**JOINT PROGRAMME DOCUMENT**

**Version-3 (Revised in October 2023)**

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

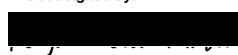- **United Nations Strategic Framework for Afghanistan 2023-2025 (UNSFA) Outcomes:**

  • 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: 38 months<br><br>Start/end dates: Nov 2022 – 31 Dec 2025 | Total estimated budget*:      US$ 150,685,491<br><br>Out of which:<br><br>1. Funded Budget:        US$ 41,504,798<br><br>2. Unfunded budget:       US$ 109,180,693<br><br>*Total estimated budget includes both programme costs and indirect support costs |

Indicative Output(s) with gender equality marker

Output 1 - Essential services and community infrastructure including for health, agriculture and energy supply are functional, sustained and expanded.

Output 2 – Livelihoods, income-generating activities, businesses and trade are 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, human rights, access to justice and community resilience are strengthened at local level.

(All outputs are GEM2)

Sources of funded budget:
- STFA:                    _____
- Donor …                _____
- Donor …                _____
- UN Org….              _____
- UN Org…               _____
- NGO…                   _____

**Justification of revision:**
1. Extension of programme duration - new end date is 31 December 2025, as approved by the STFA Steering Committee
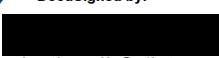
**Names and signature of participating UN organizations**

*Name of Representative: Richard Trenchard*

Signature:

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STFA
Special Trust Fund for Afghanistan

## JOINT PROGRAMME DOCUMENT

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| Name of Organization: FAO (Food and Agricultural Organization) |
| Date & Seal: |
| Name of Representative: Maria Moita |
| Signature: DocuSigned by: [signature redacted] |
| Name of Organization: IOM (International Organization of Migration) |
| Date & Seal: 05-Dec-2023 |
| Name of Representative: Reza Mohammadi |
| Signature: DocuSigned by: [signature redacted] |
| Name of Organization: UNCTAD (United Nations Conference on Trade and Development |
| Date& Seal: 04-Dec-2023 |
| Name of Representative: Stephen Rodriques |
| Signature: DocuSigned by: [signature redacted] 76B1BC6TFD4C43B |
| Name of Organization: UNDP (United Nations Development Programme) |
| Date& Seal: 03-Dec-2023 |
| Name of Representative: Patricia McPhillips |
| Signature: DocuSigned by: [signature redacted] |
| Name of Organization: UNESCO (United Nations Educational, Scientific and Cultural Organization) |
| Date& Seal: 04-Dec-2023 |
| Name of Representative: Jaime Nadal |
| Signature: DocuSigned by: [signature redacted] |
| Name of Organization: UNFPA (United Nations Population Fund) |
| Date& Seal: 04-Dec-2023 |
| Name of Representative: Antony Lamba |
| Signature: DocuSigned by: [signature redacted] |
| Name of Organization: UN-HABITAT (United Nations Human Settlements Programme) |
| Date& Seal: 06-Dec-2023 |
| Name of Representative: Leonard Zulu |
| Signature: DocuSigned by: [signature redacted] |
| Name of Organization: UNHCR (United Nations High Commissioner for Refugees) |
| Date& Seal: 08-Dec-2023 |
| Name of Representative: Alison Miriam Davidian |
| Signature: DocuSigned by: [signature redacted] |
| Name of Organization: UN WOMEN (United Nations Entity for Gender Equality and the Empowerment of Women) |

DS [signature redacted]

**JOINT PROGRAMME DOCUMENT**

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| *Date& Seal:* 10-Dec-2023 | |
| *Name of Representative: Behzad Ramin*<br><br>*Signature:* <br><br>*Name of Organization:* ILO (International Labour Organization)<br><br>*Date and Seal:* 05-Dec-2023 | |
| *Name of Representative: Anubha Sood*<br><br>*Signature:* <br><br>*Name of Organization:* United Nations Office on Drugs and Crime (UNODC)<br><br>*Date and Seal:* 17-Dec-2023 | |

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## 1. Executive Summary

The current crisis in Afghanistan calls for a robust response to provide life-saving assistance, as well as essential services, to meet basic human needs for vulnerable communities across the country. The United Nations remain committed to 'stay and deliver' for the people of Afghanistan[1]. **The new UN Transitional Engagement Framework (TEF)**, launched in January 2022[2], 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 Eastern Region of Afghanistan (2022-2025)** contributes directly to two main outcomes of the TEF, namely, 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 unprecedent 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)**; ten 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 was the foundation of this programme and the main framework for 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: i) Provision of essential services; ii) Community livelihoods and local economic activities; iii) Protection of farm-based livelihoods from natural disasters; iv) 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 emergency assistance on the ground with critical funding provided by donors through STFA in the last quarter of 2021.

This Joint Programme for the Eastern 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 Eastern 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 the different needs of women and men.
>
> **Output 2:** [2]Livelihoods, businesses and the local economy are able to recover, more sustainably, 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 Eastern 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 mainstreaming 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.

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[1] 'United Nations staying to support aid response in Afghanistan' | United Nations in Afghanistan, Press release, 17 August 2021

[2] 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.

## 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

> **Highlights – Eastern Region**
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> - Population: 2,912,579 (7.48% of the total).
> - Human Development Index (HDI): 0.493.
> - Jalalabad (Nangarhar province) is the 5th largest city in Afghanistan.
> - Nuristan has the lowest population (166,676) and the highest incidence of multi-dimensional poverty in the whole country (80.2%)[4].
> - 8.86% of the population face extreme food insecurity - IPC Phase 4 (Emergency).
> - Laghman has the highest incidence of drug use affected households: (60.7%).

universal, affecting 95-97% of the population, by mid-2022[3]. 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[45]. The current crisis will have a negative impact on Afghanistan's path toward achieving Agenda 2030.

- The development gains achieved over the past 20 years across **education, health** [6] **, 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 [7] . For example, weak access to reliable **sexual and reproductive health** information[8] 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[9], 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.

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[3] UNDP (2022): Afghanistan: Socio-Economic Outlook 2021-2022 (undp.org)

[4] 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)

[5] Afghanistan Multi-Dimensional Poverty Index (2016-2017). National Statistics and Information Agency (NSIA).

[6] 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 (MCPR) have remained low in Afghanistan at 17% since 2020.

[7] 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.

[8] Including information on sexual and reproductive health rights.

[9] 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.

- Afghanistan also faces historical pervasive **drug** problems, alongside the production of 85% of the world's opiates[10]. People who use drugs particularly women and children are at elevated risk of violence and are among 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 significant impact on **water supply and food security**, especially in rural areas[11] . 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[12]. **Energy** is also a growing concern as Afghanistan relies on more than 70% of electricity supplies imported from neighboring countries[13]. 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[14]. Heavy-handed community security under the *de facto* authorities and increasing activity of ISKP[15] 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[16] 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)[17]. 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

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[10] 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.

[11] Humanitarian Needs and Planned Response (2022) - HRP_2022_Summary_V03 copy (reliefweb.int)

[12] 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).

[13] 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 supplies accounts for approximately USD 90 million. For more details, see: Afghanistan Can't Pay Its Electricity Bills – The Diplomat. Accessed on 21 Jan 2022.

[14] 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)

[15] Islamic State of Khorasan Province. Attacks increased from 60 to over 300 attacks by November 2021. Afghanistan Humanitarian Response Plan (2022).

[16] 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.

[17] Guidance issued by the *de facto* 'Ministry of Propagation of Virtue' on 26 December 2021.

is now18 placed under the 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*"[18].

- Some 9.2 million people remain in some form of **displacement** in Afghanistan. Approximately one million Afghans have returned to the country from neighboring Iran and Pakistan in 2021 (a 36% increase compared to the same period in 2020)[19]. In 2021, displacement reached a record of almost 700,000 IDPs (80% being women and children).


## The context of the Eastern Region

The Eastern Region comprises Kunar, Laghman, Nuristan, and Nangarhar provinces, and is bordering Pakistan. The levels of security and access risks in the Eastern Region are high in several districts across all the provinces, however Kunar and Nangarhar are characterised by a higher number of districts with medium and lower security and access risks making them more accessible. However, given the fluidity of the situation after the August 15th power shift, the geographical targeting will need to be revisited as access conditions are extremely fluid.

The Eastern Region is vulnerable to natural hazards and man-made disasters dominated by seasonal floods, earthquakes, landslides, and droughts as well as conflicts which have caused significant displacement,



destruction of life and property, loss of livelihood and derailment of development initiatives. This has also created a fragile humanitarian situation as access to the population remains a challenge due to insecurity and remoteness of some rural areas[20].

Moreover, despite earlier poppy eradication successes, the illicit trade in opium has surged. In 2020 alone, farmers in the Eastern Region cultivated 3,543 hectares of land with poppy crops and produced 145 tons of opium[21]. Opium generates funding for insurgency groups in Afghanistan who profit from the trade, and the cultivation of opium also leaves a trail of social ills, damaged family structures, destroyed communities,

and a legacy of corruption in its wake.

Agricultural development needs across the Eastern Region include irrigation system improvement, access to financial services for farmers (credit), livestock breeding improvement and restocking, poultry subsector development, access to veterinary services, support to value addition (product processing), market linkages and post-harvest technology are some of the areas most needed to enhance agriculture output, and in extension address food insecurity challenges.[22]

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[18] Afghanistan Country focus. Country of Origin Information Report January 2022. European Union. European Asylum Support Office. [18] *Reporters Without Borders/RSF*: "We need international solidarity to prevent the extinction of Afghan journalism" https://rsf.org/en/news/morehttps://rsf.org/en/news/more-100-afghan-journalists-appeal-help-through-rsf100-afghan-journalists-appeal-help-through-rsf.

[19] 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/ December 2021.

[20] https://www.humanitarianresponse.info/en/operations/afghanistan/eastern-region. [21] Afghanistan Opium Survey report 2020.

| Population distribution and IPC st[21]atus across provinces in Eastern Region[23] | | | | | |
|---|---|---|---|---|---|
| Province | No. Districts | Area | Population (2021) | Population Density | No. of people in IPC Phase 4[22] |
| Kunar | 15 | 4,339 km$^2$ | 508,224 | 120/km$^2$ | 49,939 (10%) |
| Laghman | 5 | 3,842.6 km$^2$ | 502,148 | 130/km$^2$ | 49,349 (10%) |
| Nangarhar | 22 | 7,727 km$^2$ | 1,735,531 | 220/km$^2$ | 142,438 (10%) |
| Nuristan | 8 | 9,225.0 km$^2$ | 166,676 | 18/km$^2$ | 16,381 (10%) |
| **Totals** | **50** | **25,133.6 km$^2$** | **2,912,579** | | **258,107** |

The sustainable management of natural resources is critical to the livelihoods of the most vulnerable in the region, especially the Nangarhar and Nuristan provinces[23]. Illegal logging, increased losses in agriculture due to crop failure, livestock death, and lower productivity because of increased pests and diseases have together led to maladaptive coping strategies among communities. This has in extension been a driver for over-extraction and unsustainable natural resource use, which disrupts ecosystem processes, and results in the loss of long-term resilience to climate change. Also, in both provinces, in the absence of access to climate smart agriculture technologies, smallholder farmers have increasingly resorted to the production of opium poppies which are drought tolerant and highly marketable.

