

Islamic Republic of Afghanistan  
Afghanistan National Development Strategy  
1387 - 1391 (2008/09 - 2012/13)



A Strategy for Security, Governance,  
Rule of Law, Human Rights, Social & Economic  
Growth and Poverty Reduction

VOLUME FOUR

Social and Economic Development Pillar  
Health; Education; Culture, Media and Youth; Agriculture and  
Rural Development; Social Protection; Refugees, Returnees and  
Internally Displaced Persons; and Economic Governance and  
Private Sector Development Sector Strategies





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Development Sector Strategies

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ  
*In the Name of Allah, the Most Compassionate, the Most Merciful*

إِنَّ اللَّهَ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّى يُغَيِّرُوا مَا بِأَنْفُسِهِمْ  
*Verily, never will Allah change the condition of people unless they  
change it themselves (Holy Quran, 013,011)*

## VISION FOR AFGHANISTAN

*By the solar year 1400 (2020), Afghanistan will be:*

- *A stable Islamic constitutional democracy at peace with itself and its neighbors, standing with full dignity in the international family.*
- *A tolerant, united, and pluralistic nation that honors its Islamic heritage and the deep seated aspirations toward participation, justice, and equal rights for all.*
- *A society of hope and prosperity based on a strong, private-sector led market economy, social equity, and environmental sustainability.*

## ANDS Goals for 1387-1391 (2008/09-2012/13)

*The Afghanistan National Development Strategy (ANDS) serves as Afghanistan's Poverty Reduction Strategy Paper (PRSP) and uses the pillars, principles and benchmarks of the Afghanistan Compact as a foundation. The pillars and goals of the ANDS are:*

1. *Security: Achieve nationwide stabilization, strengthen law enforcement, and improve personal security for every Afghan.*
2. *Governance, Rule of Law and Human Rights: Strengthen democratic processes and institutions, human rights, the rule of law, delivery of public services and government accountability.*
3. *Economic and Social Development: Reduce poverty, ensure sustainable development through a private-sector-led market economy, improve human development indicators, and make significant progress towards the Millennium Development Goals (MDGs).*

*A further vital and cross-cutting area of work is eliminating the narcotics industry, which re-mains a formidable threat to the people and state of Afghanistan, the region and beyond.*

# Foreword

For the preparation of Afghanistan National Development Strategy



*In the name of Allah, the most Merciful, the most Compassionate*

Six and half years ago, the people of Afghanistan and the international community joined hands to liberate Afghanistan from the grip of international terrorism and to begin the journey of rebuilding a nation from a past of violence, destruction and terror. We have come a long way in this shared journey.

In a few short years, as a result of the partnership between Afghanistan and the international community, we were able to create a new, democratic Constitution, embracing the freedom of speech and equal rights for women. Afghans voted in their first-ever presidential elections and elected a new parliament. Today close to five million Afghan refugees have returned home, one of the largest movements of people to their homeland in history.

Thousands of schools have been built, welcoming over six million boys and girls, the highest level ever for Afghanistan. Hundreds of health clinics have been established boosting our basic health coverage from a depressing 9 percent six years ago to over 85 percent today. Access to diagnostic and curative services has increased from almost none in 2002 to more than forty percent. We have rehabilitated 12,200 km of roads, over the past six years. Our rapid economic growth, with double digit growth almost every year, has led to higher income and better living conditions for our people. With a developing road network and a state-of-the-art communications infrastructure, Afghanistan is better placed to serve as an economic land-bridge in our region.

These achievements would not have been possible without the unwavering support of the international community and the strong determination of the Afghan people. I hasten to point out that our achievements must not distract us from the enormity of the tasks that are still ahead. The threat of terrorism and the menace of narcotics are still affecting Afghanistan and the broader region and hampering our development. Our progress is still undermined by the betrayal of public trust by some functionaries of the state and uncoordinated and inefficient aid delivery mechanisms. Strengthening national and sub-national governance and rebuilding our judiciary are also among our most difficult tasks.

To meet these challenges, I am pleased to present Afghanistan's National Development Strategy (ANDS). This strategy has been completed after two years of hard work and extensive consultations around the country. As an Afghan-owned blueprint for the development of Afghanistan in all spheres of human endeavor, the ANDS will serve as our nation's Poverty Reduction Strategy Paper. I am confident that the ANDS will help us in achieving the Afghanistan Compact benchmarks and Millennium Development Goals. I also consider this document as our roadmap for the long-desired objective of Afghanization, as we transition towards less reliance on aid and an increase in self-sustaining economic growth.

I thank the international community for their invaluable support. With this Afghan-owned strategy, I ask all of our partners to fully support our national development efforts. I am strongly encouraged to see the participation of the Afghan people and appreciate the efforts of all those in the international community and Afghan society who have contributed to the development of this strategy. Finally, I thank the members of the Oversight Committee and the ANDS Secretariat for the preparation of this document.

Hamid Karzai  
President of the Islamic Republic of Afghanistan

# Message from the Oversight Committee

For the preparation of the Afghanistan National Development Strategy



*In the name of Allah, the most Merciful, the most Compassionate*

We are pleased to present the Afghanistan National Development Strategy, which reflects the commitment of the Islamic Republic of Afghanistan to poverty reduction and private sector-led economic growth for a prosperous and stable Afghanistan. The ANDS Oversight Committee (OSC) was mandated by the Government to produce a Millennium Development Goals-based national strategy that is Afghan-owned and meets the requirements for a Poverty Reduction Strategy Paper. The OSC met on a regular basis to design, discuss and oversee the development of the strategy, including the identification of the needs and grievances of the people, and the prioritization of resource allocations and actions. To embrace ‘Afghanization’ and ownership, the OSC facilitated inclusive and extensive consultations both at national and sub-national levels.

Sustained fiscal support and continuous evaluation and monitoring are essential now to meet the challenges ahead related to ANDS implementation. The democratic aspirations of the Afghan people are high, yet financial resources remain limited. While much has been accomplished since 2001, more remains to be done as we move from “Compact to Impact”. The Afghan Government with support from the international community must act decisively, strategically, and with an absolute commitment to the ANDS goals and vision.

We look forward to working with our government colleagues, civil society representatives, tribal elders and religious scholars, the private sector, the international community and, most importantly, fellow Afghans to implement the ANDS, to help realize the Afghanistan Compact benchmarks and Millennium Development Goals.

Prof. Ishaq Nadiri  
Senior Economic Advisor to the President  
Chair, ANDS and JCMB

Ahmad Zia Masoud  
First Vice-President

Dr. Rangin Dadfar Spanta  
Minister of Foreign Affairs

Dr. Anwar-ul-Haq Ahady  
Minister of Finance

Sarwar Danish  
Minister of Justice

Dr. Amin Farhang  
Minister of Commerce  
and In-dustry

Dr. Jalil Shams  
Minister of Economy

Dr. Zalmay Rassoul  
National Security Advisor

Haneef Atmar  
Minister of Education



# Acknowledgments

For the preparation of the Afghanistan National Development Strategy



In the name of Allah, the most Merciful, the most Compassionate

The Afghanistan National Development Strategy (ANDS) could not have been developed without the generous contribution of many individuals and organizations. The ANDS was finalized under the guidance of the Oversight Committee, appointed by HE President Hamid Karzai and chaired by H.E. Professor Ishaq Nadiri, Senior Economic Advisor to the President and Chair of the ANDS Oversight Committee. The committee included: H.E. Rangeen Dadfar Spanta, Minister of Foreign Affairs; H.E. Anwar-ul-Haq Ahady, Minister of Finance; H.E. Jalil Shams, Minister of Economy; H.E. Sarwar Danish, Minister of Justice; H.E. Haneef Atmar, Minister of Education; H.E. Amin Farhang, Minister of Commerce; and H.E. Zalmay Rassoul, National Security Advisor

We would like to sincerely thank the First Vice-President and Chair of the Economic Council, H.E. Ahmad Zia Masoud. Special thanks are also due to H.E. Hedayat Amin Arsala, Senior Minister and H.E. Waheedulah Shahrani, Deputy Minister of Finance and the Ministry of Finance team. In addition, we would like to thank the Supreme Court, the National Assembly, Government Ministries and Agencies, Provincial Authorities, Afghan Embassies abroad, national Commissions, the Office of the President, Civil Society Organizations, and International Community

All Ministers, deputy ministers and their focal points, religious leaders, tribal elders, civil society leaders, all Ambassadors and representatives of the international community in Afghanistan; and all Afghan citizens. National and international agencies participated actively in the ANDS consultations. Their contributions, comments and suggestions strengthened the sectoral strategies, ensuring their practical implementation. Thanks are also due to the Ministry of Rural Rehabilitation for their significant contributions to the subnational consultations. Special thanks are further due to the Presidents Advisors, Daud Saba and Noorullah Delawari for their contributions, as well as Mahmoud Saikal for his inputs. We are also indebted to the Provincial Governors and their staff for their contributions, support and hospitality to the ANDS preparations

Special thanks go to Wahidullah Waissi, ANDS/PRS Development Process Manager, for his invaluable contribution and for the efforts of his team of young Afghan professionals who dedicated themselves tirelessly to completing the I-ANDS, Afghanistan Compact and the full ANDS in consultation with both national and international partners. The Sector Coordinators included Rahatullah Naeem, Farzana Rashid Rahimi, Shakir Majeedi, Attaullah Asim, Mohammad Ismail Rahimi, Zalmay Allawdin, Hedayatullah Ashrafi, Shukria Kazemi, Saifurahman Ahmadzai, and; the Sub-National Consultations Team consisted of Mohammad Yousuf Ghaznavi, Mohammad Fahim Mehry, Shahenshah Sherzai, Hekmatullah Latifi, Sayed Rohani and Osman Fahim; and Prof. Malik Sharaf, Naim Hamdard, Mohammad Saleem Alkozai, Mir Ahmad Tayeb Waizy, Sayed Shah Aminzai, Khwaga Kakar and Mohammad Kazim. Thanks to Nematullah Bizhan for his special contribution from the JCMB Secretariat. We are also indebted to the many national and international advisers who supported this effort. In particular, we would like to thank Zlatko Hurtic, Paul O'Brien, Jim Robertson, Barnett Rubin, Peter Middlebrook, Richard Ponzio, Anita Nirody, Shakti Sinha, Ashok Nigam, Christopher Alexander and Ameerah Haq

Finally, I would like to thank all who contributed towards this endeavor in preparation of the first Afghanistan National Development Strategy, a milestone in our country's history and a national commitment towards economic growth and poverty reduction in Afghanistan

Adib Farhadi,  
Director, Afghanistan National Development Strategy, and  
Joint Coordination and Monitoring Board Secretariat

See complete list of contributors in next page.

**The Health and Nutrition Sector Strategy** was developed as a result of the commitment and efforts of members of key Afghan ministries, donors, UN, civil society, NGOs and the private sector.

The invaluable contribution of H.E. Dr.Said Mohammad Amin Fatimie , Minister of Public Health , H.E. Obaidullah Ramin, Minister of Agriculture, Irrigation and Livestock, H.E .Dr. Faizullah Kakar, Deputy Minister for Technical Affairs of Ministry of Public Health of invaluable in the development of this sector strategy.

Finally, we would like to thank everyone who assisted the ANDS Secretariat in working to develop the Health and Nutrition Sector Strategy. We look forward to the firm commitment of all our stakeholders throughout the implementation of this strategy.

Certainly, contributions to the Sector will remain key to the success of this strategy in particular, and of the ANDS in general.

**Special thanks also go to the following for their valued help and support:**

Dr. Aqila Noori, Advisor to Deputy Minister for Technical Affairs, Dr. Ahmad Jan , Director General Policy and Planning , Dr. Wali Ghayoor, Health System Strengthening Coordinator , Dr. Mohammad Daud Karimi ,National Consultant Policy and Planning Ministry of Public Health , Nazira Rahman Director of Home economics Department and Charlotte Dufour ,Household Food Security, Nutrition and Livelihoods Advisor FAO, Ministry of Agriculture, Irrigation and Livestock.

**The Education Sector Strategy** was developed as a result of the commitment and efforts of members of key Afghan ministries, United Nation, donors, civil society, NGOs and the private sector.

The invaluable contribution of H.E. Mohammad Haneef Atmar, Minister of Education; H.E. Mohammad Azam Dadfar, Minister of Higher Education; H.E. Noor Mohammad Qarqeen, Minister of Labor, Social Affairs, Martyrs and Disables; H.E. Abdul Ghafoor Ghaznavi, Academic Affairs Deputy Minister, Ministry of Education; H.E. Abdul Rahim Hussainyar Reconstruction Deputy Minister, Ministry of Higher Education; H.E. Mohammad Ghaus Bashiri Labor Affairs Deputy Minister, Minister of Labor, Social Affairs, Martyrs and Disables; H.E. Abdul Bari Rashid, Director of Academy of Science and H.E Mohammad Anwar Jekdalek, Director of National Olympic Committee.

Finally, we would like to thank everyone who assisted the ANDS Secretariat in working to develop the Education Sector Strategy. We look forward to the firm commitment of all our stakeholders throughout the implementation of this strategy.

Certainly, contributions to the Education Sector will remain key to the success of this strategy in particular, and of the ANDS in general.

**Special thanks also go to the following for their valued help and support:**

Abdul Wassy Arian Senior Curriculum Development Advisor, Ministry of Education; Mohammad Asad Zamir Mohammand Senior Finance and Audit Advisor, Ministry of Education; Mohammad Azim Karbal-ae Planning Director, Ministry of Education; Mohammad Esa Rezaie Senior Capacity Building Advisor, Ministry of Higher Education; Mohammad Husain Farahmand Director of Skill Development, Ministry of Labor, Social Affairs, Martyrs and Disables; Deen Mohammad Safi Senior Advisor, National Olympic Committee; Mohammad Musa Rahim Planning Director, Academy of Science; Fazel Ahmad Fazelyar Physical Education Manager, National Olympic Committee; Abdul Wakil Bayan Planning Director, National Olympic Committee; Abdul Rahim Wardak Director, National Skill Development Program; Sardar Mohammad Roshan Director, Afghanistan Technical and Vocational Institute; Abdul Rahim Nasry Co-ordinator, National Skill Development Program; Mohammad Yahya Wiar Demand Reduction Director, Ministry of Counter Narcotics; Jena Haidari Education Director, Ministry of Women Affairs; Javeed Attae Deputy Director Education, Ministry of Women Affairs; Mohammad Razaq Noori Manager, Technical and Vocational Education and Training / Ministry of Education; Mohammad Ibrahim Safi Control Officer GI-AAC; Richard Filmer Writer ,USAID Bearing Point and Steev Vardigan Technical Advisor, National Skill Development Program.

