Likelihood: Possible Consequence: Moderate Rating: High</p> <p>Impact:</p> <ul style="list-style-type: none"> <li>• Can cause harm to the beneficiaries (women, youth, and people with disabilities)</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure proper distribution of cash recipients to avoid long queues at the distribution location</li> <li>• Avoid hard cash distribution in unsecured locations.</li> <li>• Monitor closely cash distribution</li> <li>• Avoid distribution of cash in same locations and time.</li> </ul>	<p>Programme Management, PUNOs, regional teams, and UNDSS/area security staff</p>	IRMU
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#	Description	Date Identified	Type	Risk Rating	Countermeasures / Management response	Owner	Submitted, updated by
13.	Possible lack of coordination with different partners operating in the area	At the JP's designing stage	Programmatic	<p>Likelihood: Possible Consequence: Minor Rating: Medium</p> <p>Impact:</p> <ul style="list-style-type: none"> <li>• Duplication of support</li> <li>• Inefficient cash payments</li> <li>• Jeopardize safety of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate interventions between the UN, and other humanitarian partners to ensure timely information sharing, avoidance of unnecessary duplication of activities, and capitalization on potential complementarities</li> <li>• Leverage of UNCT/TEF coordination and reporting processes to minimize unnecessary overlaps and maximize synergies</li> <li>• STFA's TFMU to facilitate coordination and promote collaboration among PUNOs at joint programme level</li> </ul>	Programme Management, PUNOs	IRMU
14.	General security situation prevents staff from accessing project locations by PUNOs and implementing partners	At the JP's designing stage	Operational	<p>Likelihood: Possible Consequences: Moderate Risk rating: High</p> <p>Impact:</p> <ul style="list-style-type: none"> <li>• Slow delivery of the programme</li> <li>• Increased cost of the programme due to additional resources required</li> <li>• Possible sub-standard quality of data and project implementation on the ground.</li> </ul>	<ul style="list-style-type: none"> <li>• Closely coordinate the activities with UNDSS and regional offices</li> <li>• To the extent possible, programme activities / cash distribution take place within the secured locations.</li> <li>• Outsourced monitoring of activities - third party monitoring and triangulation of data through community-based organisations</li> <li>• GPS monitoring of the activities</li> <li>• Security cost embedded in the JPs budget development to ensure sufficient funds are allocated to support security-related support, which enable continuity of the JPs</li> <li>• Recruitment of security advisers/officers</li> <li>• Increase engagement with local CSOs operating in at-risk locations</li> </ul>	Programme Management, PUNOs regional teams, and UNDSS/area security staff	IRMU
15.	CBOs and NGOs do not have the capacity to implement key components of the programme.	At the JP's designing stage	Organizational	<p>Likelihood: Possible Consequence: Moderate Rating: High Impact: Delay the implementation of activities</p>	<ul style="list-style-type: none"> <li>• Capacity assessments will be conducted on the ability of national partners to implement parts of the programme.</li> <li>• A rigorous capacity development approach will help to strengthen capacities of local NGOs/CBOs.</li> <li>• Risk Management and Engagement plan to be developed &amp; monitored based on the results of the capacity assessment.</li> <li>• Performance of NGOs to be closely monitored; corrective actions to be identified and adopted in a timely manner (e.g., specialized training in areas in which gaps have been identified)</li> </ul>	Programme Management and PUNOs	IRMU

16.	Absorptive capacities of the private sector experts/staff assigned/selected to receive capacity	At the project designing stage	Programmatic	Likelihood: Possible Consequence: Minor Rating: Medium Impact: Effectiveness of the overall programme	<ul style="list-style-type: none"> <li>Programme Team would work to guide the selection of businesses and staff that will be included in capacity building activities</li> <li>JD with minimum prerequisite for the trainees to be nominated for programme-supported technical assistance will be shared, in advance,</li> </ul>	Programme Management & PUNOs & regional teams	IRMU
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## JOINT PROGRAMME