The COVID-19 pandemic has also affected the region, and as of January 2022 the Eastern Region has the second highest number of reported cases in the country, with Nangarhar being the province most affected[24]. The numbers are assumed to be underreported. Nangarhar has been identified as the top province with the highest out-flow of people since August 2021, with most IDPs fleeing from rural communities (77%).

## The challenge to be addressed: 'Problem Statement'[25]

Against the backdrop described above, this Joint Programme seeks to focus on the following challenge: *The basic human needs of vulnerable communities across the Eastern region of Afghanistan– including youth, women, and girls – are not being adequately addressed, following the acute deterioration in socio-economic conditions across the country. This challenge is manifested through, inter alia:*

(1) *Lack of access to adequate essential services and community infrastructure.*
(2) *Limited livelihoods and income-generating opportunities, especially for youth and women. The relatively large proportion of farmers that depend on the illicit production of poppy constitutes a particular challenge for the Eastern region – which is exacerbated by lack of alternative livelihood options.*

(3) *The Eastern region is vulnerable to the impact of climate shocks and to natural disasters – the distinctive seasonal weather patterns in the region call for well-tailored measures to sustain agricultural livelihoods and ensure resilience to natural disasters.*
(4) *Vulnerability to local disputes and limited access to justice; and exposure to discrimination based on gender and ethnicity.*

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[21] https://afghanag.ucdavis.edu/countryABADEI Strategy – Regions of Afghanistan-info/province/Nangarhar  .

[22] http://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1154300/?iso3=AFG.

[23] World Bank, "Managing Afghanistan's Rangelands and Forest Resources".

[24] https://reliefweb.int/report/afghanistan/covid-19-epidemiological-bulletin-afghanistan-epidemiological-week-4-23-29-jan

[25] 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. However, there are also regional nuances that are being reflected in this particular statement – which serve to highlight some of the specific challenges in the region.

*The illicit trade in opium has surged in the region, which has some of the highest incidences of drug use affected households in the country, highlighting the combined impact of poor livelihoods conditions, inadequate health services, and accessibility of drugs.*

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

## 3. Strategies, including lessons learned, relevant cross-cutting considerations and the proposed joint programme

**Background**

**The new United Nations Strategic Framework for Afghanistan 2023-2025 (UNSFA)** that launched in July 2023 has replaced **UN Transitional Engagement Framework (TEF)** and now represent 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 20th October 2021 to support UN joint programming in the provision of essential services and support to basic human needs. The Fund serves as an interagency 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 Multi-Partner Trust Fund (MPTF) based on **UNDP's ABADEI strategy** which is the foundation for the programmatic strategy of STFA and its participating United Nations Organizations (PUNOs)[26]. The ABADEI strategy has 4 thematic windows:

1. Provision of essential services.
2. Community Livelihoods and local economic activities.
3. Disaster and climate resilient response.
4. Community planning 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 and, following decision of the STFA Steering Committee, eight full-fledge programmes for each of the region in Afghanistan will be implemented based on their contexts and priority needs to contribute to UNSFA outcomes 1, 2 and 3.

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

This UN Joint Programme for the Eastern Region (2022-2025) is part of the eight regional joint programme under the STFA/ABADEI Strategy contributing to the UN Transitional Engagement Framework. It is a result of a comprehensive consultation process among PUNOs which included several meetings within the STFA Technical Working Groups and a 2-day Workshop for the definition of common principles, guidelines and methods for gender mainstreaming, human rights-based approach, risk management, monitoring, and evaluation (M&E). Regular updates were also provided to the donor's community and recommendation 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 Eastern 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

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[26] As of January 2022, 14 UN organizations have concluded the Memorandum of Understanding for the STFA: UNDP, ILO, UNODC, IOM, UNWOMEN, UNESCO, UNFPA, UN-HABITAT, UNIDO, FAO, ITC, UNCTAD, UNHCR and UNOPS.

August 2021. Acknowledging that available in-depth analysis and assessments on the impact following the recent changes in the Eastern region is 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 the four thematic windows of the ABADEI strategy, PUNOs expect to deliver the following outputs through this joint programme in the Eastern Region:

- 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.

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

PUNOs will support communities to have access to essential services and infrastructure in the Eastern Region. Health, energy, and agriculture are the main sectoral priority needs identified under this output for the region and will be complemented by investments in other essential services such as WASH (Water Sanitation and Hygiene) and education infrastructure, among others. PUNOs will provide immediate assistance through the provision of a basic package of health services while building new, rehabilitating existing and enabling community-based health centers/houses, health facilities and hospitals in rural and urban areas. Moreover, PUNOs will provide opportunity to women and girls from community to enroll into midwifery education to enable them to provide essential maternal and reproductive health services to their own community, as part of sustainability and employment opportunity. Health essential services also include effective prevention and response to COVID-19, care, and treatment for people with chronic and infectious diseases and women/adolescent's reproductive health including integrated psychosocial and mental health support services[27].

It is important to highlight that the health services to be supported under Output 1 of this Joint Programmes are complementary to, and address gaps not covered by, other ongoing health-sector initiatives, such as Sehatmandi[28]. In the education sector, the focus of the Regional Joint Programme will be on education data management[29]. It will help 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[33].

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[27] 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.

[28] For 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). Note that the STFA health interventions will be supporting existing gaps at lower-level health facilities, covering support such as provision of Rapid Diagnostic Tests (RDT) for malaria at these lower-level health facilities as the provision of RDTs in these facilities remain outside the purview of *Sehatmandi* project.

[29] 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. [33] Such as UNICEF (as of April 2022)

To provide equitable education services a temporary education data management is required to be established. This education data management system will be a complementary system to the formal education management information system (EMIS) based at the Ministry of Education and other education sub-sector institutions.

To address food insecurity and ease local economic disruption, PUNOs will revitalize the economic value chain for conducive agricultural activities through the construction or rehabilitation of degraded pasture and agriculture land, as well as construction and rehabilitation of roads, bridges, marketplaces, boreholes, and irrigation systems. Communities will also acquire new knowledge, assets, and tools to improve their production and management capacity for sustainable and resilient livelihoods and profitable agri-businesses. PUNOs will also provide energy solutions, including solar power for community infrastructure, basic services facilities, local businesses, and households.

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 (Internally Displaced Persons), 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) may also be used to determine priority beneficiaries.

To avoid any risk for duplication of efforts and waste of resources, all implementing partners engaged in the provision of essential services in Eastern Region will ensure regular coordination and communication to promote synergies and complementarity of interventions. To the extent possible this coordination will be achieved through regular cluster coordination meetings while ad hoc consultations will be promoted when and as the need may arise in each thematic area.

**Output 2 – Livelihoods, businesses and the local economy are able to recover, more sustainably, 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 build enabling foundation for sustainable livelihoods, including agro/livestock-based enterprises and businesses. PUNOs will identify participants for cash-based interventions (CBI) for economic recovery in all provinces of the Eastern Region. Three types of CBI 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 household; widowed women; people with disability; and elders.
- Cash for Work (CfW): for unemployed women and men-headed (ensuring equal pay for equal work) household with particular focus on youth.
- Cash for Markets (CfM): with focus on women and youth to support small and medium business (both formal and informal) with particular focus on women-led business and community-owned social enterprises.

The participants will be identified and engaged in CBI 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, inputs, assets, and tools and will acquire new knowledge through a range of trainings covering from extremely basic literacy to technical and vocational skills and techniques for sustainable livelihoods and increased productivity. CfW and CfM participants will also learn means to improve marketing in the value chain and explore opportunities for expanding including across the borders where appropriate. PUNOs will conduct market assessments and value chain studies that can support CBI, community infrastructure development and resilient local economies.

A plural and representative group of people will be selected for CBI including IDPs (Internally Displaced Persons), returnees, host community members and minorities. Additionally, for CfM, participants running small/medium businesses with potential for scale and community benefit will be prioritized. For the selection of participants and priority community work, PUNOs will adopt a strong 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[30] 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.

Aid for Trade project of STFA/ABADEI strategy initiative's focus is on Trade promotion and support private sectors, especially micro, small, and medium sized enterprises (MSMEs) to survive from current economic catastrophe as well as increase the job opportunities nationally. Thus, PUNOs plan to manage capacity building sessions for SMEs in all 8 regions aligned with the ABADEI strategy to ensure that program activities continue to improve status of trade, enhance job opportunity for men, women through launching capacity building sessions.

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.' Such working group will also seek to 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 seek to 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 gaining 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 Eastern region. They will assist communities to improve their capacity to mitigate the impact and recover quickly from disasters, increase their access to renewable energy, 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 droughts and floods. These systems include self-help coping mechanisms for early recovery and a minimum set of tools and equipment that are manageable by the own communities. Famers, 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, including animal health management and restocking coupled with breed improvements. 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 resources management, soil erosion control, and regenerative agriculture and livestock practices, while ensuring such support is gender responsive. 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 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 the own communities through cash for work and other relevant CBI consistent with the approach outlined in output 2 above.

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[30] Detailed description of principles and approaches is provided below.

**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.**

Strengthening human rights is both a cross-cutting principled approach and an 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, 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 diverse groups and social constructs in the Eastern Region.

PUNOs will reinforce and bolster social cohesion and reconciliation with the involvement of the communities and other local stakeholders. Using a community-based needs-based approach and working with civil society organizations, PUNOs will strengthen access to justice using formal and informal mechanisms. Positive customary and traditional practices for conflict resolutions will be strengthened. PUNOs will also promote community dialogue and engagement to prevent conflict, radicalization, and violent extremism (PVE - Prevention of Violent Extremism) particularly focused on youth at the local level. Dialogue platforms and networks will be enhanced with participation of women, youth, community leaders such as religious, traditional, and tribal elders, IDPs, returnees and minority groups. PUNOs will leverage on existing peacebuilding structures including through Community Development Councils (CDC) and peace committees or, where appropriate, will 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 15th August with movement restrictions, increasing violence, limited access to information and services, and loss of income due to the new regulations of the DFA (Defacto Authority).