**The Culture, Youth and Media Sector Strategy** was developed as a result of the commitment and efforts of members of key Afghan ministries, United Nation, donors, civil society, NGOs and the private sector.

The invaluable contribution of H.E. Abdul Karim Khoram, Minister of Information and Culture; H.E. Mohammad Zahir Ghauss, Deputy Minister of Youth Affairs; H.E. Sayed Omar Sultan, Deputy Minister, Ministry of Information and Culture; Najibullah Manalai, Senior Advisor to Minister, Ministry of Information and Culture; Zardasht Shams, Planning Director, Ministry of Information and Culture.

Finally, we would like to thank everyone who assisted the ANDS Secretariat in working to develop the Culture, Youth and Media Sector Strategy. We look forward to the firm commitment of all our stakeholders throughout the implementation of this strategy.

Certainly, contributions to the Culture, Youth and Media Sector will remain key to the success of this strategy in particular, and of the ANDS in general.

**Special thanks also go to the following for their valued help and support:**

Zalami Hotak Policy Director, Ministry of Information and Culture, Office of the Deputy Minister of Youth Affairs; Mohammad Ismail Aslami Planning Advisor, Ministry of Information and Culture; Ghulam Farooq Sawab Gender Education Director, Ministry of Women Affairs; Yadgar Safi, International Stakeholder Coordinator; Rasuli Program Assistant for Culture, UNESCO; Masonari, Program Specialist for Culture, UNESCO; and Brendan Casser, Technical Advisor, UNDP;

**The Agriculture and Rural Development Sector Strategy** was developed as a result of the commitment and efforts of members of key Afghan ministries, UN agencies, donors, NGOs, civil society and the private sector.

The invaluable contribution of H.E. Obaidullah Ramin, Minister of Agriculture, Irrigation and Livestock,

HE Mohammad Ehsan Zia, Minister of Rural Rehabilitation and Development, has been invaluable in the development of this sector strategy.

Finally, we would like to thank everyone who assisted the ANDS Secretariat in working to develop the Agriculture and Rural Development Sector Strategy. We look forward to the firm commitment of all our stakeholders throughout the implementation of this strategy.

Certainly, contributions to the Security Sector will remain key to the success of this strategy in particular, and of the ANDS in general.

**Special thanks also go to the following for their valued help and support:**

Engr. Pir Mohammad Azizi, Engr. Wais Ahmad Barmak, Salem Shah, Arsalan Ghalieh, Engr. Rahman Habib, Amin Sahftee, Nasrullah Bakhtani, Diana Nawazi, Roya Husseni, Loren Flaming, Clemence J. Weber, Cristy Ututalum

**The Social Protection Sector Strategy** was developed as a result of the commitment and efforts of members of key Afghan ministries, UN agencies, donors, NGOs, civil society and the private sector.

The invaluable contribution of H.E. Noor Mohammad Qarqeen, Minister of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD); H.E. Dr. Abdul Matin Edrak, Director of Afghanistan National Disaster Management Authority (ANDMA); H.E. Dr. Hussun Bano Ghazanfar Minister of Women Affairs (MoWA); H.E. General Khudaidad, Minister of Counter Narcotics (MoCN); H.E. Wasil Noor Mohamand, Deputy Minister Labor, Social Affairs, Martyrs and Disabled (MoLSAMD); H.E. Mohammad Ghaws Bashiri, Deputy Minister Labor, Social Affairs, Martyrs and Disabled (MoLSAMD); H.E. Mazari Safa, Ex Technical Deputy Minister, Women Affairs (MoWA) and HE Mujgan Mustafavi, Technical Deputy Minister, Women Affairs (MoWA); has been invaluable in the development of this sector strategy.

Finally, we would like to thank everyone who assisted the ANDS Secretariat in working to develop the SPSS. We look forward to the firm commitment of all our stakeholders throughout the implementation of this strategy.

Certainly, contributions to the Social Protection Sector will remain key to the success of this strategy in particular, and of the ANDS in general.

**Special thanks also go to the following for their valued help and support:**

Mr. Naqibullah Hamdard, Mr. Sayed Asghar Haidari, Mr. Samim Sultani, Mr. Sanjeev Shrivastava, Mr. Zahidullah, Mr. Wahidullah Barekzai, Mr. Dr. Sayed Ahamad Zia Bina, Mr. Feroz Ali, Mr. Shahbaz Khan of Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD), Mr. Khwja Gharib Fitri and Mr. Zia Ahmad Jalal of Ministry of Refugees and Repatriation (MORR); Mr. Eng. Habibullah, MR. Eng. Sardar Mohammad, Mr. Eng. Seddiq Hussainy, Mr. Ajmal Karimi and Mrs. Seeta Giri of Afghanistan National Disaster Management Authority (ANDMA), Mr. Naseer Ahmad Popal of Ministry of Rural Rehabilitation and Development (MRRD), Mrs. Nooria Banwal and Mr. Hussain Ali Moeen of Ministry of Women Af-

fairs (MoWA); Mr. M. Ibrahim Safi of General Independent Administration for Anti Corruption (GIAAC); Mr. M. Yahya Wiar of Ministry of Counter Narcotics (MCN); Mr. Bayan, Shairshah of GTZ, Mr. Samiulhaq “Sami” of National Disability Program (UNDP), Mrs. Elisabeth Rousset and Mrs. Carol A Le Duc of European Union, Mr. Abdul Ghani Kazimi of Afghan Red Crescent Society (ARCS), Mr. Naseer Ahmad Ayaneer of US Embassy, Mr. Naysan Adlparvar of Afghanistan Pilot Participatory Poverty Assessment (APPPA) Team Leader of ACBAR, Mr. Khalid Khosbin, Sector Manager Ministry of Finance (MOF) and Mr. Abdul Rahim Wardak and Mr. Abdul Rahim Nasri of Skill Development Program (NSDP).

**The Refugees, Returnees and IDP’s Sector Strategy** was developed as a result of the commitment and efforts of members of key Afghan ministries, UN agencies, donors, NGOs, civil society and the private sector.

The invaluable contribution of H.E. Shair Mohammad Etebari, Minister of Refugees and Repatriation (MoRR); H.E. Ustad Mohammad Akbar, Ex Minister of Refugees and Repatriation (MoRR); H.E. Dr. Abdul Matin Edrak, Director of Afghanistan National Disaster Management Authority (ANDMA); H.E. Abdul Qadir Ahadi, Executive Ministers Refugees and Repatriation (MoRR); H.E. Fazul Ahmad Azimi, Deputy Minister Refugees and Repatriation (MoRR), has been invaluable in the development of this sector strategy.

Finally, we would like to thank everyone who assisted the ANDS Secretariat in working to develop the Refugees, Returnees and IDP’s Sector Strategy. We look forward to the firm commitment of all our stakeholders throughout the implementation of this strategy.

Certainly, contributions to the Refugees, Returnees and IDP’s Sector will remain key to the success of this strategy in particular, and of the ANDS in general.

**Special thanks also go to the following for their valued help and support:**

Mr. Abdul Bari Rostaei, Mr. Khawja Gharib Fitri, Ex Advisor, Mr. Zia Ahmad Jalal, Advisor Mr. Abdul Qadir Zazai, Chief Advisor, Mrs. Zahida Sahidi, Advisor, of Ministry of Refugees and Repatriation (MoRR), Mr. Sayed Rahim of National Environment Protection Agency (NEPA), Mr. Dr. Mohammad. Yahya Wiar of Ministry of Counter Narcotics (MCN), Mr. Mahmood Saiqal of ANDS Regional Cooperation, Mr. M. Zia Farahmand of General Independent Administration of Anti Corruption (GIAAC), Mr. Mohammad. Daud Panjshiri, Mr. Mohammad Ayoob Erfani, Mr. Seddiq Rasuli of Ministry of Foreign Affairs (MoFA), Mr. Eng. Habibullah of Afghanistan National Disaster Management Authority (ANDMA), Mr. Naseer Ahmad Ayaneer of US Embassy, Mr. Khalid Khusbin of Ministry of Finance (MoF), Mr. Ahmad Qais Munhazim, Mr. Malang Ibrahim, Mr. Sardar Wali Wardak, Mr. Mohammad Nadir Farhad, Mr. Salvatore Lombardo, Mr. Ewen Macleod of UNHCR BO Kabul.

**The Private Sector Development Strategy** was developed as a result of the commitment and efforts of members of key Afghan ministries, donors, civil society and the private sector.

The invaluable contribution of H.E. Mir Mohammad Amin Farhang, Minister of Commerce & Industries, H.E. Dr. Anwar-ul-Haq Ahady Minister of Finance, H.E. Dr. M. Jalil Shams, Minister of Economy, and Mr. Abdul Qadir Fitrat, Governor of the Central Bank of Afghanistan has been invaluable in the development of this sector strategy.

Finally, we would like to thank everyone who assisted the ANDS Secretariat in working to develop the Private Sector Development Strategy. We look forward to the firm commitment of all our stakeholders throughout the implementation of this strategy.

Certainly, contributions of the Private Sector will remain key to the success of this strategy in particular, and of the ANDS in general.

**Special thanks also go to the following for their valued help and support:**

Mr. Sharif Sharifi, Mr. Ziauddin Zia, Mr. Hafizullah Wali Rahimi, Mr. Azim Hossainy, Mohammad Shah Hachemi, Abdul Wasi Haqiqi, Bashir Ahmad Sayet, Hedayatullah Watanyar, Mohammad Yousuf Rajabi, Shah Mohammad Jan, Mohammad Azim Wardak, Ahmad Shah Tahery, Yousuf Noristani, Haji Khalilurrahman, Mohammad Asif Furozan, and Shakib Noori (MoCI), Suleman Fatimie (EPAA), Ghulam Mohammad Yaylaqi (Ex ACCI), Shirin Agha Sakhi and Khanjan Alokzai, (ACCI), Popalzai Popal (ANSA), Omer Zakhilwal (AISA), Eng. Rahman Habib (MAIL), Wahidullah Nosher (MoF), Ahmad Feroz Rasikh (DAB), Sayed Hassan (MoEcon), Safi Popalzai (MoM), Sardar Mohammad Nabard (MoLSAMD), Javed Zeerak (MRRD), Miguel Laric (DFID), Derrin Davis and Nick Poletti (ASI), Martin Kipping (German Embassy), Shafic Gawhari and Tarana Wafi (GTZ), Greg Olson (USAID), Trent Bertrand, James Corbishley and Kathy Walsh (Bearing Point), Philippe Cabanius and Michaela Eglin (UNCTAD), and Farzana Rashid Rahimi (ANDS).

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# Acronyms and Abbreviations

<b>AC</b>	Afghanistan Compact
<b>ADB</b>	Asian Development Bank
<b>AFMIS</b>	Afghanistan Financial Management System
<b>AHDP</b>	Animal Health Development Programme
<b>AHS</b>	Afghanistan Health Survey
<b>AIB</b>	Afghanistan International Bank
<b>AIHRC</b>	Afghanistan Independent Human Rights Commission
<b>AIRD</b>	Afghanistan Institute of Rural Development
<b>AISA</b>	Afghanistan Investment Support Agency
<b>AKTC</b>	Aga Khan Trust for Culture
<b>ALP</b>	Alternative Livelihoods Programme
<b>ALWG</b>	Alternative Livelihoods Working Group
<b>AMMC</b>	Afghan Mobile Mini Circus
<b>ANA</b>	Afghan National Army
<b>ANC</b>	Antenatal Care
<b>ANDMA</b>	Afghanistan National Disaster Management Authority
<b>ANDS</b>	Afghanistan National Development Strategy
<b>ANP</b>	Afghan National Police
<b>ANSA</b>	Afghanistan National Standards Authority
<b>ANWP</b>	Afghanistan National Welfare Program
<b>ARDS</b>	Afghanistan Reconstruction Development Services Unit (Ministry of Economy)
<b>AREU</b>	Afghanistan Research and Evaluation Unit
<b>ARI</b>	Acute Respiratory Infection
<b>ASAP</b>	Accelerating Sustainable Agriculture Programme (USAID)
<b>ASYCUDA</b>	Automated System for Custom Data
<b>ATVI</b>	Afghanistan Technical Vocational Institute
<b>AVA</b>	Afghanistan Veterinary Association
<b>BCC</b>	Behaviour Change Communication
<b>BDS</b>	Business Development Services
<b>BHC</b>	Basic Health Centre
<b>BMI</b>	Border Management Initiative
<b>BNA</b>	Bakhtar News Agency
<b>BPHS</b>	Basic Package of Health Services
<b>BSC</b>	Balanced Scorecard
<b>BVW</b>	Basic Veterinary Workers
<b>CARD</b>	Comprehensive Agriculture and Rural Development
<b>CBN</b>	Cost of Basic Needs
<b>CDC</b>	Communicable Disease Control
<b>CDC</b>	Community Development Council
<b>CDP</b>	Community Development Plan
<b>CDROM</b>	Compact Disc Read Only Memory
<b>CEDAW</b>	Convention on the Elimination of all forms of Discrimination against Women
<b>CG</b>	Consultative Group Meeting
<b>CGHN</b>	Consultative Group on Health and Nutrition
<b>CHC</b>	Comprehensive Health Centre