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#	Description	Date Identified	Type	Risk Rating	Countermeasures / Management response	Owner	Submitted, updated by
17.	building assistance is weak Programme unable to mobilize required financial resources	At the project designing stage	Programmatic	<p>objective would be weakened</p> <p>Likelihood: Possible Consequence: Moderate Rating: High Impact:</p> <ul style="list-style-type: none"> <li>Competing priorities between humanitarian and basic needs</li> <li>Population's basic needs not met</li> <li>Programme unable to meet its objectives / underdelivering</li> <li>Affected UN reputation</li> </ul>	<p>with programme counterparts and the selection of the trainees will be executed based on evaluation scorecards jointly agreed.</p> <ul style="list-style-type: none"> <li>Ensure synergy and coordination between humanitarian &amp; ABADEI activities, bringing all the relevant stakeholders together through UNCT/HCT, STFA/ABADEI steering committee</li> <li>Set priorities on the activities to be implemented with the mobilized resources and inform ABADEI partners on the financial situation of the Fund.</li> <li>Increase advocacy among existing partners; explore possibilities of mobilizing resources from new partners</li> </ul>	Programme Management & PUNOs	IRMU
18.	Further restrictions on women and girls' participation in social and economic life	At the project design stage	Contextual	<p>Likelihood: Medium-to-High Consequence: Moderate Rating: High Impact:</p> <ul style="list-style-type: none"> <li>Ability of the project to directly reach and/or support women and girls is constrained</li> </ul>	<ul style="list-style-type: none"> <li>Roll-out robust sensitization and advocacy activities to ensure women and girls can be reached and supported by the programme.</li> <li>Re-prioritize programme allocations to increase investments in both (i) enabling activities to facilitate the participation of women (e.g., through dedicated safe spaces, or home visits) and (ii) scale-up and enhance GEWE interventions.</li> <li>Advocate with relevant stakeholders and DFA to ensure the safe participation of women personnel (among PUNOs and implementing partners) in the field – with a view to enabling greater outreach to women and girls in the field.</li> <li>Design and roll-out of innovative modalities for women participation in business i.e. remote working, e-commerce, women-only markets etc.</li> </ul>	Programme Management & PUNOs	TFMU/ PUNOs

19.	External stakeholders might seek to claim credit for the impact of UN-led interventions – including for the purposes of obtaining greater acceptance among local communities	At the project design stage	Contextual	Likelihood: Possible Consequence: Minor Rating: Medium Impact: ▪Credibility of the programme affected.	<ul style="list-style-type: none"> <li>▪ Conduct communication campaigns over media (including social media) will be used to mitigate this potential risk.</li> </ul>	Programme Management & PUNOs	TFMU/ PUNOs
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## JOINT PROGRAMME DOCUMENT

### ANNEX 1.

#### STFA's Third-Party Monitoring (TPM) Mechanism

##### Objectives and scope

A Third-Party Monitoring (TPM) mechanism constitutes a key instrument for STFA's Monitoring and Evaluation (M&E) activities. The TPM, under the direct supervision of the STFA Secretariat/TFMU, will serve as an independent layer of verification - to corroborate progress and results against STFA Joint Programme (JP) results, outputs, and activities; to appraise PUNO-specific performance against intended milestones and targets under the JPs; and to contribute to identify emerging issues and risks that were not initially anticipated during programme design.

The STFA's TPM services will inform the Secretariat/TFMU, the TCWG and other relevant stakeholders:

- 1) Whether the JP activities are on track to achieve their intended results.
- 2) Whether the PUNOs are on track to achieve their intended milestones and targets as per the JP documents.
- 3) Whether there are emerging issues and risks that were not initially anticipated, which might have an impact on the implementation of the joint programmes;
- 4) On course corrections or actions that might be needed to ensure the achievement of intended results.
- 5) Serve the purpose to collect inputs for human-interest stories that could be communicated with internal and external audiences to demonstrate progress and results achieved under STFA-supported interventions.

The TFMU will also hire separate third-party evaluation services to conduct fund-level evaluations, including for evaluations that might be requested or recommended by the STFA Steering Committee (SC) and the Technical Coordination Working Group (TCWG).