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, legal awareness and assistance, 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, the conflict sensitivity and the 'do no harm' approaches elaborated in the respective sections of this programme. Under this output, PUNOs will 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, conflictsensitive reporting, and educational broadcasting.

Necessary inductions and orientations will be conducted to the partners and implementing agencies on the key elements of do no harm and encourage to conduct context analysis to better analyze the risks and develop contingency plans if needed.

The PUNOs will establish and implement the grievance handling system and conduct continue dialogues with the beneficiaries and communities at the ground. **Expected beneficiaries and geographical targeting.**

The programme aims to reach approximately 2,500,000 (direct and indirect) beneficiaries across all four provinces of the Eastern Region: Kunar, Laghman, Nangarhar and Nuristan. It is expected that approximately 40% of beneficiaries will be female. 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 contextual situation of access, footprint, and capacity of PUNOs and implementing partners to provide effective support. Reports by the OCHA-led Operations Coordination team (OCT)[31] may also be used to determine priority beneficiaries. 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 for 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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[31] OCT includes more than 20 partners that provide periodic and verified databases on people requiring assistance on the ground. [36] According to the approved ABADEI Strategy and the STFA Terms of Reference.

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)[35] may also be used to determine priority beneficiaries.

Given the quite 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 provisions, food security, in and outflows of people on the move, among others. Specific criteria for the selection of beneficiaries will be tailored according to the best approach on the ground and objectives of the activities such as for cash-based interventions presented under output 2 above.

**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[36] 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 regarding (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.
- UN's support will be provided where there are substantial grounds for believing there is a real risk of the receiving entities committing grave violations of international humanitarian, human rights.
- For the same reasons, if the PUNOs receives reliable information that provides substantial grounds to believe that a recipient of United Nations support is committing grave violations of international humanitarian, human rights, the UN entity providing such support must intervene with the relevant authorities with a view to bringing those violations to an end.
- 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[32]. PUNOs will ensure these principles are mainstreamed and will request implementing partners to provide strong management strategies in this regard to avoid dis-benefits. The programme also complies with effective UN Security Resolutions and relevant sanctions imposed by UN and other duly recognized authorities by the UN.

This joint programme materializes the humanitarian-development-peace (HDP) nexus in concrete benefits to the communities 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, with the Humanitarian Country Team including 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).

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[32] 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 adaption 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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### 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.

**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.

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## 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 enjoyment of human rights. The programme will focus on 'leaving no one behind' and 'reaching those furthest behind first.' Activities will aim the most vulnerable people 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 assessment where appropriate to identify the most needed people for cash-based interventions (CBI).

Human rights will be put up front 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. Conflict sensitivity and 'do no harm' approaches will be streamlined as part of the programmes' HRBA. Complaints Redressal Mechanism and Preventing Sexual Exploitation and Abuse (PSEA) are also embedded in such approach (see sections below for more details).

The UN and implementing partners will identify, monitor, and mitigate contextual threats that may arise from their presence to avoid causing harm to communities. Beyond protection, the programme aims to empower people to claim their rights and promote civic participation in community planning, decision-making and dispute resolution.

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 conflict sensitivity and human rights due diligence according to their corporate policies when engaging with communities and stakeholders.

Furthermore, the monitoring and evaluation frameworks will be analyzed, and indicators and targets will be updated from the human rights lens. Necessary indicators and targets will be outlined to better integrate human rights.

**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 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 understand 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 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 the implementation 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, such as education and health. Furthermore, female staff will be deployed 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 Eastern 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.

Specifically, 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 Eastern 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 perceptions will be a specific component of such surveys to identify gaps and verify improvements regarding security and social cohesion with a gender lens.

Drawing upon the gender analysis, the design of activities of PUNOs at field level and targeting will seek to address the differential needs of women and men– as well 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.

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**Adhering to the guiding principles**

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

Against this foundational backdrop, in practice, different interpretations of what constitutes 'cultural sensitivity' and 'compliance 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 adhered to, 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 and when different interpretations might be, or seem to be, at conflict.

For instance, the participation of women in communities' decision-making will be a principle that field mangers will be asked to consistently adhere to/advocate for – proactively establishing appropriate venues 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 if required – who might then engage in consultations or dialogues to address the issues. 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 TFF

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Considering the 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 will 'make a significant contribution to gender equality and/or the empowerment of women (mainstreamed)'.

More than 30% of the total budget is allocated to interventions that directly contribute to GEWE (See Annex 2. Gender Marker Tracking Table). 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 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 also 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 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 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 in light of 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, involve in the design, and select local women to enroll in midwifery school.

Cash-based interventions (CBI) will be mainstreamed through 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 through toll-free helplines – that are being used by PUNOs and which can be leveraged for the purposes of this

joint programme[33]. 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.

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 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[34].

Each PUNO's internal compliance and oversight mechanisms[40] 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[35] 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.

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[33] See Awaaz.org

[34] For more detailed information please see:
https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/psea_interganecy_sops_july_2020.pdf [40] 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.

[35] For instance, IOM's "PLACES" methodology and tools; ILO-UNHCR market systems analyses (MSA) and rapid market appraisals (RMA); UNDP's AIMS platform (under development), etc.

**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. Based on the accumulate experience of the PUNOs and the early findings during the implementation of the 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, interconnected humanitarian needs and challenges to the sustainability of their wellbeing, which must be addressed through integrated action enabling the HDP nexus. The provision of humanitarian relief, such as food and non-food items, health services and emergency livelihoods 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 action of all PUNOs based on a multi-sectoral evidence-base at all scales of intervention, including the local/ settlement level as well as the strategic/ 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, the activities can also increase tensions within and between communities. To prevent unintended negative effects, multi-sectoral participatory assessments should be conducted with beneficiaries before intervention. 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 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 create community resilience to build forward better for development. 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 the programme implementation. Security unrest due to projected economic "total breakdown" and competition over scarce resources are threats for food security and livelihoods which may generate further instability and hinder social cohesion. Frequent climate shocks and severe weather conditions are also permanent risks for livelihoods, business, and fragile community infrastructures in the Eastern Region of Afghanistan.

Insufficient liquidity in local currency and price volatility (fluctuations) may also compromise cash injection and the provision of decentralized essential services in communities. There may be limited stocks of livelihood products and assets in the local market; speculative activities might prevail; and significant fluctuations in demand 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 the programme's risk management mechanisms and systems put in place for implementation.

The Regional Joint Programme will indeed adopt a 'three-line-of-defence' model to counter 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 jointly by 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., UNDP's Office 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 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 unprecedent 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 joint work plans defined and approved prior to implementation, based on their comparative advantages.

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 - 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 also be used to mitigate this potential risk.

Underpinning assumptions are that the current political and security situation will remain 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 in 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):

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, 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 (UNSFA outcome 1); and
- social investments and community-led systems [including for resilient livelihoods and social cohesion] will be preserved (UNSFA outcome 2 & 3).

To enable this results chain, PUNOs will jointly deliver key strategic outputs and activities[36] as follows:

**Output 1 - Essential services[37] 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[44] 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; mental & psychosocial support, such as counselling services to GBV[38] victims.

1.2 Rehabilitate/build critical infrastructure for essential services (including health facilities[39], water, sanitation and solid waste management and energy 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[40].

1.4 Provide support for food security and agricultural activities through extension services[41], 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.

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[36] 42 Both the outputs and 'umbrella' activities are presented at a strategic level in the Results Framework, as joint ('high level') UN outputs/interventions and are consistent with the high-level results framework which is presented in other STFA regional joint programmes. The workplan provides more details about the types of interventions to be carried out by the respective UN organizations in the region. Upon the

finalization and signature of the Regional JP, more granularity on the specific activities to be implemented by the respective PUNO in the region, under the joint outputs and joint ('umbrella' activities), will also be provided as part of the resource allocation process, which will be subject to a (second) cycle of review/approval by the TCWG/SC.

[37] *Essential services*: while there is no commonly agreed definition of "essential services", for the purpose of this 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. [44] This joint programme activity can include, inter alia, (i) direct delivery of health services and/or (ii) support to third-party providers through capacity building interventions and provision of essential health commodities and supplies.

[38] Gender-based violence.

[39] Including community health facilities, such as Family Health Houses.

[40] 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..

[41] Such as provision of agricultural tools and inputs to small farmers, etc.

1.5      Provide sustainable/renewable energy solutions, including solar power, for community infrastructure[42], for local businesses and for vulnerable households, to benefit women and men.

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[43].

**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, in particular to 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[44].

2.3.     Provide asset support (financial, physical and/or technical[45]) to micro, small and medium-sized enterprises (formal and informal sectors) with particular focus on women-led business and community owned social enterprises, with a view to stimulating decent employment opportunities for women and men[46].

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[47]; (ii) joint data management; joint studies and assessments; (iv) joint monitoring and evaluation; (v) joint visibility and communication activities.

**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 [48] 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 [49] and to mitigating the severity of environmental shocks/natural disasters (such as floods) - ensuring such support is gender-responsive.

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[42] Such as community basic service facilities.

[43] This activity will be coordinated with relevant activities under outputs 2, 3 and 4 – 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.).

[44] 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.

[45] Technical support to develop human capital – such as business skills training ('Start your Business', 'Expand your Business'); 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.

[46] 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.

[47] This activity will be informed by activity 4.1(ii).

[48] 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.

[49] Nature based solutions include measures such has 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 including water reservoir and water harvesting infrastructure, restoration of kareez and other surface irrigation systems, portable water tanks and solar water pumps.

3.3. Provide farmers/herders (both women and men) with asset support (financial, physical and/or technical[50]) and/or critical inputs on climate-smart agriculture and livestock management techniques[51].

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[59].

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.

**Output 4 – Social cohesion, respect for human rights[60] – 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[52] (engaging both women and men) – with a view to strengthening capacities for 'bottom-up' solutions[53].
(ii) engagement with, inter alia, community-based organizations, traditional/religious leaders, women, and youth through existing/new dialogue platforms/networks [54] – to inform advocacy and sensitization campaigns to promote human rights [55] 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) [56] and greater awareness and advocacy against gender-based discrimination and GBV at all levels of the community[57].

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 [58] , and engaging with religious and scholars and academics (sharia law), independent legal practitioners and civil society organizations.

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[50] 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 capacity building/training.

[51] This intervention will also encompass measures to strengthen pest and disease control and enhance productivity (agricultural yields per Ha). [59] 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.

[60] '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.).

[52] 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.

[53] This activity can also entail the use of low-value grants to contribute to demonstrate the tangible impact of consensus-building through the implementation of community plans.

[54] Including through the leveraging of customary/traditional best practices in partnership with CSOs.

[55] 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.

[56] 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.

[57] Including through rapid gender appraisals to identify and prioritize GEWE interventions that address the needs of women at local levels.