<b>CHW</b>	Community Health Worker
<b>CIDA</b>	Canadian International Development Authority
<b>CIPE</b>	Center for International Private Enterprise
<b>CIT</b>	Communications and Information Technology
<b>CMU</b>	Contract Management Unit
<b>CMW</b>	Community Midwife
<b>CNTF</b>	Counter Narcotics Trust Fund
<b>CRC</b>	Convention on the Rights of the Child
<b>CS</b>	Civil Servants
<b>CSC</b>	Civil Service Commission
<b>CSO</b>	Central Statistics Office
<b>DAB</b>	Da Afghanistan Bank (Central Bank of Afghanistan)
<b>DABM</b>	Da Afghanistan Breshna Moassessa (Afghanistan National Electricity Distribution Department)
<b>DAC</b>	District Advisory Committee
<b>DAFA</b>	Delegation Archeologique en Afghanistan
<b>DDA</b>	District Development Assembly
<b>DDP</b>	District Development Plan
<b>DDR</b>	Drug Demand Reduction
<b>DED</b>	District Education Departments
<b>DFID</b>	Department for International Development (United Kingdom)
<b>DH</b>	District Hospital
<b>DoRR</b>	Department of Refugees and Repatriation
<b>DPT</b>	Diphtheria, Pertussis & Tetanus
<b>DRDD</b>	Department of Rural Rehabilitation and Development
<b>DVD</b>	Digital Video Disc
<b>EC</b>	European Commission
<b>EIA</b>	Environmental Impact Assessment
<b>EMIS</b>	Education Management Information System
<b>ENT</b>	Ear, Nose & Throat
<b>EOC</b>	Emergency Operation Centers
<b>EPAA</b>	Export Promotion Agency of Afghanistan
<b>EPHS</b>	Essential Package of Hospital Services
<b>EPHS</b>	Essential Package of Hospital Services
<b>EPI</b>	Expanded Program on Immunization
<b>EVI</b>	Extremely Vulnerable Individuals
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FCCS</b>	Foundation for Culture and Civil Society
<b>FFW</b>	Food For Work Program
<b>FP</b>	Facilitating Partner
<b>FY</b>	Fiscal Year
<b>GAVI</b>	Global Alliance for Vaccines and Immunizations
<b>GCMU</b>	Grants and Contracts Management Unit
<b>GDHR</b>	General Directorate of Human Resources
<b>GDP</b>	Gross Domestic Product
<b>GDPP</b>	General Directorate of Policy & Planning

<b>GFATM</b>	Global Fund for HIV/AIDS, Tuberculosis and Malaria
<b>GIACC</b>	General Independent Administration of Anti-Corruption and Bribery
<b>GIS</b>	Geographic Information System
<b>GoA</b>	Government of Afghanistan
<b>GRRU</b>	Gender and Reproductive Rights Unit
<b>Ha</b>	Hectare
<b>HCF</b>	Health Care Financing
<b>HCS</b>	Health Care Service
<b>HCW</b>	Health Care Worker
<b>HDI</b>	Human Development Index
<b>HIPC</b>	Heavily Indebted Poor Countries
<b>HIV/AIDS</b>	Human Immune-deficiency Virus/Acquired Immune Deficiency Syndrome
<b>HLP</b>	Horticulture and Livestock Programme (World Bank)
<b>HMIR</b>	Hospital Monthly Integrated Report
<b>HMIS</b>	Health Management Information System
<b>HNS</b>	Health and Nutrition Sector
<b>HNSS</b>	Health and Nutrition Sector Strategy
<b>HP</b>	Health Post
<b>HR</b>	Human Resources
<b>HRD</b>	Human Resources Development
<b>HRM</b>	Human Resources Management
<b>HSO</b>	Health Service Ombudsman
<b>I-ANDS</b>	Interim Afghanistan National Development Strategy
<b>IAR</b>	Independent Administrative Reform
<b>ICCA</b>	International Cooperatives Corporation Alliance
<b>ICDN</b>	Integrated Community Development in Northern Afghanistan
<b>ICESCR</b>	International Covenant on Economic Social and Cultural Rights
<b>ICESCR</b>	International Covenant on Economic Social and Cultural Rights
<b>ICT</b>	Information, Communications and Technology
<b>IDD</b>	Iodine Deficiency Disorder
<b>IDPs</b>	Internally Displaced Persons
<b>IEC</b>	Information Education and Communication
<b>IHR</b>	International Health Regulations
<b>IIHMR</b>	Indian Institute of Health Management Research
<b>ILO</b>	International Labor Organization
<b>IMC</b>	Inter-Ministerial Committee
<b>IMCI</b>	Integrated Management of Childhood Illnesses
<b>IMF</b>	International Monetary Fund
<b>IMR</b>	Infant Mortality Rate
<b>IOM</b>	International Organization for Migration
<b>IP</b>	Implementing Partner
<b>ISAF</b>	International Security Assistance Force
<b>ISO</b>	International Organization for Standardization
<b>IT</b>	Information Technology
<b>JCMB</b>	Joint Coordination and Monitoring Board

<b>JHU</b>	Johns Hopkins University
<b>JICA</b>	Japan International Cooperation Agency
<b>JICA</b>	Japan International Cooperation Agency
<b>Kg</b>	Kilogram
<b>Km</b>	Kilometre
<b>LAB</b>	Laboratory
<b>LEB</b>	Life Expectancy at Birth
<b>M</b>	Million
<b>M&amp;E</b>	Monitoring and Evaluation
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MAAR</b>	Monthly Aggregated Activity Report
<b>MAIL</b>	Ministry of Agriculture, Irrigation and Livestock
<b>MCH</b>	Mother and Child Health
<b>MCN</b>	Ministry of Counter Narcotics
<b>MDG</b>	Millennium Development Goal
<b>MDG</b>	Millennium Development Goal
<b>MDGs</b>	Millennium Development Goals
<b>MFI</b>	Microfinance Institution
<b>MFN</b>	Most Favoured Nation
<b>MIAR</b>	Monthly Integrated Activity Report
<b>MIS</b>	Management Information System
<b>MISFA</b>	Microfinance Investment Support Facility for Afghanistan
<b>MMR</b>	Maternal Mortality Ratio
<b>MoCI</b>	Ministry of Commerce and Industry
<b>MoE</b>	Ministry of Education
<b>MOE</b>	Ministry of Education
<b>MoE</b>	Ministry of Education
<b>MOEW</b>	Ministry of Energy and Water
<b>MoF</b>	Ministry of Finance
<b>MoFA</b>	Ministry of Foreign Affairs
<b>MoH</b>	Ministry of Health
<b>MOH</b>	Ministry of Health
<b>MoHE</b>	Ministry of Higher Education
<b>MoIC</b>	Ministry of Information and Culture
<b>MoLSA</b>	Ministry of Labour and Social Affairs
<b>MoLSAMD</b>	Ministry of Labour and Social Affairs
<b>MoPH</b>	Ministry of Public Health
<b>MORR</b>	Ministry of Refugees and Repatriation
<b>MOSLAMD</b>	Ministry of Labor and Social Affairs, Martyrs and Disabled
<b>MOU</b>	Memorandum of Understanding
<b>MOWA</b>	Ministry of Women's Affairs
<b>MRRD</b>	Ministry of Rural Rehabilitation and Development
<b>MRRD</b>	Ministry of Rural Rehabilitation and Development
<b>Mt</b>	Metric Ton
<b>MUD</b>	Ministry of Urban Development

<b>NABDP</b>	National Area-Based Development Programme
<b>NATO</b>	North Atlantic Treaty Organization
<b>NEEP</b>	National Emergency Employment Programme
<b>NEPA</b>	National Environmental Protection Agency
<b>NESA</b>	National Education Standards Authority
<b>NGO</b>	Non Government Organisation
<b>NGOs</b>	None Governmental Organizations
<b>NGOs</b>	Non Governmental Organizations
<b>NH</b>	National Hospitals
<b>NHA</b>	National Health Accounts
<b>NHCS</b>	National Health Care System
<b>NHP</b>	National Health Policy
<b>NHS</b>	National Health Strategy
<b>NHSPA</b>	National Health System Performance Assessment
<b>NRAP</b>	National Rural Accessibility Program
<b>NRC</b>	Norwegian Refugee Council
<b>NRVA</b>	National Risk and Vulnerability Assessment
<b>NSDP</b>	National Skills Development Program
<b>NSP</b>	National Solidarity Programme
<b>NSS</b>	National Surveillance System
<b>NUHDA</b>	National Union of Horticulture Development of Afghanistan
<b>NVETA</b>	National Vocational Education and Training Authority
<b>PA</b>	per annum
<b>PAG</b>	Policy Action Group
<b>PAR</b>	Public Administrative Reform
<b>PAYG</b>	Pay-as-you-go
<b>PDC</b>	Provincial Development Committee
<b>PED</b>	Provincial Education Departments
<b>PH</b>	Provincial Hospital
<b>PHCC</b>	Provincial Health Coordination Committee
<b>PHCS</b>	Primary Health Care Services
<b>PoR</b>	Proof of Registration
<b>PPA</b>	Performance-Based Partnership Agreement
<b>PPC</b>	Performance-Based Partnership Contract
<b>PPG</b>	Performance-Based Partnership Grant
<b>PPH</b>	Provincial Public Health
<b>PPHCC</b>	Provincial Public Health Coordination Committee
<b>PPSP</b>	Policy and Planning Support Program
<b>PRP</b>	Pension Reform Project
<b>PRR</b>	Priority Reform and Restructuring
<b>QA</b>	Quality Assurance
<b>RAL</b>	Reintegration and Alternative Livelihoods Project
<b>RBSP</b>	Rural Business Support Project
<b>REACH</b>	Rural Expansion of Afghanistan Community Based Health Care
<b>REDP</b>	Rural Enterprise Development Programme



<b>RgH</b>	Regional Hospital
<b>RH</b>	Reproductive Health
<b>RIMU</b>	Reform and Management Unit
<b>RSD</b>	Refugees Status Determination
<b>RuWatSan</b>	Rural Water Supply and Sanitation Programme
<b>SAARC</b>	South Asian Association for Regional Cooperation
<b>SAFTA</b>	South Asia Free Trade Area
<b>SASC</b>	School Advisory and Support Councils
<b>SBA</b>	Specialized Birth Attendance
<b>SH</b>	Specialty Hospital
<b>SM</b>	Strengthening Mechanism
<b>SME</b>	Small and Medium Enterprise
<b>SMEs</b>	Small and Medium Enterprises
<b>SOEs</b>	State Owned Enterprises
<b>SOEs</b>	State Owned Enterprises
<b>SPACH</b>	Society for the Preservation of Afghanistan's Cultural Heritage
<b>SPO</b>	Standardized Operational Procedures
<b>STI</b>	Sexually Transmitted Infection
<b>SWAp</b>	Sector Wide Approach
<b>TA</b>	Technical Assistance
<b>TA</b>	Tripartite Agreement
<b>TAG</b>	Technical Advisory Group
<b>TB</b>	Tuberculosis
<b>TF</b>	Task Force
<b>TMF</b>	Turquoise Mountain Foundation
<b>TNA</b>	Training Needs Assessment
<b>TTC</b>	Teacher Training Colleges
<b>TVET</b>	Technical and Vocational Education Training
<b>TVET</b>	Technical and Vocational Education Training
<b>TWG</b>	Transparency Working Group
<b>U5MR</b>	Under 5 Mortality Rate
<b>UN</b>	United Nations
<b>UNAMA</b>	United Nations Assistance Mission in Afghanistan
<b>UNDP</b>	United Nations Development Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Fund for Population
<b>UNHCR</b>	United Nations High Commission for Refugees
<b>UNICEF</b>	United Nations International Children's Emergency Fund
<b>UNIFEM</b>	United Nations Development Fund for Women
<b>UNMACA</b>	United Nations Mine Action Centre for Afghanistan
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>USAID</b>	United States Agency for International Development
<b>USD</b>	United States Dollar
<b>VE</b>	Vocational Education
<b>VET</b>	Vocational Education and Training

<b>VFU</b>	Veterinary Field Unit
<b>WB</b>	World Bank
<b>WFP</b>	World Food Program
<b>WG</b>	Working Group
<b>WG</b>	Working Group
<b>WHO</b>	World Health Organization
<b>WTO</b>	World Trade Organisation
<b>WUA</b>	Water Users Association

# Glossary

## **Balanced Scorecard (BSC)**

The BSC is a sample-based health facility evaluation using selected indicators, including quality indicators, in order to establish a coherent and in-depth M&E system.

## **Basic Package of Health Services (BPHS)**

The package provides standardized basic services with an emphasis to form the core of service delivery in all primary health care facilities.

## **Behavior Change Communication (BCC)**

A program undertaken to make the public aware of health risks they are taking as a result of their behavior in an endeavor to convince them to change their practices.

## **Chronic Conditions**

Health problems that persist and their prevalence is rising worldwide because of increased longevity, urbanization and unhealthy lifestyles.

## **Consultative Group on Health & Nutrition (CGHN)**

The central platform to maximize the coordination and integration of all related activities of the HNS to promote a common approach to assessing sector problems, and provide guidance, direction and overall advisory leadership.

## **Cost-effective public health interventions**

Interventions that can substantially reduce the burden of disease in populations, especially among the poor, and do so at a reasonable cost relative to results.

## **Essential Package of Health Services (EPHS)**

Defines the necessary elements of service mix, staff, facilities, equipment, drugs and consum-

ables for each type of hospital at each level to provide the missing linkage between the BPHS and hospital sector.

## **Health Care Financing (HCF)**

The way health-related activities in a country are financed (funded). It refers to all resources used for health, their sources and the way they are used. HCF (health sector financing) is a key determinant of population health and well-being.

## **Health Management Information System (HMIS)**

Used for collecting routine information on key BPHS; keeping the registration of facilities with unique identification numbers; and supporting data base management.

## **Indicators**

Measures for checking progress on achieving outcomes and outputs, quantitative and/or qualitative, have a time frame, and may highlight geographical and/or target groups.