#### THIRD-PARTY MONITORING ACTIVITIES AND FREQUENCY

The scope and frequency of key STFA TPM activities are described in the table below:

Activity	Details	Frequency
Desk review	<ul style="list-style-type: none"> <li>• Review JP progress reports; conduct analysis and present conclusions on progress and results of the JP activities; issues and challenges and provide recommendations for follow-up.</li> </ul>	Regular
Field visits	<ul style="list-style-type: none"> <li>• Conduct field visits to provide third-party, independent, observation and verification of progress against intended joint programme results.</li> </ul>	Regular
Data collection and data management	<ul style="list-style-type: none"> <li>• Maintain a common digital platform to manage TPM data.</li> <li>• Collate, organize, and present data in a manner that facilitates analysis and review by TFMU/TCWG/STFA SC and relevant stakeholders.</li> </ul>	Regular
Data quality control	<ul style="list-style-type: none"> <li>• Conduct data validation and data quality control to ensure the data collected through TPM activities meets adequate data quality standards.</li> </ul>	Regular
Data Analysis	<ul style="list-style-type: none"> <li>• Conduct data analysis using relevant data software packages, and articulate conclusions and recommendations drawn from such analysis, to inform decision-making by Secretariat and other STFA stakeholders.</li> <li>• Ensure the use of adequate data visualization tools - to facilitate analysis and review by TFMU/TCWG/STFA SC, where relevant and needed.</li> </ul>	Monthly

## JOINT PROGRAMME DOCUMENT

Activity	Details	Frequency
Reporting & Follow-ups	<ul style="list-style-type: none"> <li>Produce analysis reports, with clear conclusions on progress and results of regional JPs, and relevant recommendations.</li> <li>Present key findings to the STFA TCWG, M&amp;E WG and other relevant audiences, as and when required.</li> </ul>	Monthly As per the TCWG schedule
Evaluations & Research	<ul style="list-style-type: none"> <li>Separate third-party evaluation services will be contracted to a different firm than that of TPM services, to conduct programme and fund-level evaluations, as and when needed.</li> </ul>	As needed

### KEY PRINCIPLES

The TPM services will be guided by the following principles:

- 1) **Objectivity:** The TPM will conduct evidence-based analysis and triangulate data to ensure an objective assessment of progress against intended results.
- 2) **Impartiality and Transparency:** It will report directly to STFA Secretariat to avoid any potential conflict of interest with Participating UN Organizations. They will remain independent in presenting their findings and conclusions.
- 3) **Quality:** The TFMU will closely monitor the TPM work to ensure quality of services, including data quality and reporting.
- 4) **Sufficient evidence base:** In connection to point 1 above, the TPM analysis will be developed based on a combination of detailed review of the PUNO reports; face-to-face interviews with beneficiaries, end-users, and relevant stakeholders; direct observations from project sites; and triangulation of data from different, independent, sources.
- 5) **No conflict of interest:** TFMU will work to ensure that potential conflicts of interest are avoided during the procurement of the TPM services - through due information disclosure and vetting processes - and during the conduct of the TPM activities themselves.
- 6) **Abiding by the United Nation Development System (UNDS) principles:** the TPM activities will abide by the UNDS humanitarian, "do-no-harm", integrity and data confidentiality principles and code of conduct.

### ROLE OF THE TFMU

The TFMU will facilitate access to the STFA reports and relevant documentation to the TPM service provider and will share contact information of field focal points to enable the organization and conduction of monitoring visits. In addition, the TFMU will establish a shared activity calendar where PUNOs share key field activities being planned, on a regular basis. Among other purposes, the activity calendar will also serve as a key reference for the TPM, to inform decisions on the conduction of monitoring activities for important events.

### ROLE OF THE PARTICIPATING UN AGENCIES

The PUNOs will facilitate TPM access to relevant documentation and field sites pertaining to STFA-funded activities. The PUNOs will also submit regular information on key field activities, which will serve as a reference source for the TPM service provider to plan its monitoring visits and/or participation, as an independent observer, in any major JP activity.