[58] This intervention might include formal and informal mechanisms like the legal defense lawyers and CSOs to provide legal aid services to communities in counselling, documentation and representation particularly the vulnerable women and men - and to raise awareness and advocate for social cohesion and reconciliation. Under the informal mechanisms, PUNOs will support the jirga's (community dispute councils) and the religious ulema councils and CSOs in the provinces to engage with the community similarly to build social cohesion and community resilience. [68] Including rights pertaining to freedom of speech.

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[68] and human security; and conflict prevention.

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[59].

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[59] Such priorities to inform interventions under Outputs 1, 2, and 3.

## Table 1: Results Framework

**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.

| Joint Programme Outputs [60] | PUNO | Implementing Partner(s) [61] | Joint Programme Activity | Indicative budget (US$) | | |
|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Total |
| **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 Indicators_[62] Cross-cutting[63] 1a. Number of people that have benefited from UN-supported essential services and/or new/rehabilitated | FAO ILO IOM UNCTAD UNDP UNESCO UNFPA UN HABITAT UNHCR UNODC | Afghanistan Centre for Training and Development, Agency for Assistance and Development of Afghanistan, Assistance for Health Education and Development, Assistance for Health Education and Development, BRAC Afghanistan, Health Care and Social Development Organization, Health Net | 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[64], mental & psychosocial support, such as counselling services to GBV victims. | 10,554,133 | 15,831,200 | 26,385,333 |

60 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.
61 Subject to confirmation, following due vetting processes.
62 Please note that indicators in this Regional JP are at Joint Output level, not at activity level. Targets are indicative: they are based on past programmatic experience and existing organizational capacities - but they can be adjusted to reflect evolving needs, following field-level baselines and community consultations during the first quarter of implementation (with reference to enabling activities 1.6, 2.4, 3.5 and 4.5.).
63 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 the reporting. This indicator is complemented by other (sectoral) indicators listed below. PUNOs will also be able to report on PUNO-specific targets in the narrative sections of progress reports.
64 By way of example, one of the interventions to be rolled out under this umbrella activity is the Community Midwifery Education (CME) programme

| | UN WOMEN | International TPO, Integrity Watch Afghanistan, International Medical Corps, Medical Management and | | | |
|---|---|---|---|---|---|
| infrastructure, disaggregated by type of service and/or infrastructure and sex (direct and indirect beneficiaries). Baseline: 0; | | | | | |
| Health | | Research Courses Afghanistan, Organization for Research and Community Development, Organization for the Health Promotion and Management, Organization of Technical Cooperation for Community Development, Premiere Urgence- Aide Medical International, Roots of Peace, Shahamat Health and Rehabilitation Organization, Swedish Committee for Afghanistan. | | | |
| Indicative target: 2,500,000 | | | | | |
| 1b. Number of people that have benefited from UN-supported maternal/reproductive health care services (health). Baseline: 0; Indicative target: 174,000 | | 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. | 1,800,000 | 2,700,000 | 4,500,000 |
| 1c. Number of people that have benefited from drug-treatment, drug rehabilitation services (health) Baseline: 0 Indicative target: 30,000 | | 1.3. Support the provision of educational services for vulnerable groups, particularly in the form of vocational education for women and men. | 160,000 | 240,000 | 400,000 |
| 1d. Number of functional, UN supported, facilities providing basic health assistance (including basic health assistance services for women and girls)[65] Baseline: 0 Indicative target: 58 | | 1.4. Provide support for food security and agricultural activities through extension services; 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. | 6,688,000 | 10,032,000 | 16,720,000 |
| 1e. Number of COVID-kits distributed to health centers/clinics Baseline: 0; Indicative target > 35,000 | | | 760,000 | 1,140,000 | 1,900,000 |
| Education 1f. Number of individuals, including adolescent girls and women, who benefit from educational services (such as basic) | | 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. | | | |

[65] 73 Including Family Health Houses.

## JOINT PROGRAMME DOCUMENT

| Joint Programme Outputs | PUNO | Implementing Partner(s)[70] | Joint Programme Activity | Indicative budget (US$) | | |
|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Total |
| general literacy and vocational education programmes) – (at least 50% female)<br>   Baseline: 0;<br>   Indicative target: 40,000 (70% female)<br><br>Agriculture<br><br>1g. Has of rehabilitated and/or newly irrigated land for agricultural activities<br>   Baseline: 0;<br>   Indicative target: 2,000<br><br>Cross-cutting<br><br>1h.   Percentage   of   target beneficiaries satisfied with the quality of   UN   supported   services, disaggregated by type of service and sex[66]<br>   Baseline: 0<br>   Indicative target: 80%<br><br>Renewable energy<br><br>1i. Number of people that benefit from community infrastructure/ facilities equipped with new, sustainable, energy solutions (direct and indirect beneficiaries)<br>   Baseline: 0;<br>   Indicative target: 135,000 (tbc)<br><br>1j. Number of Km of rehabilitated and/or maintained rural roads and/or # irrigation        systems<br>   Baseline: 0;<br>   Indicative target: 330 Km (tbc) | | | 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[67]; (iii) joint monitoring and evaluation; (iv) joint visibility and communications. | 920,000 | 1,380,000 | 2,300,000 |

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[66] Percentage to be estimated through random sampling.

[67] This umbrella activity will also entail the production of analytical reports on the state of education.

## JOINT PROGRAMME DOCUMENT

| Joint Programme Outputs | PUNO | Implementing Partner(s)[70] | Joint Programme Activity | Indicative budget (US$) | | |
|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Total |
| | | | **Sub-total Output 1** | **20,882,133** | **31,323,200** | **52,205,333** |
| **Output 2. Livelihoods, income generating activities, businesses and trade are more sustainable and resilient to instability.**<br><br>Output Indicators<br><br>UCT[68]<br><br>2a. Number of people who benefited from UCT (at least 80% women)<br>  Baseline: 0<br>    Indicative target: >25,000<br><br>Employment<br><br>2b. Number of people who have benefited from newly created income generation opportunities, disaggregated by sex, age and province<br>  Baseline: 0<br>    Indicative target: >300,000<br><br>2b.1. Number of people who have benefited from productive employment[69] through CfW schemes (at least 30% women; 50% youth)<br>  Baseline: 0 | FAO<br>ILO<br>IOM<br>UNCTAD<br>UNDP<br>UNFPA<br>UN HABITAT<br>UNHCR<br>UN WOMEN | Agency for Assistance and Development of Afghanistan, HealthNet TPO, Organization for Research and Community Development. | 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. | 2,635,666 | 3,953,498 | 6,589,164 |
| | | | 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. | 8,823,423 | 13,235,134 | 22,058,557 |
| | | | 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. | 10,527,531 | 15,791,297 | 26,318,828 |

[68] Unconditional cash transfers.
[69] 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.

## JOINT PROGRAMME DOCUMENT

| Joint Programme Outputs | PUNO | Implementing Partner(s)[70] | Joint Programme Activity | Indicative budget (US$) | | |
|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Total |
| Indicative target: 150,000<br>2d. % of people with disabilities (PWD) that have benefited from newly created income-generation opportunities<br>  Baseline: 0<br>  Indicative target: 2%<br>2e. % of newly employed people that have benefited from Occupational Safety and Health (OSH) measures.<br>  Baseline:<br>  Indicative target: 100%<br><br>MSME support<br><br>2f. Number of MSMEs that benefit through financial capital support, training[70] and/or other forms of asset support, disaggregated by women-led and men-led MSMEs<br>  Baseline: 0<br>  Indicative target: >10,000<br><br>Cross-cutting<br><br>2g. Proportion of beneficiaries who confirm sustained or improved livelihoods because of programme supported activities (random sampling)<br>  Baseline: 0<br>  Indicative target: 80% | | | 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. | 502,020 | 753,031 | 1,255,051 |
| **Sub-total Output 2** | | | | **22,488,640** | **33,732,960** | **56,221,600** |

[70] Including aid for trade project capacity building sessions.

| Joint Programme Outputs | PUNO | Implementing Partner(s)[70] | Joint Programme Activity | Indicative budget (US$) | | |
|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Total |
| **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** | FAO IOM UNDP UNHCR UNHABITAT UNESCO | | 3.1. Support community early warning systems and other preparedness mechanisms to help address the risks of climate shocks and natural disasters, with meaningful engagement of women and men. | 840,000 | 1,260,000 | 2,100,000 |
| Output Indicators<br>Early warning systems<br>3a. Number of districts with functional early warning systems and other preparedness mechanisms for climate shocks and natural disasters<br>Baseline: 0<br>Indicative target: 64 | | | 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. | 7,040,000 | 10,560,000 | 17,600,000 |
| Other preparedness measures<br>3.b. Number of people who acquired knowledge and skills on disaster preparedness and climate-resilient livelihoods (at least 30% women)<br>Baseline: 0<br>Indicative target: 12,000 | | | 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. | 2,192,000 | 3,288,000 | 5,480,000 |
| Climate-smart agriculture<br>3c. Number of farmers who benefited from training and assets for improved, climate-smart, agriculture (at least 30% women) | | | 3.4. Facilitate local, community-led, recovery efforts, in response to environmental shocks/natural disasters, through the roll-out of buildback-better approaches at local level. | 328,000 | 492,000 | 820,000 |

| Joint Programme Outputs | PUNO | Implementing Partner(s)[70] | Joint Programme Activity | Indicative budget (US$) | | |
|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Total |
| Baseline: 0<br>Indicative target: 25,000<br><br>Disaster-resilient infrastructure and nature-based solutions<br><br>3d. Number of people that benefit from rehabilitated and/or newly constructed disaster-resilient community infrastructure and nature-based solutions<br>Baseline: 0<br>Indicative target: 253,000<br><br>3e. Hectares of land restored, regenerated to absorb environmental stress and climate shocks<br>Baseline: 0<br>Indicative target: 3,600 | | | 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 both women and men); (ii) joint data-management; joint studies and assessments; (iv) joint monitoring and evaluation; (v) joint visibility and communication activities. | 477,562 | 716,342 | 1,193,904 |
| | | | **Sub-total Output 3** | **10,877,562** | **16,316,342** | **27,193,904** |
| **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.**<br><br>*Output Indicators*<br><br>CSO-CBO capacities/Community Planning<br><br>4a Number of CBOs/CSOs with improved capacity for participatory and inclusive community planning (at least 20% women-led)<br>Baseline: 0<br>Indicative target: >25 | | Afghanistan Independent Bar Association | 4.1. Support social cohesion, reconciliation, and conflict prevention through:<br><br>(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.<br><br>(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. | 885,280 | 1,327,920 | 2,213,200 |

## JOINT PROGRAMME DOCUMENT

| Joint Programme Outputs | PUNO | Implementing Partner(s)[70] | Joint Programme Activity | Indicative budget (US$) | | |
|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Total |
| Human rights, access to justice | | | 4.2. Promote the fulfillment of the rights of women and girls; the prioritization of gender equality and women's empowerment (GEWE) and greater awareness and advocacy against gender-based discrimination and GBV at all levels of the community. | 34,240 | 51,360 | 85,600 |
| 4b. Number of people with better awareness about human rights[71], social cohesion and conflict prevention (at least 50% women) Baseline: 0 Indicative target: >20,000 | | | | | | |
| 4c. Number of districts with counselling and legal aid services. Baseline: 0 Indicative target > 16 | | | 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[72]. | 1,578,342 | 2,367,512 | 3,945,854 |
| 4d. Proportion of target beneficiaries* that perceive improved access to legal aid at local level (sample-based) Baseline: 0 Indicative target: 80% | | | 4.4. Support capacity-building of civil society organizations (CSOs), community-based organizations (CBOs), local media organizations[73], women and youth groups as key players for local development; human rights and human security; and conflict prevention. | 3,280,000 | 4,920,000 | 8,200,000 |
| Sense of security 4f. Proportion of people in target areas who perceive that security situation has improved, disaggregated by gender (random sampling) Baseline: 0 Indicative target: 80% increase | | | | | | |

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[71] Including economic, social and cultural rights.