## **Information, Education and Communication (IEC)**

The effort made in health promotion to make the public more aware of health issues that they can prevent/resolve individually and/or identify for medical assistance as required.

## **National Health Accounts (NHAs)**

An international standard framework for reporting on country health-related expenditures, consistent with frameworks for other economic and social statistics.

## **National Health System Performance Assessment (NHSPA)**

A system conducted in all provinces to evaluate the quality of care for outpatient services for each type of facility providing the BPHS.

**Performance-Based Partnership:** Contracted-out HCSs to NGOs, with funding provided by the EU, USAID or WB.

**Provincial Health Coordination Committee (PHCC):** The platform to maximize the coordination and integration of all health related activities amongst the stakeholders at the provincial level with the main objective of increasing the effectiveness and efficiency of the HNS.

**Public Health:** The preventing of disease, prolonging life and promoting health through organized efforts of society related to populations/communities as opposed to individuals.

**Quality Management (QM):** The degree of excellence of a service or a system in meeting the health needs of those most in need at the lowest cost, and within limits, directives and/or regulations.

**Sector-wide approach (SWAp):** The formulation of policy and management of all agencies and organizations, both public and private, with a common strategy and mutually agreed management arrangements including the pooling of financial resources (excluded in sector-wide management).

**Stewardship** The methodology of implementing the vision and direction of the NHP by exerting influence through regulation and advocacy, collecting and using information, and Contracting Out to provide HCSs to the public.

**Strengthening Mechanism (SM):** Delivery improvement of HCS Provision by the MoPH, currently at district level in three provinces, and supported by the WB.

**Technical Advisory Group (TAG):** The highest level technical platform to discuss issues and challenges related to the NHCS, and provide solutions to all health related activities at all levels.

**Transparency Working Group (TWG):** A ministerial TF that will act as an advisory board to the leadership on accountability and integrity standards.

<b>Lisans</b>	Bachelor Degree
<b>Madrassa</b>	Schools Teaching Islamic Subjects
<b>Tashkeel</b>	Organizational Structure with Number of Personnel
<b>Bollywood</b>	Is the name given to the Mumbai-based Hindi-language film industry in India
<b>Buddha</b>	Originator of the Buddhist religion
<b>Buzkashi</b>	National and Traditional sport playing by horses
<b>Kuchi</b>	Nomads
<b>Minaret of Jam</b>	Historical Minaret in Ghor Province
<b>Qala</b>	Traditional houses in which families of the same father living
<b>Sharia</b>	Islamic Regulation
<b>Tepe Sardar</b>	Sardar Historical Hill
<b>Core Budget</b>	the money which is channeled through government treasury (MoF)
<b>External Budget</b>	the money which is not channeled though government treasury (MoF) directly given to implementing g
<b>Hashar</b>	voluntarily working together for some one or community, it is common in rural areas among farmers at harvest stage and canal cleaning
<b>Jerib</b>	land measurement unit, 1 jerib is equal to 0.4 hectare

**Mirab** a person responsible for water management in a community

**Murabahah** Murabahah is a particular kind of sale where the seller expressly mentions the cost of the sold commodity he has incurred, and sells it to another person by adding some profit thereon.

**Shura** community council

**Wakil** community representative elected for a specific period of time

**Social Protection:** Traditionally, Social Protection has included policies that provide social safety nets, social funds, labor market interventions, and social insurance including pensions.

**Poverty** Poverty is a multidimensional phenomenon, that may be best described/defined as:

- lack of ability to “function” in society;
- not having most, if not all, of the necessary basics of life;
- lack of command over commodities (or specific consumptions deemed essential for a reasonable standard of living)

Various dimensions of poverty (such as low incomes, low level of education, poor health) are in constant interaction and can reinforce each other.

**Vulnerability:** Both the causes and the phenomenon of disasters are defined by social processes and structures. Thus it is not only a geo- or bio-physical hazard, but rather the social context that is taken into account to understand “natural” disasters (Hewitt 1983).

- Although different groups of a society may share a similar exposure to a natural hazard,

the hazard has varying consequences for these groups, since they have diverging capacities and abilities to handle the impact of a hazard.

**Well-being** Ability to “function” in society

- Having most, if not all, necessary basics of life.
- Control over commodities: ability to obtain commodities in general.
- Control over specific types of consumption: ability to obtain specific consumption goods and services (e.g. food, housing, education and health care).

**Poverty line:** A poverty line or threshold is:

- a minimum standard welfare indicator required by a household to fulfill its basic food and non-food needs.
- amount necessary (of welfare indicator, e.g., per capita consumption) to achieve the minimum level of well-being.
- somewhat arbitrary as the line between poor and non poor can be hard to define but it must resonate with social norms, with the common understanding of what represents a minimum standard of living in society.

**Poverty Headcount** Percentage of population whose level of daily consumption is below the poverty line

**Poverty headcount rate** The proportion of the population for whom consumption (or some other welfare indicator) is below the poverty line.

**Poverty incidence** It is the share of the population that cannot afford to buy a basic basket of goods

**Severity of Poverty** Average of the square of the level of consumption below the poverty line, as a ratio of the poverty line

**Social shocks:** Sudden and adverse change in the

well being of the poor

**Extreme poor:** Those whose consumption is below the minimum daily recommended intake of calories

**Gender Gap:** Social inequality between men and women

**Human Capital:** Human resources

**Amayesh:** The registration exercises which has been conducted in Iran in 2005 and 2006 in order to assess and register the exact number of Afghan refugees living there

**Tripartite Agreement:** This is the type of negotiations/meetings between government of Afghanistan, government of Pakistan, government of Iran, and the United Nations High Commissionerate for Refugees (UNHCR) on the status return of Afghan refugees from neighboring countries.

**Pushtoon, Hazar & Tajik:** The major national ethnic group who are living in different part of the country especially in eastern, southern, central and northern provinces.

**Amu Darya:** A river in the Pamir mountains in northern Afghanistan.

**Uruzgan, Helmand & Zabul:** Three southern provinces





# **Education Sector Strategy**

## **1387 - 1391 (2007/08 - 2012/13)**


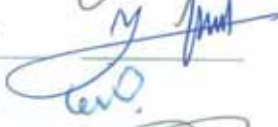





### **Pillar III - Social & Economic Development**



# Education Sector Strategy

Approved by  
Sector Responsible Authorities

<i>Ministry/Agency</i>	<i>Name of Minister/Director</i>	<i>Signature</i>
Ministry of Higher Education	H.E Mohammad Azam Dadfar	
Ministry of Education	H.E Mohammad Haneef Atmar	
Ministry of Labour, Social Affairs, Martyrs and Disables	H.E Noor Mohammad Qarqeen	
Academy of Science	Prof. Abdul Bari Rashid	
National Olympic Committee	Mr. Mohammad Anwar Jekdalek	

Date of Submission

March - 2008



# EXECUTIVE SUMMARY

## EDUCATION SECTOR STRATEGY

The right to education for all is enshrined in Afghanistan's Constitution (2002). Based on the Constitution the long term vision for the sector is that regardless of gender, ethnicity, socio-economic status or religious affiliation, all Afghans will have equal access to quality education to enable them to develop their knowledge and skills and thereby maximize their potential. The centrality of education to stability, good governance, poverty reduction and prosperity is undisputed. An education sector that engenders a healthy workforce with relevant skills and knowledge is key to long-term economic growth. There are nearly 220,00 people employed in the sector of which nearly 155,000 are teaching professionals at all levels and the remaining non-teaching staff support the sector. There are more than 6 million children, youth and adults receiving education all over the country today. However, much remains to be done, and this strategy outlines the way forward to achieving our vision through a series of immediate, medium and long-term benchmarks that will facilitate the development of an education sector from which students will **Figure 1. Equal Access to Education**



emerge literate, numerate and technologically proficient as a basis for lifelong learning. The education sector in Afghanistan comprises three sub-sectors: Primary and Secondary Education, which includes general, Islamic and technical/vocational education from Grades 1 to 14; Higher Education for all tertiary education; and Skills Development that encompasses literacy and vocational training. The *Millennium Development Goal* for the sector is that by 2020 all children in the country – boys and girls alike – will be able to complete a full course of primary education. A set of medium term benchmarks (to be met by the end of 2010) identified in the *Afghanistan Compact* has guided the development of strategies for each of the sub-sectors.

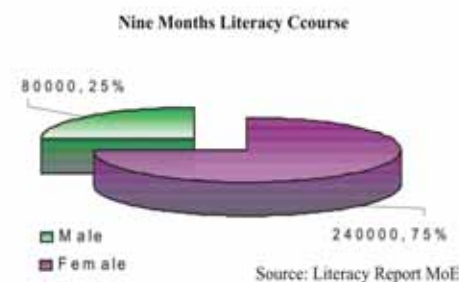
### A. Current Situation in the Sector

- **Achievement** The student population in schools has increased by 600% in the last six years and there is a steady 12-14% increase in annual enrolment into Grade 1. Thirty-five percent of the student population comprises girls. The number of schools has trebled to 9,062 in the same period. Similarly, the number of teachers has increased 7-fold to 142,500 of whom nearly 40,000 are female. Fifty thousand of these teachers have received in-service teacher training.
- Primary school curriculum has been reviewed and revised; textbooks and teachers' guides

have been developed, printed and distributed. Islamic education has been reviewed and a broad-based curriculum has been developed through a national consultative process. The number of religious schools has increased to 336 and a representative National Islamic Education Council has been established to oversee and monitor the delivery of Islamic education across the country.

- There are 52,200 students in higher education institutions taught by 2,713 lecturers. Demand for higher education is currently four times greater than the available places in tertiary education institutions. Partnerships with foreign universities and other educational institutions have been introduced in about half the universities. Such partnerships foster and provide support to develop and enhance the capacity of these universities.
- Skills development – through technical and vocational education and training as well as focused functional literacy – has also seen a growth in the last five years. The importance of skills development and the Government's commitment to improving this sub-sector is demonstrated by the setting up of the National Skills Development Program in 2005 as a national priority program. Technical/vocational education at the secondary level through public institutions has seen a 10-fold increase in the last five years with nearly 10,500 students enrolled in 44 schools. Innumerable short-term technical/vocational training courses that focus on specific skills set are conducted by the non-government and the private sectors.
- Functional literacy for youth and young adults are carried out by both the public and non-government sectors. In the public sector alone nearly 320,000 persons undertook a 9-month literacy course in 2007, of whom 75% were females. Illustrated in figure 2

**Figure 2.** Nine Months literacy course conducted to youth and young adults



## Challenges

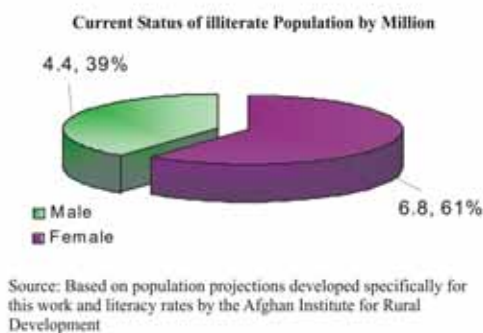
- The Government while satisfied with the progress made so far recognizes the many challenges that lie ahead in achieving its long-term vision and medium term objectives. These challenges pertain to meeting the growing demand for access to quality and relevant education.
- The demand for education far outstrips the supply across the sector in Afghanistan today. Only half of all school-age children<sup>1</sup> are enrolled in schools and there are huge provincial, gender and rural/urban disparities. Eight-two percent of children enrolled in schools are in primary grades. Half of all schools today do not have adequate, safe or appropriate learning spaces that are conducive to parents allowing their girls, particularly at the secondary level, to enroll in schools.
- There is a severe shortage of female teachers in rural areas – 80% of rural districts do not have a girls' high school because there are no female teachers available locally to teach in them (there are only 216 girls' high schools across the country, a majority of them located

<sup>1</sup> School age refers to children between 6-18 years of age; 6-13 years = primary school which is Grades 1-6; 14-18 years = secondary school from Grades 7 to 12. Basic education is described as Grades 1-9 (6-15 years of age), which is also compulsory as stated in the Constitution.

in regional and provincial capitals). Only 28% of all teachers are women and 80% of them are found in urban schools. Schools for children with special needs are woefully lacking while those for Kuchi children are inadequate.

- Every year between 40,000-70,000 youth graduate from high schools across the country but only 25-30% of them are able to enter tertiary education due to the severe shortage of places in higher education institutions. In 2006 there were 58,300 applicants for entry into tertiary education institutions. Only 17,700 were successful. Most of the universities have buildings that require rehabilitation and there is a drastic shortage of qualified lecturers.
- The lack of access to education in the recent past has resulted in a massive backlog of illiterate people in Afghanistan. Based on recent national surveys<sup>2</sup> it is estimated that only 28% of the population (6 years and over) in the country can read - only 18% of females and 36% of males (6 years and over) are able to read, a female to male ratio of 0.5. It is estimated that there are 11.2 million illiterate persons in the country today, half of whom are out-of-school children primarily above the age of thirteen. Illustrated in Figure 3

**Figure 3. Illiterate population projection**



- The paucity of access to education is exacerbated by the poor quality of education across

the sector. A general lack of pedagogical skills and inputs is the norm. Other quality constraints revolve around teaching spaces, teacher and trainer qualifications, skills and motivation, outdated curricula and poor teaching and learning materials, weak assessment and accreditation systems. Only half the teachers employed in the primary and secondary sub-sector meet the minimum qualification which is Grade 12 for primary school teachers. There is a severe lack of high school graduates available and/or willing to train as teachers due to low salary levels currently set for the teaching profession. There is major shortage of qualified master trainers in the vocational training.

- Secondary school students are still being taught from an outdated curriculum developed more than 20 years ago. Teacher training in the use and teaching of the new curriculum still needs to be addressed. Libraries and laboratories are singularly lacking even in most urban schools and higher education institutions as are trained librarians, technicians and science teachers. In higher education there is a need to transform the monolithic system into a modern system of independent, well managed universities that operate in the interests of their students. Technical/vocational education and training are overloaded with academic subjects, have poor laboratory environments for practical training, are short of teaching aids and lack adequate training materials. These programs provide limited exposure to students on the practical application of their training.
- The relevance of education as it applies to the content, proper articulation from elementary to high school level and appropriateness for student learning and teachers teaching are a challenge that is still being defined in the sector today. Skills development is rarely linked to market relevance and weak job linkages. There is no minimum qualification standards

<sup>2</sup> NRVA 2005 and projected population projections specifically developed for this report.



imposed particularly in course content or assessment procedures for technical/vocational training. Similarly, there is no uniformity in course length across various training programs and courses are often not sub-divided into levels of competency.

- The quality of student input is low and consequently the quality of students entering formal higher secondary or tertiary education do not possess adequate literacy and numeracy skills needed to cope with higher level theory and practical courses. The relevance of vocational training courses is further compounded by the lack of prior academic training.
- Throughout the education sector there is a general lack of engagement with the private sector and the use of private sector resources that would generate competitiveness and thereby encourage and enhance quality of the education services. Benefits to delivery of relevant education services would be greatly enhanced through market linkages and the private sector.
- One of the most intractable challenges that are being faced by the sector today is terrorism. Educational institutions, students and teachers have become the soft targets.

Threats to schools, destruction of school buildings, killing and maiming of students and teachers is increasing, particularly in the southern provinces, because of which pockets of the population are being deprived of their basic rights.

## B. Policy Framework: Sector Strategy<sup>3&4</sup>

Three dominant policy goals drive the education

<sup>3</sup> National Education Strategic Plan (1385-1389), Ministry of Education, Islamic Republic of Afghanistan.

<sup>4</sup> Outputs of these programs contribute to the development and delivery of the Skills Development sub-sector.

strategy aiming to address the challenges within the sector.

### Equity

Increase access to education for all: the government is pursuing an aggressive building and equipment program in addition to assessing the potential for distance learning strategies. This will include assessing the optimal role for government and identifying strategies for achieving national coverage relatively quickly through the use of existing national facilities. As part of this aggressive building program, efforts will be made to include improved security, comfort and hygiene in the building designs in order to improve the physical learning environment.

Through expansion of building, equipping of learning spaces and appropriate/adequate staffing it is envisaged that equity in access to education will progress rapidly and thereby decrease gender inequity in rural areas particularly at post-primary levels. This program will also provide education access to children of nomadic communities, those with learning and physical disabilities, pre-school children and older children who have missed the first years of basic education. Equity in access to primary and secondary education will provide a firm base for equity in higher education.

Improvement in equity in access to education will be indicated through increased net enrolment in the various sub-sectors, by gender and special needs; additional physical infrastructure and facilities for that caters to all including females, special needs and nomadic communities in suitable locations.

### Quality

**Improve quality of teaching and learning:** a comprehensive program to improve the quality of education has been initiated encompassing provi-



sion of conducive learning spaces, in-service and pre-service teacher training, curriculum review and development, development and production of teaching and learning materials and better working conditions for the teaching profession through public administration reform.

Although improving the pedagogical skills of teachers and master trainers is a contributor to improving the quality of education in Afghanistan, recent surveys indicate that the knowledge level of teachers is also extremely low. Thus teacher training and training of trainers will consist of both subject-content training as well as pedagogical training. The quality of education will also be improved by continued updating and revision of the curriculum and by increased community involvement in the management of education delivery.

Enhanced quality of education will be measured by the progression rates of students through the system, national competency tests that will be developed and delivered for students and the numbers of teachers who have successfully completed competency tests and the systems put in place to monitor and coach teachers on a regular basis.

## Relevance

Promote relevant education: For education to contribute to poverty reduction and economic growth it is important that the skills and knowledge acquired in the education system are relevant to present day needs and market demands. The content of education in Afghanistan has not evolved with the times. However, it is opportune now to leapfrog in time and adopt relevant methodologies, content and appropriateness that suit both the individual and the people at large to better contribute to and benefit from economic growth. The review and revision of curriculum to make Islamic education broad-based to allow multiple career paths for graduates, the teaching and learning of technical and vocational skills that are in

demand and will lead to jobs, adult literacy that is linked to productive skills, are some examples of how government is attempting to make education more relevant to present day Afghanistan.

The relevance of education being delivered at all levels will be indicated by regular monitoring and review of curricula, the ratio of practical versus theoretical teaching, market linkages of skills training programs and employability of graduates.

## Strategic Approaches

The underling principle of government in ensuring equal access to education for all is to develop a strategy that is national in scope but local in focus and delivery. Different measures will be required to overcome constraints to access and supply due to geography and thereby promote the diversity of Afghanistan.

Government will work towards strengthening partnerships, clarifying responsibility and transferring skills. The value and contribution of partners to the education sector will be enhanced through improved understanding and collaborative implementation.

A government-led education sector needs to be supported through building an accountable and transparent system of education financing and administration. The underpinning strategy that the government will employ to achieve its policy goals, therefore, is the reform and restructuring of the management systems in place that facilitate the delivery of education services. At the primary and secondary school level, a major policy shift seeks to devolve greater authority to the school level for minor operating expenses, planning and execution. This is part of the overall intention to improve governance and management standards.

Recruitment processes will be reviewed and be part of the overall public administration reforms.

Registration of all teaching professionals across the sector, implementation of public administration reform, teacher salaries and other incentives are being reviewed as part of the pay and grading process, including appropriate career development of teaching professionals based on merit and performance to increase retention, in conjunction with the Civil Service Commission.

## C. Strategies

### Primary and Secondary Education

A comprehensive five-year strategic plan for the delivery of education services has been developed by the Ministry of Education (MoE) to meet the medium-term benchmarks for primary and secondary education set in the Afghanistan Compact by 2010. Based on the overarching policy of attaining national and gender equity in access to quality and relevant education, including affirmative action initiatives, the Strategic Plan encompasses the National Education Program that comprises two subsets of priority programs. The first set comprises service delivery programs and the second set quality assurance and support programs.

The service delivery program components are General Education, Islamic Education, Technical/Vocational Education and Literacy, while the quality of education is assured through the Teacher Education & Working Conditions, Curriculum Development & Learning Materials, Education Infrastructure Rehabilitation and Development, and Education Administration Reform and Management. Each of these program components has a set of costed projects that are prioritized and sequenced for implementation.

## Higher Education

In Higher Education the strategy involves increasing both quantity and quality aspects. This will involve increasing the capacity to accommodate more qualified students, together with an improvement in the quality of higher education by improving the number and quality of lecturers and offering a greater variety of courses. There are plans to provide universities with greater autonomy. A key component of the strategy is to encourage universities to enter into cooperative arrangements with other universities, both domestic and foreign, so that there can be an exchange of lecturers. Implementation of this strategy has already commenced. Eleven cooperative partnerships between individual universities in the country with well qualified foreign universities are in various stages of finalization.

In 2007 a Higher Education Law has been passed by Cabinet. Masters' courses have already commenced as part of the objective to offer a greater variety of courses. Ministry of Higher Education (MoHE) has started to introduce accreditation through the Academic Coordination Committee. This body, whilst still in the early stages will also be involved in quality assurance and control, which is an integral component of the accreditation procedures. In its efforts to improve the quality of Higher Education, most funds available to the Ministry will be used to refurbish the existing university campuses and carry out construction of buildings for libraries and laboratories in the existing universities. It is also important as part of the strategy to conduct a review of university funding so that universities have greater autonomy.

### Skills Development and Training

Many of the courses delivered by mandated institutions suffer from similar problems: lack of modern equipment that can be used by students to acquire trade-relevant skills and lack of adequately trained and motivated staff. Issues that need to

be addressed include clearly identified administrative responsibility for delivering and setting standards in the area of vocational training. There are problems of staff shortages, lack of standardization in training courses, and qualifications that are difficult for potential employers to access.

The strategy that has been proposed to address this is to establish a new organization, NVETA that would manage, but not operate, all vocational training institutions. The NVETA would set minimum core competencies for courses, carry out accreditation, and inspect vocational institutions, to ensure that they meet minimum standards. They would be responsible for procuring services to operate vocational training facilities owned by the state by service providers from both state institutions and the private sector. Part of the strategy would involve the development of an accreditation system for non-government and private sector providers who deliver the bulk of vocational training, and the formalization of existing apprenticeship arrangements and expansion of the system. The approach would ensure that a recognized qualification is provided to people undertaking apprenticeships who have achieved specified basic competencies.

Technical/vocational education, as part of the formal secondary education, is included under the National Education Strategic Plan as is Literacy and Non-formal education. These two programs address all three policy goals of the sector. Under the former a National Institute of Administration and Management is being established to address the lack of capacity in both the public and private sectors in basic project management, accountancy and book keeping, and information communications technology. A nation-wide literacy and pro-

ductive skills program is being launched that aims to make at least half a million people literate and numerate with skills that will enable them to find employment. This would be in addition to numerous other literacy service providers who coordinate their activities and interventions under the leadership of the National Literacy Centre.

There are now firm proposals agreed to by relevant institutions to the establishment of regulatory bodies to operate across the whole of the education spectrum in order to improve educational standards. These include a Board of Secondary Education, a National Vocational Education and Training Board, the Islamic Education Board and Higher Education Board. It has been agreed to establish the necessary legislation for these Boards and for the implementation of the Afghanistan National Qualifications Framework. In order to oversee these components of the strategy a committee on education and skills policy has been established.

### **Institutional Arrangements**

Education services are delivered by a number of government institutions. The MoE is mandated to deliver primary and secondary education, including general education, Islamic education, teacher education, technical/vocational education and literacy. The MoHE is responsible for all tertiary education while the Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD) is mandated to deliver vocational training.



# INTRODUCTION

The centrality of education to stability, good governance, poverty reduction and prosperity is undisputed. An education sector that engenders a healthy workforce with relevant skills and knowledge is key to long-term economic growth. There are nearly 220,00 people employed in the sector of which nearly 155,000 are teaching professionals at all levels and the remaining non-teaching staff support the sector. There are more than 6 million children, youth and adults receiving education all over the country today. Over the last six years the sector has experienced a number of achievements unprecedented in the history of the country, particularly in terms of enrollment rates. Communities across Afghanistan have demonstrated the desire for a better future for their children by sending them to school in their millions. Tens of thousands of youth and adults, both female and male, who missed out on education flock to literacy classes and vocational training. Households are making large personal and financial sacrifices to obtain education. However, much remains to be done, and this strategy outlines the way forward to achieving our vision through a series of immediate, medium and long-term benchmarks that will facilitate the development of an education sector from which students will emerge literate, numerate and technologically proficient as a basis for lifelong learning.

The right to education for all is enshrined in Afghanistan's Constitution (2002) which states that education "is the right of all citizens and offered free of charge in State institutions....and that the State is obliged to devise and implement effective

programs for a balanced expansion of education all over Afghanistan" (article 43); that the State must "adopt necessary measures for promotion of education in all levels (article 17); and that the State must also "devise effective programs for balancing and promoting education and improving of education of the nomads and elimination of ill-literacy in the country" (article 44). Furthermore, the Constitution states that "the State shall devise and implement a unified educational curriculum based on the tenets of the sacred religion of Islam, national culture as well as academic principles, and develop religious subjects' curricula for schools on the basis of existing Islamic sects in Afghanistan (article 45); "establishing and administering higher, general and specialized educational institutions shall be the duty of the State. The citizens of Afghanistan shall establish higher, general and specialized educational as well as literacy institutions with the permission of the State (article 46). The education sector in Afghanistan comprises three sub-sectors: Primary and Secondary Education, which includes general, Islamic and technical/vocational education, from Grades 1 to 14; Higher Education for all tertiary education; and Skills Development that encompasses literacy and technical vocational education/training

The *Millennium Development Goal* (MDG) for the sector is that by 2020 all children in the country – boys and girls alike – will be able to complete a full course of primary education. A set of medium term benchmarks (to be met by the end of 2010) identified in the *Afghanistan Compact* has guided the development of strategies for each of the sub-

sectors. For primary and secondary education the benchmarks address some key expected outputs and outcomes which are *“net enrolment in primary schools for girls and boys will be at least 60% and 75% respectively; a new curriculum will be operational in all secondary schools; the numbers of female teachers will be increased by 50%; 70% of Afghanistan’s teachers will have passed a competency test and a system for assessing learning achievement will be in place”*. For Higher Education the medium term benchmark is *“the total number of students enrolled in universities will be 100,000 of which at least 35% will be female”*. For skills development the benchmark is *“150,000 men and women will be trained in marketable skills through public and private means”*. Although no benchmark was set for literacy the government nevertheless has set itself a target to *“enable at least 1.8 million Afghans to attain demonstrated literacy by 2010, and ensure that at least 60% of the learners are females, members of minority groups, nomads and persons with disabilities”*.

## CONTEXT

After decades of disruption to education at all levels and the near total destruction of educational institutions, in 2002 the current government inherited an education system that was defunct and irrelevant. For decades education was delivered by parallel systems set up by non-government entities but these were woefully inadequate in outreach especially within the country. The net result of this situation was that a whole generation did not have access to proper education; the quality of what remained in the education system was poor and education was systematically used as a political tool by the various regimes that resided in power during this period. The consequences of this was that the best trained educators left the profession, there was no new generation of well trained educators emerging from the system to take their place, no new curricula review for more than 20 years, inadequate and ill-maintained physical infrastructure and school enrolment rates was less than 20% of the school-age population. In

the latter years, female students and teachers were denied access to education by the state.

## Progress in the Sector (since 2002)

After the fall of the Taliban, one of the new Government’s top social priorities was to get children to return to school. The Back to School campaign that was launched in 2002 aimed to get 1.5 million children enrolled in primary and secondary education. The result of this program is unparalleled in Afghan history. Data from the sub-sector<sup>1</sup> indicates its success both within the country and among countries emerging from conflict, giving a clear indication of the aspirations of the peoples of Afghanistan that reflects a social transformation taking place in our society. From under 1 million in 2001 the school population has grown to 5.7 million in 2007 and new enrolments into Grade 1 have ranged between 12-14% per annum in the last 5 years. Two million of the children (or 35%) enrolled are girls – a 35% increase in five years.