[72] 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.

[73] 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"

| Joint Programme Outputs | PUNO | Implementing Partner(s)[70] | Joint Programme Activity | Indicative budget (US$) | | |
|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Total |
| Gender<br>4g. Proportion of women in target areas that perceive benefits from measures addressing gender-based discrimination and GBV (including preventive measures)<br>Baseline: 0<br>Indicative target:70% | | | 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. | 248,000 | 372,000 | 620,000 |
| | | | Sub-total Output 4 | 6,025,862 | 9,038,792 | 15,064,654 |
| | | | TOTAL | 60,274,196 | 90,411,294 | 150,685,491 |
| | | | Programme Cost | 55,770,277 | 83,655,416 | 139,425,693 |
| | | | GMS (7%) | 3,903,919 | 5,855,879 | 9,759,798 |
| | | | AA Fee (1%) | 600,000 | 900,000 | 1,500,000 |

## 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[74], provides oversight and exercises overall accountability of STFA. It approves funding priorities and periodic progress reports for this joint programmes. 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 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 the 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 (Multi Partner Trust Fund Office)). 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 fiscal responsibility and accountability for the funds disbursed by the Administrative Agent.

The governance structure is reflected below[75]:

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74 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.

75 For detailed description of the STFA governance structure, bodies and responsibilities, please refer to the approved ToRs of the STFA.

**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 Eastern region comprises 02 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 anytime as appropriate (i.e., following SC decision on funds allocation).

- **Regional-level:** Building on central-level planning and local context, PUNOs and implementing partners coordinate efforts for preparation on the ground. 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 PUNO's programming. Regional-level coordination meetings are facilitated by one of the PUNOs (lead agency) monthly in each of the four provinces in the Eastern Region. The leading role will be rotational among PUNOs and will be appointed by consensus according to their comparative advantage to coordinate the programmatic and operations needs in the specific context.

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 7.

## 7. Fund Management Arrangements

STFA is administered by the UNDP Multi-Partner Trust Fund Office (MPTF Office), acting as the Administrative Agent. The below description of the responsibilities of the Administrative Agent is based on the UNDG (United Nations Development Group) "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 SFTA 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 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 (Country Program Action Plan) 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 stablished, 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**

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.

**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 to identify areas for improvement for effective programme implementation.
- 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 organisations.
- support evidence-based programming including through common M&E platforms, GIS (Geospatial Imagery Service) 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, with the support of a Third-Party Monitor (detailed below), will also conduct additional monitoring and evaluations, alongside randomized spot checks and primary data collection in collaboration with the PUNOs.
- ✦ **Integrated Risk Management Unit (IRMU):** provide 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.
- **IOM's Displacement Tracking Matrix (DTM):** which regularly gathers and analyzes data and information on mobility, vulnerabilities, and needs of displaced and mobile populations at local level.

- **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 Eastern 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 ABADEI strategy.

- **Third-party Monitoring:** At the PUNO level, TPM (Third Party Monitoring) will be utilized to supplement other existing M&E tools especially in areas where the security situation deteriorates or are extremely hard-to-reach. At STFA/TFMU level, the TPM mechanism will be embedded as an inherent additional layer of oversight and assurance – providing independent verification of programme 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). PUNOs can also carry out spot checks as an internal means of course correction.

## 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.

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 province (and when necessary) | PUNOs (programme) |
| Mid-term evaluation* | TFMU through the UN Risk Management Team | 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 midterm review will be warranted 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 donors' community must have a strong risk management system is 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 approach. The 03 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:<br><br>- Programme Management unit.<br>- RBMs.<br>- Procurement unit.<br>- Finance unit. | - UNDP Afghanistan Country Office Management Team.<br>- Integrated Risk Management Unit.<br>- UN Due Diligence Working Group. | - 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.

## 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:

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**SECTION 6**
**UN Coordination Mechanisms**

**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 Eastern 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[76].

**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 *Kareez*, irrigation and other surface irrigation systems. FAO will provide assets, inputs, equipment to improve productivity and management capacity of smallholder farmers, including herders, for establishment and running of sustainable, resilient, and profitable agri-businesses. A set of interventions will focus on providing support to agriculture livelihoods diversification, including but not limited to the following areas – apiculture, mushroom cultivation, herbs/herbal/medicinal crops' cultivation, polyhouse, and greenhouse establishment, strengthening livestock productivity and processing / value addition of livestock products, and backyard poultry cultivation. All these interventions will include 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 focus will be on women headed households/ persons with disability/ elderly. FAO will support smallholder farmers, herders, and community members to establish early warning systems to undertake anticipatory actions and mitigate the impact of climate shocks and disasters such as droughts and floods. FAO 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. FAO will work in all provinces of the Eastern 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 support projects to improve infrastructure including health facilities and services (incl. COVID-19), basic renewable energy services, WASH infrastructure, schools, roads, and bridges. IOM will contribute to rehabilitating productive infrastructure (incl. greenhouses, irrigation canals, marketplaces, and access roads) with a view to strengthen local economies, livelihoods, and food security. IOM will facilitate the creation and safeguarding of

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[76] This considers only PUNOs that have signed MoU with the Administrative Agent (MPTFO) to participate in the STFA as of April 2022.

immediate and longer-term livelihoods and economic development opportunities by supporting local enterprises, as well as through Cash-for-Work and Cash-for-Market initiatives. Through IOM's Enterprise Development Fund, business development support will be provided to SMEs with a focus on supporting women-run businesses, asset replacement and safeguarding of employment for existing businesses. Existing SMEs with the potential and the willingness to create and offer decent employment to vulnerable groups, especially women, youth, ethnic minorities, and displaced populations, are prioritized. Furthermore, IOM will offer business start-up and development support to women, youth, displaced populations and recently returned migrants. Enterprises that enhance cross-border trade, labor-intensive value chains within the country and/or contribute to a circular economy will be prioritized. IOM will deliver disaster risk reduction/ management (DRR/M) projects with the goal of improving the preparedness of vulnerable populations living in disaster-prone areas. Activities will focus on small scale DRM (Disaster Risk Management) infrastructure and irrigation system construction, as well as community level capacity building on disaster risk management and the management of early warning systems. Emphasis will be placed on climate-smart systems and nature-based solutions through the restoration of ecosystems. To promote social cohesion, IOM will actively engage a representative group of community members, existing community groups and local village management structures (e.g., Community Development Councils) in the identification of the issues a community is facing, their root causes as well as contextually appropriate solutions to address them. Focus will be placed on the inclusion of vulnerable, marginalized, and oppressed groups. The process of allowing various social groups to meet at eye-level and discuss a way forward for their communities, as well as the resulting Action Plans will contribute to building community resilience and a shared sense of belonging. Social cohesion activities will also include the rehabilitation or repair of community infrastructure and spaces that encourage shared use, communal interaction, and promote social cohesion. 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. The Provincial Profiles will identify the most pressing needs, basic service distributions and coverage, natural hazards, and disaster risks at the level of settlement clusters.

**UNCTAD** will build on its Aid for Trade initiative focused on trade promotion and support to private sector for Micro, small and medium enterprises (MSMEs) to survive from the current economic catastrophe while increasing job opportunities nationally. UNCTAD will deliver capacity building sessions for MSMEs aligned with the ABADEI strategy to ensure that program activities continue to improve the status of trade and enhance job opportunity for men and women. Specifically, UNCTAD will provide capacity building on 'Start and Improve your Business (SIYB)' approach through midterm training sessions with 04 flagship packages: Generate Your Business Idea (GYBI), Start Your Business (SYB), Improve Your Business (IYB) and Expand Your Business (EYB). UNCTAD will also provide 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 businesses to manage their market research effectively. UNCTAD will focus its capacity-building activities and will expand the scope progressively to other provinces. Moreover, the activities will facilitate the importation of medicines and medical equipment as part of the COVID-19 response and import of basic needs of vulnerable people through the ASYREC system.

**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 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 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 legal awareness and assistance, alternative dispute resolution mechanisms,

capacity building support to the community mediators, establishing the referral systems to provide holistic legal aid services and support for the protection of human rights, in particular, for women and girls. UNDP will work in all 4 provinces of the Eastern Region of Afghanistan.

**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. UNESCO will also 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 need 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 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.

**UN-HABITAT** will support the maintenance/establishment of essential infrastructure especially those that sustain the provision of critical services like urban transport, and accessibility: Activities will include the construction of two bridges over Kabul River at Bahar Abad and Kambo river in Jalalabad to improve accessibility and safety. UNHABITAT will provide labor-intensive waged employment to sustain urban livelihoods: activities will engage men, women, and youth through cash for work (CfW) in Jalalabad city. This will include (i) construction of drainage canals, and (ii) construction of closed landfill and waste recycling facility at Bahar Abad to improve sanitation and public health. UN-HABITAT will also construct street vendor facilities to support small businesses. UN-HABITAT will also revive/establish community development councils and empower them to develop and implement local recovery and resilience plans: Activities will include (i) review of existing SOPS for community action planning, (ii) establishment of six community development councils, (iii) mobilization of six communities to develop community recovery and resilience plans through CDCs, (iv) community contracting for implementation of six community plans including community contribution and community banking, and (v) Community monitoring of local projects.