In keeping with the exponential increase in enrolment, the number of schools has trebled to 9,062 in 2007 including 1,337 all girls’ and 4,325 co-educational schools. Similarly, the number of teachers has increased 7-fold to 142,500 of who nearly 40,000 are female. Fifty thousand of these teachers have received in-service teacher training. Islamic education in Afghanistan has been reviewed and a broad-based curriculum has been developed through a national consultative process. The number of reformed religious schools that teach a broad-based Islamic education curriculum has increased to 336 and a representative National Islamic Education Council has been established to oversee and monitor the delivery of Islamic education across the country. In Higher Education, universities have reopened. There are now 52,200 students in higher education institutions taught by 2,713 lecturers. Demand for higher education is currently four times greater

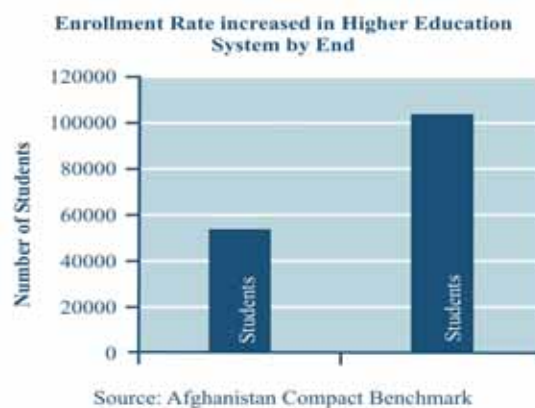
<sup>1</sup> NRVA 2005 and projected population projections specifically developed for this report.



than the available places in tertiary education institutions. The next stage of rehabilitation involves improving the quality of education in existing institutions and expanding the number of places available.

Partnerships with foreign universities and other educational institutions have been introduced in about half the universities. Such partnerships foster and provide support to develop and enhance the capacity of these universities. Illustrated in Figure 4

**Figure 4.** Number of Students increased in Higher Education Institution



Skills development – through technical and vocational education and training as well as focused functional literacy – has also seen a growth in the last five years. The importance of skills development and the Government’s commitment to improving this sub-sector is demonstrated by the setting up of the National Skills Development Program in 2005 as a national priority program. Technical/vocational education at the secondary level through public institutions has seen a 10-fold increase in the last five years with nearly 10,500 students enrolled in 44 schools. Innumerable short-term technical/vocational training courses that focus on specific skills set are conducted by the non-government and the private sectors. Similarly, functional literacy for youth and young adults are carried out by both the public and non-government sectors. In the public sector alone nearly 320,000 persons undertook a 9-month lit-

eracy course in 2007, 75% of whom were female students.

### Challenges: Equitable access to relevant and quality education for all

The key achievements noted may be commendable, particularly for a country that is emerging from decades of civil unrest. But this is by no means the whole picture. While the Government is satisfied with the progress made so far, it recognizes the many challenges that lie ahead in achieving its long-term vision and medium term objectives. These challenges pertain to meeting the growing demand for access to quality and relevant education.

### Access to Education

The demand for education far outstrips the supply across the sector in Afghanistan today. Just over half of all estimated school-age children are enrolled in schools and there are huge provincial, gender and rural/urban disparities. Eight-two percent of children enrolled in schools are in primary grades. Half of all schools today do not have adequate, safe or appropriate learning spaces that are conducive to parents allowing their girls, particularly at the secondary level, to enroll in schools. This together with a severe shortage of female teachers in rural areas – 80% of rural districts do not have a girls’ high school because there are no female teachers available locally to teach in them (there are only 216 girls’ high schools across the country, a majority of them located in regional and provincial capitals). Only 28% of all teachers are women and 80% percent of them are found in urban schools. Schools for children with special needs are woefully lacking while those for *Kuchi* children are inadequate.

Universal primary education is an MDG that has been set to be achieved by 2020 in Afghanistan. This will require an annual increase in students attending primary and secondary schools over

the period of about 5.5%. Female enrolment will have to achieve an annual increase of about 8% which, based on past performance, is achievable. Constraints to girls' access to education, including security, insufficient female teachers and insufficient school facilities will have to be addressed. It should be noted that increased enrolment should also be accompanied by increased retention levels by addressing the causes of drop out rates.

The lack education infrastructure is also a factor that is detrimental to access to education for all. Most school facilities in Afghanistan were destroyed or damaged during the years of war. The number of schools rehabilitated or reconstructed so far lags well behind demand. In 1384 (2005), out of 8,397 schools in Afghanistan, only 25% were categorized as "useable" and just over half actually had a building. Most schools also lack essential facilities; only 20% have access to water and 33% are not equipped with proper sanitation. Many Afghan school pupils study in rented premises, in tents or in the open air. Whilst obviously more needs to be done, this represents a substantial achievement since beginning 2003 (1382) when there was an only an estimated 4,700 schools of which 40% were completely destroyed and 15% were heavily damaged. It is estimated that up to 73,000 additional and refurbished classrooms will be required by 2010 (1389) to meet the current demand for primary and secondary education.

The supply imbalance is not confined to the primary/secondary school system but pervades the entire sector. Whilst not all applicants will have the aptitude or potential to benefit from higher education, it is clear that at present many of the applicants who fail to be admitted have the potential to benefit. Successful applicant numbers at the higher education institutions are determined by the supply of places available, not by the number of qualified applicants. The supply imbalance in higher education is actually increasing. In 2006 there were 58,300 applicants for entry into tertiary education institutions.

Only 17,700 were successful. In 2007 applicant numbers were expected to increase by about 54% while the number of successful applicants will remain about the same as in 2006. The probability of an applicant gaining entrance to an institute of higher education was already a low 25% in 2006 (1385) and is now expected to fall this year to about 17%.

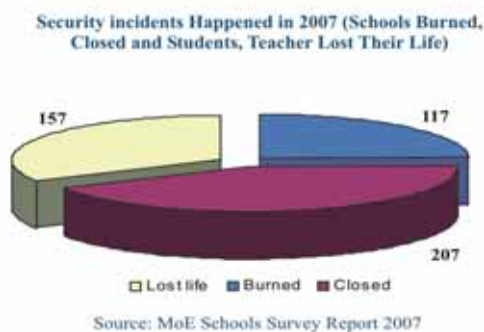
The lack of access to education in the recent past has resulted in a massive backlog of illiterate people in Afghanistan. Based on recent national surveys it is estimated that only 28% of the population (6 years and over) in the country can read. Disaggregated by gender this statistic reveals that only 18% of females and 36% of males (6 years and over) are able to read, a female to male ratio of 0.5. Based on population projections developed specifically for this work and literacy rates by the Afghan Institute for Rural Development it is estimated that there are 11.2 million illiterate persons in the country today, half of whom are out-of-school children primarily above the age of thirteen.

Illiterate people are unlikely to be helped by an expansion of the conventional primary/secondary school system. There is a desperate need for continuing and remedial educational services to enable these people who had little or no access to education to obtain better jobs and make a contribution to Afghan growth and prosperity. There are skill shortages throughout the Afghan economy. These must be met by offering training courses, not only for people leaving the primary/secondary education system but also for people who have missed out on primary and/or secondary education. Addressing these needs must be an important component of the education strategy.

Perhaps the most intractable challenge that is being faced by the sector today is that which is posed by terrorism. Educational institutions, students and teachers have become the soft targets through which terrorists are depriving pockets of population their basic rights. Threats to schools, destruc-



tion of school buildings, killing and maiming of students and teachers is increasing, particularly in the southern provinces. Despite the bravery of communities and school authorities in keeping schools open when threatened or reopening them as soon as possible after an incident or threat, the terrorists continue their campaign of intimidation. In 2007 alone 117 schools were burned down or destroyed, 207 schools had to be closed due to severe threats, 157 students and teachers lost their lives and over 200 others have been injured or maimed. Illustrated in Figure 5



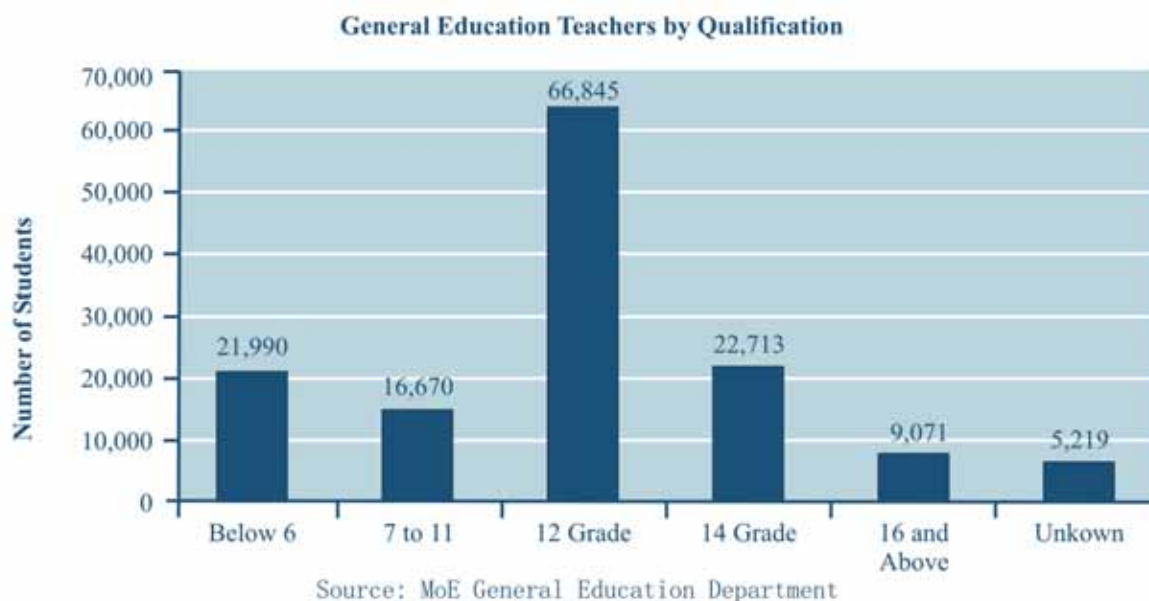
## Quality of Education

The paucity of access to education is exacerbated by the poor quality of education across the sector. The school year is typically for nine months with a two and a half month break at the end of

each academic year. Most school days are only for three to three and a half hours. In the rural areas, many teachers teach for half the day and work in alternative employment for the remainder of the day. For the urban areas, school facilities are often overcrowded and schools function on a shift system. Some schools in Kabul have up to four shifts a day. The average number of education hours received per day over the school year for a child in Afghanistan is about 3.2 hours less than half when compared to other developing countries.

A general lack of pedagogical skills and inputs prevails is the norm. Other quality constraints revolve around teaching spaces, teacher and trainer qualifications, skills and motivation, outdated curricula and poor teaching and learning materials. Add to this weak assessment and accreditation systems. Only half the teachers employed in the primary and secondary sub-sector meet the minimum qualification which is set at Grade 12 for primary school teachers. But this is hampered by the numbers of high schools graduates available and/or willing to train as teachers. There is major shortage of qualified master trainers in the vocational training. The quality of teachers in the primary/secondary system varies considerably. There are Teacher Training Colleges (TTCs) in all the prov-

Figure 6. General Education Teacher By Qualification



inces and there are plans to establish a National Teacher Training Institute in Kabul which will be responsible for a country-wide program for pre-service teacher training and support. TTCs offer a two-year teacher training diploma for grade 12 graduates as well as a five-year diploma in teacher training for grade 9 graduates. A national competency test for teachers is being developed that can be applied to in-service teachers who are undergoing a massive training scheme over a two year period. Such a competency test would also allow students passing through private sector teacher training courses to qualify for teaching in the public system. In addition, teacher training is also imparted in the University of Education where students undergo a 4-year undergraduate and a 2-year Masters' program.

and revised and new textbooks developed; production and distribution of these textbooks is still ongoing. However, secondary school students are still being taught from an outdated curriculum developed more than 20 years ago. While a new curriculum has been developed over the last 12 months, the development, production and distribution of textbooks, teachers' guides and learning materials will take a further 12-18 month period. Teacher training in the use and teaching of the new curriculum still needs to be addressed. Libraries and laboratories are singularly lacking even in most urban schools and higher education institutions as are trained librarians, technicians and science teachers.

In higher education there is a need to transform the monolithic system into a modern system of independent, well managed universities that operate in the interests of their students. Technical/vocational education and training are overloaded with academic subjects, have poor laboratory environments for practical training, are short of teaching aids and lack adequate training materials. These programs provide limited exposure to students on the practical application of their training.

## Relevance of Education

The quality of education, or the lack thereof, is amplified by a significant dearth in relevant education. The relevance of education as it applies to the content, proper articulation from elementary to high school level and appropriateness for student learning and teachers teaching are a challenge that is still being defined in the sector today. In the primary and secondary area this means the provision of a broad-based educational curriculum that is of direct relevance to modern Afghan society. It should provide the student with options for further training. Higher education, including vocational training should develop specialized skills based on the broader-based primary and secondary curriculum.

Skills development is rarely linked to market relevance and weak job linkages. There is no minimum qualification standards imposed particularly in course content or assessment procedures for technical/vocational training. Similarly, there is no uniformity in course length across various training programs and courses are often not subdivided into levels of competency. The quality of student input is low and consequently the quality of students entering formal higher secondary or tertiary education do not possess adequate literacy and numeracy skills needed to cope with higher level theory and practical courses. In the case of vocational training the problem is further compounded by the lack of prior academic training.

It is hardly surprising that many government vocational training institutions cannot attract or retain teaching and demonstration staff due to the stark differences in earnings. Competent trainers (who can also act as supervisors) in the market-driven trades such as masons, plumbers, mechanics and electricians, can earn about \$US300 per month in the private sector but will receive much less than \$100 per month in government institutions.

Vocational training – literacy and skills - is imparted by a disparate group of organizations and institutions ranging from private sector institutes to non-government organizations to government institutions. Such training remains largely unregulated and there is no oversight to set and maintain minimum standards. This means that there are a number of training courses that are not relevant to present-day market demands, do not meet minimum standards of teaching and learning – leading to poor quality output when employed – and cannot be accredited (even if there were a system to do so).

Throughout the education sector there is a general lack of engagement with the private sector and the use of private sector resources that would generate competitiveness and thereby encourage and enhance quality of the education services. Benefits to delivery of relevant education services would be greatly enhanced through market linkages and the private sector.

The greatest weakness in administration is in the vocational education sector where MoE and the Ministry of Labour and Social Affairs (MoL-SAMD), and the National Skills Development Program (NSDP), all offer vocational education programs. Some of these programs, such as those offered by MoE and MoHE, consist of very similar courses. Many of the courses delivered by these competing ministries suffer from the same problems: lack of modern equipment that can be used by students to acquire trade relevant skills and lack of adequately-trained and motivated staff. The failure to clearly identify administrative responsibility for delivering and setting standards in the vocational education area has resulted in staff shortages, over-building, lack of standardization in training courses, and qualifications and that are difficult for potential employers to assess.

## OVERALL STRATEGY FOR EDUCATION SECTOR

### Sector Vision

The long term vision for the sector is that:

*Regardless of gender, ethnicity, socio-economic status or religious affiliation, all Afghans will have equal access to quality education to enable them to develop their knowledge and skills and thereby maximize their potential.*

This vision is based on and backed up by the State through articles 17, 43, 44, 45 and 46 of the Constitution.

### A. Policy Framework & Goals

In aiming to realise this vision and based on the prevailing context of the sector, three dominant policy goals drive the development of the education sector strategy.

- Equitable access to education
- Enhanced quality of education and training services
- Improved relevance of education

### Equity

Access to education for all is enshrined in the Constitution which makes it illegal to deny or refuse access to schools for any reason. Although there has been significant progress in the past five years at the national level, boys' enrolment in primary schools is still nearly twice that of girls, while at the secondary levels it is three to four times higher. In urban areas girls are approaching gender equity but only at the primary level. In rural areas, girls are much less likely to be enrolled at any level but after the primary years boys are more than ten times as likely to be enrolled. The short-

age of girls' schools and female teachers, especially at post-primary levels, are the greatest risk factors for achieving higher participation rates and gender equity in rural areas. Access to education for nomadic children, those with learning disabilities, pre-school children and older children who have missed the first years of basic education and now want to enter the system is also generally low. Equity in access to primary and secondary education will provide a firm base for equity in higher education.

In order to improve and increase access, the government will pursue an aggressive building and equipment program in addition to assessing the potential for distance learning strategies. This will include assessing the optimal role for government and identifying strategies for achieving national coverage relatively quickly through the use of existing national facilities. As part of the aggressive building program, efforts will be made to include improved security, comfort and hygiene in the building designs in order to improve the physical learning environment.

Improvement in equitable access to education will be indicated through increased net enrolment in the various sub-sectors, by gender and special needs; additional physical infrastructure and facilities for that caters to all including females, special needs and nomadic communities in suitable locations.

## Quality

The quality of education in Afghanistan is quite low across the sector. There are multiple reasons for this including teachers who do not have a thorough knowledge of either the subjects they teach or effective teaching methods; the lack of conducive learning spaces, and the lack of quality teaching and learning materials.

The classroom environment and the quality of education are critically dependent on the quality of teaching. Teacher-centered classrooms and rote learning are the norm in Afghanistan's classrooms

across the sector. Existing classroom-based methods do not deliver basic literacy and numeracy and they do not develop critical thinking and analytical skills of students. Teachers either do not know how to implement more student-centered methods or are not motivated to change their teaching style. Although improving the pedagogical skills of teachers is a contributor to improving the quality of education in Afghanistan, recent surveys indicate that the knowledge level of teachers is also extremely low. This indicates the need for a teacher training program that consists of both subject-content training as well as pedagogical training. The quality of education will also be improved by continued updating and revision of the curriculum and by increased community involvement in the management of education delivery. Enhanced quality of education will be measured by the progression rates of students through the system and the numbers of teachers who have successfully completed competency tests and the systems put in place to monitor and coach teachers on a regular basis.

## Relevance

For education to contribute to poverty reduction and economic growth it is important that the skills and knowledge acquired in the education system are relevant to present day needs and market demands. The content of education in Afghanistan has not evolved with the times and not for want of good reasons. However, it is opportune now to leapfrog in time and adopt relevant methodologies, content and appropriateness that suit both the individual and the people at large to better contribute to and benefit from economic growth. The review and revision of curriculum to make Islamic education broad-based to allow multiple career paths for graduates, the teaching and learning of technical and vocational skills that are in demand and will lead to jobs, adult literacy that is linked to productive skills, are some examples of how government is attempting to make education more relevant to present day Afghanistan. In paving the path to attaining the long term vision



of the sector, the above policy framework and strategies will enable the government to meet its international commitment made through the Millennium Development Goals that are relevant to the sector. Afghanistan adopted and adapted the MDGs to ensure that they accurately reflected the country's own aspirations for its people.<sup>2</sup> In the process specific targets were formulated to enable the achievement of each MDG by 2020. Achievement of targets set under Goal 2 (Universal Primary Education) and Goal 3 (Gender equity and empowerment of women)<sup>3</sup> is the long-term objective for the sector. Medium-term objectives are adapted from benchmarks set in the Afghanistan Compact.

*"net enrolment in primary schools for girls and boys will be at least 60% and 75% respectively; a new curriculum will be operational in all secondary schools; the numbers of female teachers will be increased by 50%; 70% of Afghanistan's teachers will have passed a competency test and a system for assessing learning achievement will be in place".*

*"the total number of students enrolled in universities will be 100,000 of which at least 35% will be female".*

*"150,000 men and women will be trained in marketable skills through public and private means".*

*"enable at least 1.8 million Afghans to attain demonstrated literacy by 2010, and ensure that at least 60% of the learners are females, members of minority groups, nomads and persons with disabilities".<sup>4</sup>*

<sup>2</sup> Vision 2020, Millennium Development Goals Islamic Republic of Afghanistan, Country Report 2005

<sup>3</sup> MDG 2: Achieve universal primary education: Target 2 "Ensure that by 2020 children everywhere, boys and girls alike will be able to complete a full course of primary schooling." MDG 3: Promote gender equality and empower women: Target 4 "Eliminate gender disparity in all levels of education no later than 2020."

<sup>4</sup> This is not an Afghanistan Compact benchmark but one that has been set by government (Ministry of Education) to address the acute illiteracy indicators.

## B. Strategic Approaches

The education sector in Afghanistan comprises three sub-sectors namely

- Primary and Secondary Education
- Higher Education
- Skills Development and Training

The underling principle of government in ensuring equal access to quality education for all is to develop a strategy that is national in scope but local in focus and delivery. Different measures will be required to overcome constraints to access and supply due to geography and thereby promote the diversity of Afghanistan.

Government will work towards strengthening partnerships, clarifying responsibility and transferring skills. The value and contribution of partners to the education sector will be enhanced through improved understanding and collaborative implementation.

A government-led education sector needs to be supported through building an accountable and transparent system of education financing and administration. The underpinning strategy that the government will employ to achieve its policy goals, therefore, is the reform and restructuring of the management systems in place that facilitate the delivery of education services. At the primary and secondary school level, a major policy shift seeks to devolve greater authority to the school level for minor operating expenses, planning and execution. This is part of the overall intention to improve governance and management standards.

Recruitment processes will be reviewed and be part of the overall public administration reforms. Registration of all teaching professionals across the sector, implementation of public administration reform, teacher salaries and other incentives are being reviewed as part of the pay and grading process, including appropriate career development of teaching professionals based on merit and

performance to increase retention, in conjunction with the Civil Service Commission.

### **Education Delivery: Roles of public and non-government service providers**

Education and training services are delivered by relevant public institutions, non-government organizations and the private sector. However, the bulk of education services are delivered by government as one of the key public services that is mandated by the Constitution. The MoE is mandated to delivery primary and secondary education, including general education, Islamic education, teacher education, technical/vocational education and literacy. The MoHE is responsible for all tertiary education while the MoLSAMD is mandated to delivery vocational training.

Education is public service that the government is expected to provide under the Constitution. While it has been important for relevant ministries to provide such services, non-government organization and private sector institutions have been filling the gaps that have not been fully met by the public sector. In particular, non-government organizations have been involved in providing remedial education (accelerated learning for out-of-school children, particularly girls) through community-based schools in parts of the country which have not been reached by government. While such activities have been vital in addressing the great demand for education over the last six years, policies have now been drawn up to ensure that children participating in such initiatives have access to further education in public schools. As such community-based schools increasingly act as satellite classrooms attached to nearby public schools that allow longer term sustainability and continuity of education.

A vital area of education that has been largely neglected by the public institutions is early childhood development for pre-school children (involving day care, education, health and nutrition initiatives). At present government provides kindergarten and nursery facilities for their female

employees that allow working mothers to return to their duty stations. Similar facilities are available in the private sector for non-government staff. However, neither of these types of facilities provides anything more than day care for young children while their mothers are working. Some non-government organizations are implementing community-based integrated early childhood development activities that tend to the health, nutrition and education of the child. This is an area which the different government institutions will collaborate to develop policies and oversight mechanisms but the services would be delivered by the non-government and private sectors.

Non-government organisations are also heavily involved in the delivery of adult literacy and vocational training; the latter is also delivered by the private sector. However, both adult literacy and skills development through vocational training is delivered in a haphazard manner with little or no standards and codes that guide minimum standards, relevance of training to market demand or linkages to resources that would allow the learned skills to be utilized efficiently.

In an environment where the demand for education and training is ever increasing, there is definitely a need to bring in the non-government and private sectors to deliver such services. Relevant public institutions would then be responsible for the development and implementation of relevant policies that guide the delivery of these services to ensure that the overall policy goals of the sector are met.

There are many other opportunities for the private sector and non-government agencies to develop high quality schools and training centres to help fill the gap between demand and supply that represents the major challenge facing the sector. There are already schools, higher education institutions and specialized training colleges that are operated by the private sector. These need to be encouraged and expanded.

## Standards and Accreditation

As stated above, it is necessary to set standards for educational services and provide accreditation. It is difficult for the public institutions that are responsible for the much of the provision of these services to also set standards and accreditation for the services they and others provide. Therefore, an independent body is to be established to develop standards and accredit educational and training institutions and courses. Related ministries would be required to report to the body on how they adhere to the standards in terms of institutional structure and human resources, course curricula conduct hours and quality of teaching.

This body, to be called the National Education Standards Authority (NESA), would be responsible for standards and accreditation of all primary and secondary schools, all degree-granting institutions and professional programs, public and private, in Afghanistan. This agency will not deliver education or training services, neither would it sign certificates of graduation.

Similarly, a new autonomous government agency, the National Vocational Education and Training Authority (NVETA), will be formed. This agency will eventually have the overall responsibility for the standards and accreditation of technical/vocational training institutions. It will not directly operate any training institutions but rather set standards and provide policy guidelines for agencies, both in the public and private sector that operate such institutions.

## Mobilizing Funds from the Beneficiaries of Higher Education

Recipients of higher education can expect to benefit in the form of future higher earnings as a direct result of the training they receive. Many of these students attending privately operated institutions already pay fees for their training. The scope for extending fees more widely across the higher education sector will be examined. At the same time a system of means tested scholarships could be offered using some of the revenues from fees.

Afghanistan's Constitution, adopted in 2004, provides that education "is the right of all citizens which shall be provided up to the level of the B.A. (lisans), free of charge by the state" (article 43). The international agreements that Afghanistan has signed recognize that different states have different levels of resources and cannot immediately achieve many of their objectives in the area of education. In legal terms, the right to education is considered a "progressive right": by becoming party to international agreements, a state agrees "to take steps . . . to the maximum of its available resources" to the full realization of the right to education.

Accordingly, international law does not mandate exactly what kind of education must be provided, beyond certain minimum standards: primary education must be "compulsory and available free to all," and secondary education must be "available and accessible to every child." Against this background it would be acceptable to introduce a fees + means tested scholarship regime as a temporary measure in the vocational and higher education area, provided the longer-term objective was to move to a position where the objective of free education as expressed in the constitution was achieved.

## Prioritization

Public opinion surveys show that, based on the views of the general public, education is rated second only to security in order of importance. Given the high priority being shown to education by the public and the competing demand for resources from other sectors, it is important to discuss how this may be addressed equitably. The priority given to education under the economic and social development pillar of the ANDS and thereby the allocation of adequate resources, as well as intra-sector priorities need to be discussed.

## Inter-sector Prioritization of Education and Resource Allocation

It is necessary to consider priority between education and other sectors with respect to the operating budget and the development budget.

The operating budget for education is closely related to sustainability of the sector. There are two reasons why the salary bill in the education sector will increase.

As more investment is made in education there will be a need for more teachers to maintain the system Illustrated in Figure 7. The first reason is that the number of teachers must increase to cater for the planned increase in enrolments.