**UNHCR** will work mitigating displacement, creating conducive protection environment for sustainable reintegration, and building resilient communities. Strategic response 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 almost 11,000 displaced communities. 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 trainings and business support. Further, under the "Cas-for-Reintegration (CARE)" initiative, UNHCR will support internally displaced population who intend to return voluntarily to their places of origin. SGBV (Sexual and Gender Based Violence) will be mainstreamed in all protection and solution activities to reinforce measures to prevent, respond and reduce GBV risks.

**UNODC**'s Alternative Development programme will provide support to 7,900 households with the alternative livelihood opportunities to lay down the foundations for a sustained transition from illicit cultivation and sale of poppy towards licit entrepreneurial avenues for an improved quality of life of rural households in the short to mid-term, and

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a sustainable livelihood on the long run. In this perspective, great emphasis is given to the human aspect of alternative livelihoods a more nuanced gender sensitive approach. The alternative livelihood activities are aligned with ABADEI strategy that include support to citrus value chain, animal husbandry and vegetable production and construction of rainwater harvestings structures that has notable results in terms of access to inputs, infrastructure building, community-level participation, rapid income generation, market and entrepreneurship accesses, and women's empowerment. Helping Afghanistan moving away from illicit drugs remains a priority along with meeting basic human needs and life-and-livelihoods-saving immediate term assistance. 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 18000 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 centers and outreach teams in Nangarhar and Laghman provinces. UNODC will support drug use prevention, parenting and psychosocial support for children, youths, and families for Afghan people at elevated 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 both 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 Afghanistan 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 labor-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 on the provinces of Samangan, Balkh, Jawzjan and Saripul at this stage.

**UN Women** will support the provision of services for women, including survivors of violence, in community-based centers at the district level. Services will include case management, livelihoods, psychosocial counselling, activities to provide information and support women's empowerment, basic healthcare, and referral to other 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, to close gaps in personnel needed for implementation and support of life saving essential basic services and infrastructure including addressing COVID-19. 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 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.

## JOINT PROGRAMME DOCUMENT

### *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[77] |
| --- | --- | --- | --- | --- |
| | Y1 | Y2 | | |
| **Output 1: Essential services and community infrastructure - including for health, agriculture, and energy supply - are functional, sustained and expanded to meet different needs of women and men.** | | | | |
| FAO | x | x | 4,858,000 | -Provide support to smallholder farmers, herders, and community members to have access to revitalized and resilient community infrastructure for managing water resources.<br><br>-Provide assets, inputs, equipment to improve productivity and management capacity for the establishment and running of sustainable, resilient, and profitable agri-businesses. |
| ILO | | | 500,000 | -Enable access to decent employment for the most vulnerable and disadvantaged households through the rehabilitation and maintenance of public assets and community infrastructure<br>-Establish emergency employment services to link job seekers with employers; and provide tailor-made services for vulnerable groups<br><br>-Enable and empower women and men of all ages to access and develop market demanded skills |
| IOM | x | x | 12,163,000 | -Provide rapid basic services interventions for essential services and infrastructure (health, WASH, SWM, education etc.) including COVID-19 support (service packages). |
| UNCTAD | x | x | 1,025,000 | -Support the timely delivery of goods and essential supplies including for COVID-19 outbreak.<br><br>-Help prioritize and distinguish non-essential shipments against essential consignments of the most needed medicines and medical equipment. |
| UNDP | x | x | 8,258,000 | -Provide immediate health assistance through the provision of basic package of health services - including for the effective prevention and response to COVID-19.<br><br>-Provide 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, in close coordination with other relevant UN agencies.<br><br>- Support the introduction of renewable energy solutions for community service facilities in vulnerable rural areas, in coordination with relevant UN agencies– including by (i) supporting the provision and installation of physical assets and (ii) conduction of specialized vocational training for the maintenance and operations of the proposed energy solutions |
| UNESCO | x | x | 468,300 | -Education data monitoring |

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[77] These are indicative activities. More detailed, PUNO-specific workplans and budgets can be shared upon request by the respective PUNO.

## JOINT PROGRAMME DOCUMENT

| UN organization | TIME FRAME | | PLANNED BUDGET | Indicative PUNO specific activities[78] |
|---|---|---|---|---|
| | Y1 | Y2 | | |
| UN Habitat | *x* | *x* | 500,000 | -Support the provision of essential infrastructure that sustains the provision of critical services like urban transport and safety as well as management of waste (construction of bridges, culverts, retainer walls and closed landfills etc.). <br><br> -Provide solar power for maternity clinics and urban commercial corridors to improve health services and to support local businesses. |
| UNODC | *x* | *x* | 3,915,000 | -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. <br><br> -Support drug treatment and rehabilitation, recovery, and social reintegration of people with drug use and drug use disorders. <br><br> - Provide support for food security and agricultural activities through extension services; the revitalization of degraded lands and irrigation systems that benefit women and men in the community. |
| UN WOMEN | *x* | *x* | 2,218,568 | -Support the provision of basic services such as case management, livelihoods, psychosocial counselling, information sharing, basic health care and referral for women, including survivors of SGBV, in community-based centers. |
| UNHCR | *x* | *x* | 8,568,115 | -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. |
| UNFPA | *x* | *x* | 6,265,000 | -Establish new FHHs and identify and train midwives. <br><br> -Recruit midwives to expand the provision of basic RH service delivery to remote areas. <br><br> -Enhance capacity of midwives through refresher training, enroll female students on community midwifery education. <br><br> -Integrate GBV prevention and responses into FHH and the provision of clinical management of rape to GBV survivor. |
| **Output 2 – Livelihoods, businesses and the local economy are able to recover, more sustainable and more resilient to instability.** | | | | |
| FAO | *x* | *x* | 8,465,000 | -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. <br><br> -Unconditional cash transfers to support the most vulnerable people to meet households' expenses for food and daily necessities. |
| ILO | | | 1,000,000 | -Provide support to micro, small and medium business (both formal and informal) with particular focus on women-led businesses. |

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[78] These are indicative activities. More detailed, PUNO-specific workplans and budgets can be shared upon request by the respective PUNO.

## JOINT PROGRAMME DOCUMENT

| UN organization | TIME FRAME | | PLANNED BUDGET | Indicative PUNO specific activities[79] |
|---|---|---|---|---|
| | Y1 | Y2 | | |
| IOM | x | x | 12,826,000 | -Strengthen local economies, livelihoods, and food security by rehabilitating productive infrastructure including greenhouse, irrigation canals, marketplaces, and roads.<br><br>-Create employment opportunities for women and men from the local communities by engaging them to support the implementation of projects such as area clean-ups, construction work etc.<br><br>-Create and safeguard immediate and longer-term livelihood and economic development opportunities by supporting local enterprises and through CfW and CfM activities. |
| UNCTAD | x | x | 1,395,000 | -Conduct trade promotion capacity building sessions to support small and medium sized entrepreneurs- to enable them to promote exports and imports with a view to generating new job opportunities and contribute to women's economic empowerment. |
| UNDP | x | x | 18,283,346 | -Provide cash for work (CfW) and training to unemployed women and men-headed household with particular focus on youth.<br><br>-Provide training and technical assistance to informal and formal businesses, including small and medium sized enterprises (SMEs) with focus on local traders, women led business and community led social enterprises.<br><br>-Provide assets, tools, and technical and vocational training to community members (women and men) to improve sustainable livelihoods and businesses. |
| UN Habitat | x | x | 1,155,000 | -Support labor intensive waged employment as well as training and grants to micro enterprises for socio economic recovery such as Cash for Work (CfW) arrangements for the construction of public toilets in urban centers.<br><br>-Support construction of cold storage near market locations to promote local businesses and farmers. |
| UN WOMEN | x | x | 1,779,600 | -Provide Cash for Work (CfW) for unemployed women and men headed households with particular focus on youth. |
| | | | | -Provide unconditional cash transfer (UCT) primarily to women with no/limited income; women-headed household; widowed women; people with disability; and elders.<br><br>-Provide assets, tools and technical and vocational training to business and community members (women and men) to improve sustainable livelihoods and businesses. |
| UNHCR | x | x | 8,963,000 | -Provide cash for work (CfW).<br><br>-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. |
| UNFPA | x | x | 2,230,000 | -Provide lifesaving livelihood activities for at-risk women and adolescent girls. |
| **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** | | | | |

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[79] These are indicative activities. More detailed, PUNO-specific workplans and budgets can be shared upon request by the respective PUNO.

## JOINT PROGRAMME DOCUMENT

| UN organization | TIME FRAME | | PLANNED BUDGET | Indicative PUNO specific activities[80] |
|---|---|---|---|---|
| | Y1 | Y2 | | |
| FAO | x | x | 20,266,000 | -Support establishment of early warning systems to undertake anticipatory actions and mitigate the impact of climate shocks and disasters such as droughts and floods.<br><br>-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.<br><br>-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. |
| IOM | x | x | 1,008,000 | -Support and improve preparedness of vulnerable populations living in disaster-prone areas through disaster risk reduction/management projects such as construction of infrastructure and irrigation system, capacity building on DRM and the management of early warning system. |
| UNDP | x | x | 4,027,000 | -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.<br><br>-Provide support to 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.<br><br>-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. |
| UNHCR | x | x | 1,454,885 | -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. |
| UNHABITAT | x | x | 600,000 | The implementation of disaster risk mitigation infrastructures will provide protection for approximately 5,000 households in communities that are highly vulnerable to flash floods. These crucial measures will help to minimize the risks and damages caused by sudden and unexpected flash floods, ultimately ensuring the safety and security of the affected residents |
| UNESCO | x | x | 229,019 | Support the right of communities to participate in cultural life, including the protection of cultural heritage sites of local and regional significance, through awareness-raising, capacity-building, and the creation of short-term job opportunities. |
| **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 | x | x | 420,000 | -Provide support to strengthen dispute resolution mechanisms.<br><br>-Support locally led recovery and resilience planning. |
| UNDP | x | x | 10,310,654 | -Conduct context analysis/ assessments including a gender and cultural analysis to identify the situation overall vulnerability, specific needs of women and girls and social cohesion assessments to verify dynamics within and among different groups and social constructs in the region.<br><br>-Support mediation, alternative dispute resolution mechanisms, counselling, legal awareness, and legal aid services for community justice at local level. |

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80 These are indicative activities. More detailed, PUNO-specific workplans and budgets can be shared upon request by the respective PUNO.

## JOINT PROGRAMME DOCUMENT

| UN organization | TIME FRAME | | PLANNED BUDGET | |
|---|---|---|---|---|
| | | | | Indicative PUNO specific activities[86] |
| | Y1 | Y2 | | |
| | | | | -Support peace dialogue platforms and early warning mechanisms for conflict prevention with participation of women, youth, community leaders such as religious, traditional, and tribal elders, IDPs, returnees and minority groups. <br><br> -Support peace dialogue platforms and early warning mechanisms for conflict prevention with participation of women, youth, community leaders such as religious, traditional, and tribal elders, IDPs, returnees and minority groups. |
| UNESCO | x | x | 200,000 | -Support local media to support the free flow of factual, verified and life-saving humanitarian information, conflict-sensitive reporting, and educational broadcasting. |
| UNHABITAT | x | x | 1,400,000 | -Map and re-engage existing CDCs/GAs and support them to develop and implement local recovery and resilience plans. |
| UNODC | x | x | 3,000,000 | -Provide integration support and alternative livelihood opportunities to opium poppy dependent vulnerable population especially women. |
| UNWOMEN | x | x | 1,284,000 | -Conduct context analysis/assessments including a gender and cultural analysis to identify the situation overall vulnerability, specific needs of women and girls and social cohesion assessments to verify dynamics within and among different groups and social constructs in the region. <br><br> -Support capacity-building of civil society organizations (CSOs), community-based organizations (CBOs) and women and youth groups as key players for local peacebuilding. <br><br> -Promote advocacy and sensitization on human rights, social cohesion and conflict prevention addressing potential drivers of conflict and violence and promoting drivers of peace and social cohesion. |
| UNHCR | x | x | 150,000 | -Support media outreach and dissemination of materials to increase awareness and advocacy on rights and duties of the different groups based on positive practices |
| MPTFO (Administrative Agent) Fee 1%) | | | | **1,500,000** |
| **Total Planned Budget:** | | | | **150,685,491** |
| FAO | | | | 33,589,000 |
| IOM | | | | 26,417,000 |
| UNCTAD | | | | 2,420,000 |
| UNDP | | | | 40,879,000 |
| UNESCO | | | | 897,323 |
| UNHABITAT | | | | 3,655,000 |
| UNODC | | | | 6,915,000 |
| UNWOMEN | | | | 5,282,168 |
| UNHCR | | | | 19,136,000 |

**JOINT PROGRAMME DOCUMENT**

| | |
|---|---:|
| UNFPA | 8,495,000 |
| ILO | 1,500,000 |
| MPTFO (1% AA Fee) | **1,500,000** |
| **Total Budget of all the PUNOs** | **150,685,491** |

## Risk Management Framework

**Likelihood.** The chance of something happening, whether defined, measured or determined objectively or subjectively, qualitatively, or quantitatively, and described using general terms or mathematically (such as a probability or a frequency over a given time.

| Likelihood | Occurrence | Frequency |
|---|---|---|
| Very Likely | The event **is expected** to occur in most circumstances | Twice a month or more frequently |
| Likely | The event **will probably** occur in most circumstances | Once every two months or more frequently |
| Possibly | The event **might** occur at some time | Once a year or more frequently |
| Unlikely | The event **could** occur at some time | Once every three years of more frequently |
| Rare | The event **may** occur in exceptional circumstances | Once every seven years or more frequently |

**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

| Consequence | Result |
|---|---|
| Extreme | An event leading to **massive** or **irreparable** damage or disruption |
| Major | An event leading to **critical** damage or disruption |
| Moderate | An event leading to **serious** damage or disruption |
| Minor | An event leading to **some degree** of damage or disruption |
| Insignificant | An event leading to **limited** damage or disruption |

**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. |

## JOINT PROGRAMME DOCUMENT

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|---|---|---|---|---|---|---|
| 1. | Changes in the political landscape negatively impact the programme implementation | At the JP's designing stage | Contextual (Political) | Likelihood: Likely<br><br>Consequence: Major<br><br>Risk Rating: High Impact:<br><br>• De-facto Taliban authorities may attempt to influence programme interventions for political reasons and for extortion, which may lead certain target locations marginalized.<br>• Pressure of the defacto authorities to be included in the Programme decision making (selection of locations and beneficiaries).<br>• JP not being able to deliver aid in the priority locations and to the most vulnerable people<br>• Damaged reputation for the UN. | • PUNOs undertake a continuous assessment of the risk context, working closely with UNAMA, the UNRCHC Office and the UN Department for Safety and Security.<br>• PUNOs to select the JP programme location and beneficiaries based on the setup criteria, which result of a consultative process with the PUNOs' regional offices and communities.<br>• PUNOs sensitize stakeholders on the inclusiveness of the Project.<br>• With the support of the of the UN staff on the ground, political situation at field level must be monitored. PUNOs to liaise with regional offices and all other stakeholders on the political situation to ensure consistency across the UN in the matters related to the de-facto authorities.<br>• Regular Joint communiques are issued by PUNOs in coordination with UNAMA on the political situation.<br>• IRMU to support the regional offices on the political analysis | Programme Management, PUNOs<br><br>Regional Team<br><br>IRMU | IRMU |

## JOINT PROGRAMME DOCUMENT

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|---|---|---|---|---|---|---|
| | | | | | and share information with the ABADEI programme at Kabul and regional level in a timely manner. <br><br> • Crisis communication team will be activated to address any potential politization and use of programme interventions by local and central political forces. <br><br> • The Joint Program has the flexibility to allow for modifications. <br><br> • STFA/TFMU with PUNOs maintain dialogue with development stakeholders and development partners to adjust the implementation strategies. | | |
| 2. | *Security unrest due economic "total breakdown."* <br><br> A large percentage of the population may fall below the poverty line, which can lead to unrest and deterioration of the security situation. | At the JP's designing stage | Contextual (Security) | Likelihood: Possible <br><br> Consequence: Major <br><br> Risk Rating: High Impact: <br><br> • Compromised safety and security of the UN staff, implementing partners and beneficiaries. <br> • Local staff subjected to persecution by de-facto authorities <br> • Programme's activities may be delayed, which may have a major impact on the vulnerable population and deepen the poverty level <br><br> Conflict related displacement enhances the likelihood of increased | • Closely monitor security situation in the regions in close collaboration with UNDSS and respective PUNOs' security focal points. <br><br> • Deliver programme activities based on the programme criticality assessment (updated regularly). <br><br> • Regular conflict sensitivity/do no harm risk analysis (IRMU) and timely relevant information sharing with regional offices. <br><br> • Through the collaborative efforts under UNCT, CO with de-facto administration will advocate about UNCT programme, type of interventions, and protection of IPs and UN local / international | Programme Management, PUNOs, regional team, UNDSS/area security staff | IRMU |

## JOINT PROGRAMME DOCUMENT

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|---|---|---|---|---|---|---|
| | | | | communal tensions, abuses, and violations. | staff (including female colleagues). Regular communication protocol and hotline with authorities at local, regional, and central level will be established. | | |
| 3. | UN interventions may inadvertently cause harm | At the JP's designing stage | Programmatic | Likelihood: Possibly Consequence: Major Risk rating: High Impact: • UN Programmes may inadvertently contribute to unintended consequences – e.g., rising tensions at community level, local grievances. | • Conduct a conflict sensitivity analysis to inform field activities and minimize the risk of unintended harm to local stakeholders. • Risk will be jointly identified and endorsed, and the burden will be shared with key partners (donors). • The CO will engage in gradual confidence building and discuss sensitive topics (such as training offer to Taliban middle-management that addresses human rights. | 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) | Likelihood: Possible Consequence: Moderate Risk Rating: High  Impact: 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. | • 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. • 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-humanneeds centered interventions). Early start-up of climate adaptation-related activities to mitigate potential risks in target localities | Programme Management, PUNOs. | IRMU |

## JOINT PROGRAMME DOCUMENT

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|-------------|-----------------|------|-------------|----------------------------------------|-------|------------------------|
| 5. | Risk that the project funds may end up at the hands of sanctioned or debarred individuals and entities | At the JP's designing stage | Contextual and Programmatic | Likelihood: Likely Consequence: Major Rating: High Impact:<br>• Damaged UN reputation with an impact on the resource | • Three Lines of Defense model which has been established and is operational ensures sufficient checks and balances in the management of entrusted financial resources - instrumental for the achievement of Joint Programme objectives. | Programme Management, PUNOs, IRMU | IRMU |
| | | | | mobilization of ABADEI joint programmes.<br>• Funds not used for the intended purpose.<br>• JPs not reaching the intended outputs and outcomes. | • IRMU and implementation of set up 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.<br>• Capacity to vet individual beneficiaries will be key criteria for selecting Implementing Partners (IPs), Responsible Parties (RPs), and vendors.<br>• Fund transfers will be ringfenced in full adherence to the UN Security Council and Member States sanctions regimes.<br>• Funds will not go to or through national state entities under any circumstances.<br>• 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 & UN Global Market consolidated list of debarments. | | |

## JOINT PROGRAMME DOCUMENT

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|---|---|---|---|---|---|---|
| 6. | Insufficient liquidity in local currency in the financial institutions to accommodate programme needs | At the JP's designing stage | Programme/ Operations (Financial) | Likelihood: Possible<br><br>Consequence: Moderate<br><br>Rating: High Impact:<br><br>• Delay in payments to beneficiaries | • Ensure real-time monitoring of cash disbursement (reconciliation process) and timely cash call forward.<br>• Sufficient notification to be provided to the existing banks & MSPs to allow time to avail cash.<br>• 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. | Programme Management, PUNOs. | IRMU |

## JOINT PROGRAMME DOCUMENT

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|---|---|---|---|---|---|---|
| 7. | Abuses of human rights or unlawful behavior is committed by de facto authorities and/or local authorities | At the JP's designing stage | Programmatic | Likelihood: Likely<br><br>Consequence: Major<br><br>Risk Rating: High Impact:<br><br>• Failure to follow UNDP's policies on HRDDP (Human Rights Due Diligence Policy) leads to programming that may exacerbate conflict, a deteriorating human rights environment, and adverse impacts on gender equality and/or the situation of women/girls and minority populations.<br>• Fund cannot demonstrate results on human rights at the outcome level. | • Compliance with Human Rights Due Diligence Policy through ensuring that joint programmes set the right mechanisms to monitor and assess human rights / unlawful behavior / gender-based violence, sexual exploitation, and abuse.<br>• Hiring a human rights expert will enable close monitoring of activities.<br>• Timely and accurate fact-based information to be shared with the programme manager/s to inform decision making.<br>• Sensitise community and implementing partners on human rights policies and procedures and undertake capacity building activities accordingly.<br>• Develop necessary tools and checklist on HRBA and conduct training and orientation to the concerned project implementing partners.<br>• Support to ensure human. rights responsive reporting.<br>• Relevant stakeholders (e.g., field partners, contractors) to be oriented and/or trained on expected measures for the Prevention of Sexual Exploitation and Abuse. | Programme Management, PUNOs, Human Rights Expert (TFMU), Regional teams | IRMU |

## JOINT PROGRAMME DOCUMENT

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|---|---|---|---|---|---|---|
| 8. | *Risk of aid fraud and corruption, such as:*<br><br>• Bribery and collusion<br>• Contract Procurement Fraud<br>• Diversion of resources / asset misappropriation<br>• Financial statement fraud<br>• poor tracking of payments, | At the JP's designing stage | Programmatic & Operational | Likelihood: Very likely.<br><br>Consequences: Major Risk<br><br>Rating: Very High<br><br>Impact:<br><br>• Funds not used for intended purpose.<br>• JP not achieving value for money. | 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.<br>The IPs and JP teams shall be taught 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.<br>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. Inform the stakeholders that information on fraudulent behaviors and findings are shared with stakeholders aware that any fraudulent behavior will be reported and shared between agencies 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 behavior. | Programme Management, PUNOs, IRMU<br><br>Units involved in the three lines of defence:<br><br>First:<br>• Programme Management unit<br>• Development Effectiveness unit.<br>• Procurement unit<br>• Finance unit<br><br>Second:<br>• UNDP Afghanistan Country Office Management<br>• Integrated Risk Management Unit<br>• Special Trust Fund for Afghanistan (STFA) Unit | IRMU |

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## JOINT PROGRAMME DOCUMENT

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|---|---|---|---|---|---|---|
| | Vouchers exchanged for unauthorized items or cash, etc. | | | • Improper accounting for cash.<br>• Impact may affect funding available used to attain the objectives of the project,<br>• PUNOs reputational damage.<br>• Prices are higher than regular market prices eventually resulting in reduced purchasing power of beneficiaries. | The JP will undertake regular reviews on the risk of fraud and adjust the mitigation measures accordingly.<br>Market survey to be undertaken by the regional staff competition among retailers; monitor, identify and disqualify offending retailers. Sensitize beneficiaries to voucher regulations; monitor to identify occasional or systematic abuse; disqualify if systematic abuse is found; review targeting and programmatic assumption.<br>Implement internal controls that promote transparency and accountability (e.g., penalties, civil society oversight, information verification).<br>Implement a robust risk management at all the level – local, regional, and center and through the processes.<br>Apply an adaptive management based on the timely, accurate and relevant risk information. | Third: –<br>♦ Independ entEvaluation Office (HQ)<br>Office of Audit and Investigation (OAI) - HQ | |
| 9. | Price volatility (fluctuations)<br>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 | Likelihood: Possible<br>Consequence: Moderate<br>Rating: High Impact:<br>• Price inflation leads to purchasing less products with the same amount of money or provide in-kind support with items purchased outside the local markets. | • Market analysis/pricing reviews to adjust transfer values to meet market conditions and communication to retailers (in case vouchers are distributed instead of cash).<br>• Agree on fixed price for fixed period with selected retailers (for vouchers).<br>• Set a maximum limit for acceptable price increases and plan contingency in-kind transfers beyond this threshold. | Programme Management, PUNOs | IRMU |

## JOINT PROGRAMME DOCUMENT

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|---|---|---|---|---|---|---|
| 10. | Hostility from local population who are not receiving cash and/ or voucher transfers. Existing and unmet needs of local population (needs higher than what UN can offer). | At the JP's designing stage | Programmatic | Likelihood: Possible Consequence: Moderate Rating: High Impact: • Targeted beneficiaries fearing retaliation may not avail themselves of needed benefits. | • Sensitization of local population. • Explanation of targeting rationale. • Assess need for intervention for host community. • Ensure both beneficiaries and non-beneficiaries are well informed on the project objectives and targeting criteria. • Consider including conditionality in cash payment to the extent possible, such as conditional payment, cash for work, etc. • Strengthen targeting arrangements. • Physical verification of beneficiary list. • Consult communities on needs. | Programme Management/ PUNOs | IRMU |
| 11. | *Assistance attractive to non-beneficiaries -* Existing and unmet livelihood needs of local population. | At the JP's designing stage | Operational | Likelihood: Possible Consequence: Moderate Rating: High Impact: • Targeting inclusion error. • Security deterioration. Beneficiaries may be at risk. | • Ensure both beneficiaries and non-beneficiaries are well informed on the project objectives and targeting criteria. • Consider including conditionality in cash payment to the extent possible, such as conditional payment, cash for work, etc. • Strengthen targeting arrangements. • Physical verification of beneficiary list. Participatory process of consultation with communities to identify needs and vulnerable groups. | Programme Management, PUNOs, regional teams. | IRMU |

**JOINT PROGRAMME DOCUMENT**

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|---|---|---|---|---|---|---|
| 12. | Security of beneficiaries and staff at risk - during cash distribution | At the JP's designing stage | Programmatic & Operational | Likelihood: Possible<br>Consequence: Moderate<br>Rating: High Impact:<br>• Can cause harm to the beneficiaries (women, youth, and people with disabilities). | • Ensure proper distribution of cash recipient to avoid long quest at the distribution location.<br>• Avoid hard cash distribution in unsecured location.<br>• Monitor closely cash distribution.<br>• Avoid distribution of cash in same locations and time. | Programme Management, PUNOs, regional teams, and UNDSS/area security staff | IRMU |
| 13. | Potential lack of coordination with different partners operating in the area / lack of planning and transparency. | At the JP's designing stage | Programmatic | Likelihood: Possible<br>Consequence: Minor<br>Rating: Medium Impact:<br>• Duplication of support.<br>• Inefficient cash payments.<br>• Jeopardize safety of beneficiaries. | • 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.<br>• Leverage of UNCT/TEF coordination and reporting processes to minimize unnecessary overlaps and maximize synergies. | 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 | Likelihood: Possible<br>Consequences: Moderate<br>Risk rating: High Impact:<br>• Slow delivery of the programs Increased cost of the programs due to additional resources required.<br>• Possible sub-standard quality of data and project implementation on the ground. | • Closely coordinate the activities with UNDSS and regional office.<br>• To the extent possible, programme activities / cash distribution take place within the secured locations. Outsourced monitoring of activities - third party monitoring and triangulation of data through community-based organizations.<br>• GPS monitoring of the activities.<br>• 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.<br>• Recruitment of security advisers.<br>• More engagement with CSOs. | Programme Management, PUNOs regional teams, and UNDSS/area security staff | IRMU |

## JOINT PROGRAMME DOCUMENT

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|---|---|---|---|---|---|---|
| 15. | CBOs and NGOs do not have the capacity to implement key components of the programme. | At the JP's designing stage | Organizational | Likelihood: Possible<br>Consequence: Moderate<br>Rating: High Impact:<br>• Delay the implementation of activities. | • Capacity assessments will be conducted on the ability of national partners to implement parts of the programme.<br>• A rigorous capacity development approach will help to strengthen capacities of local NGOs/CBOs.<br>• Risk Management and Engagement plan to be developed & monitored based on the results of the capacity assessment.<br>• 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). | Programme Management and PUNOs | IRMU |
| 16. | Absorptive capacities of the private sector assigned experts/staff selected to receive capacity building assistance is weak. | At the project designing stage | Programmatic | Likelihood: Possible<br>Consequence: Minor<br>Rating: Medium Impact:<br>• Effectiveness of the overall programme objective would be weakened. | • Programme Team would work to guide the selection of businesses and staff that will be included in capacity building activities that may have an implication on the quality of work to be delivered to productive sectors players after the assistance is provided.<br>• JD with min. prerequisite for the trainees to be nominated for programme supported technical assistance initiative will be shared, in advance with programme. counterparts and the selection of the trainees will be executed based on evaluation scorecards jointly agreed. | Programme Management & PUNOs & regional teams | IRMU |

| # | Description | Date Identified | Type | Risk Rating | Countermeasures / Management response | Owner | Submitted, updated by |
|---|---|---|---|---|---|---|---|
| 17. | Programme unable to mobilize required financial resources. | At the project designing stage | Programmatic | Likelihood: Possible<br><br>Consequence: Moderate<br><br>Rating: High<br><br>Impact:<br><br>• Competing priorities between humanitarian and basic needs.<br>• Programme unable to meet its objectives / underdelivering Damaged UN reputation.<br>• Population's basic needs not met. | • Ensure cooperation and coordination between humanitarian & ABADEI activities and bring all the players together through UNCT/HCT, STFA/ABADEI steering committee.<br>• Launch an ABADEI/STFA resource mobilization strategy.<br>• Explore possibilities of mobilizing financial & human resources of humanitarian/ emergency response nature from different PUNOs HQs which serve to develop new programs and support the planning and implementation of emergency response programmes.<br>• Set priorities on the activities to be implemented with the mobilized resources and Inform ABADEI partners on the financial situation of the strategy.<br>• Explore possibilities of mobilizing financial & human resources of humanitarian/ basic services nature from internal PUNOs resources. | Programme Management & PUNOs | IRMU |
| 18. | Further restrictions on women and girls' participation in social and economic life | At the project design stage | Contextual | ikelihood: Medium-to-High<br><br>onsequence: Moderate<br><br>ating: High<br><br>Impact:<br><br>• Ability of the project to directly reach and/or support women and girls is constrained | • Roll-out robust sensitization and advocacy activities to ensure women and girls can be reached and supported by the programme.<br>• Re-prioritize programme allocations to increase investments in both (i) enabling activities to facilitate the participation of women (e.g., through dedicated safe spaces) and (ii) scale-up and enhance GEWE interventions. | Programme Management & PUNOs | TFMU/ PUNOs |

## 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:

- Whether the JP activities are on track to achieve their intended results.

- Whether the PUNOs are on track to achieve their intended milestones and targets as per the JP documents.

- Whether there are emerging issues and risks that were not initially anticipated, which might have an impact on the implementation of the joint programmes;

- On course corrections or actions that might be needed to ensure the achievement of intended results.

- 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 | • 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. | Regular |
| Field visits | • Conduct field visits to provide third-party, independent, observation and verification of progress against intended joint programme results. | Regular |
| Data collection and data management | • Maintain a common digital platform to manage TPM data <br> • Collate, organize, and present data in a manner that facilitates analysis and review by TFMU/TCWG/STFA SC and relevant stakeholders. | Regular |
| Data quality control | • Conduct data validation and data quality control to ensure the data collected through TPM activities meets adequate data quality standards. | Regular |
| Data Analysis | • 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. <br> • Ensure the use of adequate data visualization tools - to facilitate analysis and review by TFMU/TCWG/STFA SC, where relevant and needed. | Monthly |
| Reporting & Follow-ups | • Produce analysis reports, with clear conclusions on progress and results of regional JPs, and relevant recommendations. <br> • Present key findings to the STFA TCWG, M&E WG and other relevant audiences, as and when required. | Monthly <br> As per the TCWG schedule |

| Evaluations & Research | • 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. | 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 major 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.