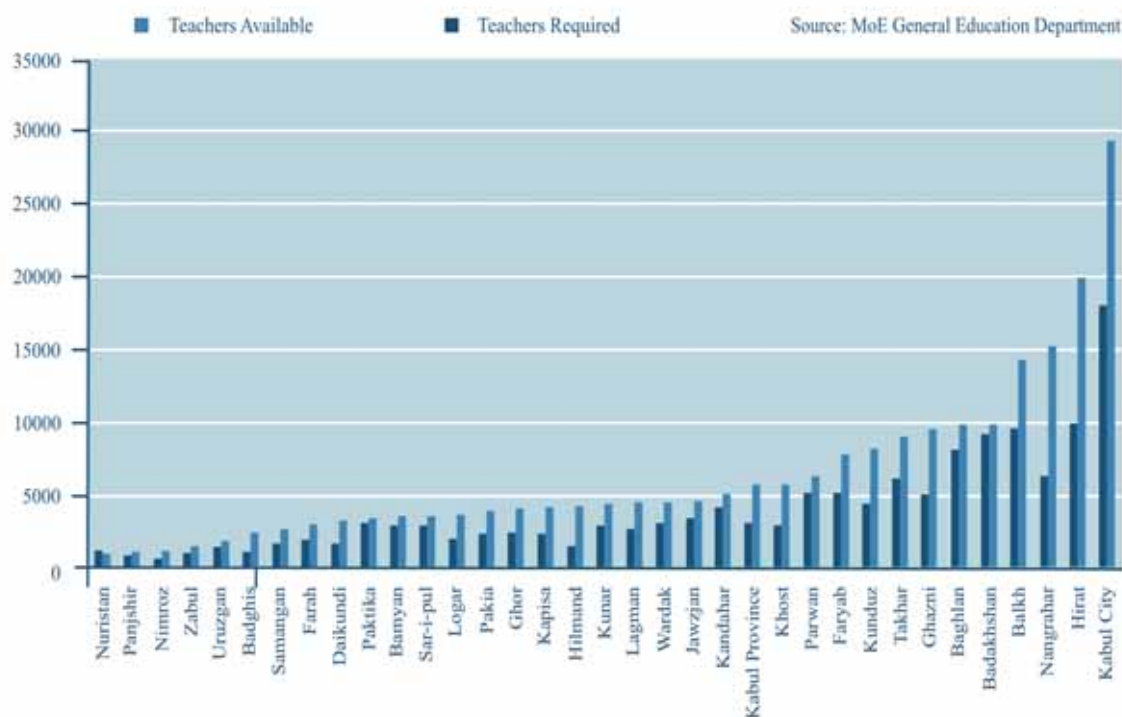
Second, salary scales must be revised in order to retain better-trained teachers. Without and increase in the operational budget for education, the investments in capacity made in the development

budget will not be translated into better quality and quantity of education. There are already indications that the operating budget is insufficient to sustain the educational system.

The fact that it is extremely difficult to attract and retain vocational educational teachers is an example of the strains that are currently being placed on the operating budget for education. In higher education, the better-quality lecturers are finding better opportunities in academic institutions outside Afghanistan. In the primary and secondary sub-sector the proposed program to improve the quality of teachers through training will place increasing pressures on the operating budget because, for the program to be effective, these higher-quality teachers have to be retained in the system.

This can only be achieved with higher teacher salaries which inevitably mean increases in the operating budget.

Figure 7. Teacher Available and Teacher Required





**Table 1: Operating Budget for Education, Based on Alternative Decisions Relating to Share for Security**

<i>Sector</i>	<i>1385</i>	<i>1386</i>	<i>1387</i>	<i>1387</i>	<i>1387</i>
<i>Security</i>	<i>41.4%</i>	<i>39.6%</i>	<i>(30%)</i>	<i>(35%)</i>	<i>(40%)</i>
<i>Education</i>	<i>21.6%</i>	<i>19.9%</i>	<i>24.4%</i>	<i>22.7%</i>	<i>20.9%</i>
<i>Other</i>	<i>37.0%</i>	<i>40.5%</i>	<i>45.6%</i>	<i>42.3%</i>	<i>39.1%</i>

(Implications for operating budget education spending based on three alternative levels of operating budget security- 30%, 35%, 40%- spending for 1387)

Public opinion polls indicate a broad consensus that security is the most important issue for Afghanistan. Security places the major demand on the operating budget, with currently about 40% of the operating budget going to security. Once a decision on security sector needs is made, it is possible to derive an indicative share of the operational budget for education. If education were to maintain its relative importance in the non-security part of the operating budget then based on average expenditure over the past two years (1385 and 1386), the percentage of the total operating budget that would be allocated to education can be summarized below. This calculation implies that for

every dollar that can be saved on the security operational budget, an additional 35 cents could be allocated to the operating budget for education. The share of the development budget for education in 1386 was 8.9%. In recent years there has been an increase in the education share. Between 1385 and 1386, the development budget share for education rose from 7.0% to 8.9%. There are good reasons for a modest increase in the share of the development budget going to education. Against this background it is proposed that education is provided with 9.2% of the development budget in 1387. This is a smaller increase in its relative share than was achieved between 1385 and 1386.

**Table 2: Proposed Share of Core Budget for Education, 1387**

<i>Scenarios</i>	<i>Education share of operational budget</i>	<i>Education share of development budget</i>
<i>Low scenario on security expenditure</i>	<i>24.4%</i>	<i>9.2%</i>
<i>Medium scenario on security expenditure</i>	<i>22.7%</i>	<i>9.2%</i>
<i>High scenario on security expenditure</i>	<i>20.9%</i>	<i>9.2%</i>

The capacity to spend moneys allocated in the development budget for education has in the past been relatively low. However, with recent restructuring and an injection of technical assistance, budget execution by the Ministry of Education has vastly improved and is expected to continue this upward trend over the coming years. Capacity in MoHE may well be low because of the building component in the proposed budget and the administrative problems that MoHE continues to experience. NSDP is expected to have a high capacity to spend allocated funds because of the ap-

proach adopted (i.e. contracting out and design of NVETA which will have a significant salary and consulting component).

### **Prioritization within the Education Sector**

Within the three sub - sectors: primary/secondary, higher education and skills development and training, priority projects have been identified and costed. Each project is described and costed in the sub-sector to which they have been allocated.



# CHAPTER 1

## EDUCATION SUB-SECTOR STRATEGIES

### PRIMARY AND SECONDARY SUB-SECTOR

A comprehensive five-year strategic plan<sup>1</sup> for the delivery of education services has been developed by the MoE to meet the medium-term benchmarks for primary and secondary education set in the Afghanistan Compact by 2010. Based on the overarching policy of attaining national and gender equity in access to quality and relevant education, including affirmative action initiatives, the Strategic Plan encompasses the National Education Programme that comprises two subsets of priority programs. The first set comprises service delivery programs and the second set quality assurance and support programs. The service delivery programs are General Education, Islamic Education, Technical/Vocational Education and Literacy<sup>2</sup>, while the quality of education is assured through the Teacher Education & Working Conditions, Curriculum Development & Learning Materials, Education Infrastructure Rehabilitation and Development, and Education Administration Reform and Management. Each of these programs has a set of costed projects that are prioritized and sequenced for implementation.

#### Targets for period 1386-1389

In order to achieve the long-term goal there are a set of short-term and medium-term actions and objectives designed to move towards the long-term

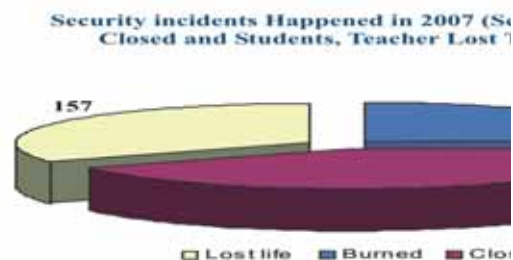
<sup>1</sup> Outputs of these programs contribute to the development and delivery of the Skills Development sub-sector.

<sup>2</sup> Outputs of these programs contribute to the development and delivery of the Skills Development sub-sector.

goal. These objectives are framed in terms of a mix of performance targets to be met by certain times and actions which it is intended to implement by a specified date.

- The Millennium Development Goal is that, by 2020 all children in Afghanistan—boys and girls alike—will be able to complete a full course of primary education. This should be regarded as a milestone on the path to achievement of the stated long-term goals. This will require a long-term average annual increase in school attendance of between 5 and 6%.

**Figure 8:** Increase in Net Enrolment by 1389



- The Immediate Objectives, as stated in the Afghanistan Compact is that by 1389 (2010) the net enrolment rate for boys and girls in primary grades will be at least 75% and 60% respectively illustrated in figure 8 (this implies the achievement of a 10% per year increase in enrolments for girls.); a new curriculum will be operational in all secondary schools; female teachers will be increased by 50%; and 70% of Afghanistan's teachers will have passed a competency test; a system for assessing learning achievement such as a national testing system for students will be in place. The

real difficulty in achieving the Afghanistan Compact Objectives will be to have a teaching

workforce where 70% of teachers have passed a Competency test.

	1385	1386	1387	1388	1389
<i>Students (mill)</i>		5.7(a)	6.52	7.08	7.7(a)
<i>Teachers</i>	138,000 (a)	153,000(a)	165,983	180,240	196,023
<i>Proposed new teachers to be trained</i>	15,000 (a)	15,000(a)	20,000(a)	20,000(a)	25,000(a)
<i>Stock of newly trained teachers</i>	15,000	30,000	50,000	70,000	95000
<i>Percent trained</i>	10.9	19.6	30.1	38.8	48.5

This can be seen from Table 4, where using the proposed MoE teacher training program and very conservative estimates, it is shown that the teacher training goal of 70% trained will be at least 20% short by 1389.

Table 4: **Primary and Secondary Education: Medium-term Goals and Actions/Targets Required to Meet these Goals,**

<i>Objectives/Targets</i>	<i>Equitable access to education services will be expanded to meet demand.</i>	<i>The quality of education will be improved</i>	<i>The relevance of education will be increased</i>
<i>7.7 m children enrolled by 1389</i>	x		
<i>Enrolment rates for girls and boys to be 60% and 75% respectively by 1389</i>	x		x
<i>By 1389 70% of teachers pass competency test (40% women)</i>		x	
<i>By 1389, 75% of school-age children to be within reach of a school with significantly reduced gender and provincial disparities.</i>	x		
<i>New curriculum for secondary schools prepared and implemented by 1389</i>		x	x
<i>By 1389, a national cadre of qualified school teachers that will improve the learning achievements of all students by training at least 140,000 competent teachers and 26,000 school principals.</i>			
<i>70% of teachers passed a national competency test, 40% of teachers are women and located proportionately in urban and rural areas.</i>	x	x	x

<i>Objectives/Targets</i>	<i>Equitable access to education services will be expanded to meet demand.</i>	<i>The quality of education will be improved</i>	<i>The relevance of education will be increased</i>
<i>Student competency tests prepared and testing implemented by 1389</i>		<i>x</i>	<i>x</i>
<i>At least 90% schools and buildings have male and female facilities by 1389</i>	<i>x</i>	<i>x</i>	
<i>50% of high school graduates meet entry level standards for tertiary or post-secondary vocational education</i>		<i>x</i>	<i>x</i>
<i>Less than 8 mill illiterate by 1389</i>	<i>x</i>		<i>x</i>
<i>By 1389 Reform of madrassas system to conform to broad-based Islamic education in-country.</i>	<i>x</i>		<i>x</i>
<i>Female teachers to be increased by 50%</i>	<i>x</i>	<i>x</i>	<i>x</i>
<i>By 1389, Education receives 15% of its operating budget for non-salaries costs and an increased share of the total unified budget with 50% of capital expenses managed through the Afghanistan Financial Management Information System.</i>	<i>x</i>	<i>x</i>	<i>x</i>
<i>By 1389 institutional strengthening at the MoE so that planned actions can be implemented</i>	<i>x</i>	<i>x</i>	<i>x</i>

## Investment Needs

Based on the National Education Strategic Plan, the total financing requirement of for the period 2006-2010(1385-1389) has been estimated at \$2,566 million of which \$1,565 million is required through development budget channels and \$1,001 million for annual operating costs. The General Education program accounts for over 90% of the total operating budget. Teacher salaries remain the major annual operating cost.

However, at the request of the Ministry of Finance (MoF), the MoE has undertaken a costing exercise to cover the period 2008-2012 (1387-1391) which takes into consideration the budget ceilings placed on the sub-sector.

The estimated cost for delivering primary and secondary education in this period is \$3,566 million of which \$ 2,236 million is for development costs and \$ 1,330 million is for annual operating costs. However, it must be noted that the MoF ceilings for the operating budget nor the costing arrived at by MoE does not include the revised wages and benefits as proposed in the new Pay & Grade. When the Pay & Grade law is passed by parliament, the operating budget ceilings of the MoE will require substantial revision. Top priority will be placed on teacher recruitment and training. This will increase both the quality and quantity of education services.

It should be noted that teacher recruitment and training will have implications for total expenditure required for teacher salaries. Currently it is estimated that some \$123 million will be required

to reform, restructure and improve the management capacity of the ministry, with \$19 million sought for 1387.. There is an urgent need to improve MoE administration. MoE has a presence in each of the 34 provinces through the network of Provincial Education Departments (PEDs).

These PEDs are responsible for all budgeting and administration of schools in the province. Funds are allocated by the MoE to the PEDs on a quarterly basis. The PEDs are supported by District Education Departments (DEDs). Most DEDs do not have any formal office space. This is a large part of the expenditure.

Currently, approximately one-third of the total financing requirement is directed at infrastructure improvement. This is predominantly required for schools, teacher colleges, *madrassas* and technical and vocational education schools, with some refurbished or new administrative buildings. This expenditure is in line with the agreed goals for the sector.

Teachers' salaries will go up with the approval of the new Pay and Grade law that is awaiting approval of parliament. With the investments being made in in-service teacher training and to

train new teachers for entry into the profession, it is expected there will be steady increment in the number of qualified teachers who will be entitled to the increased salaries as per the new Pay and Grade.

This will inevitably increase the total salary bill for the MoE as more teachers are employed to meet the expected increase in student enrolment as well as for teacher who qualify for higher salaries.

### Non-Government Providers

Under present conditions, government is facing difficulties in both increasing the quantity and quality of educational services. The private sector could potentially play a vital role in both providing additional services and improving quality directly and by putting some competitive pressure into the system, indirectly in public schools.

Innovative approaches, such as government vouchers that could be used by students to pay some of their private sector school fees, will be examined. A relatively small government expenditure in this way could create a substantial increase in supply of services and an even greater increase in quality of services available.

Table 5: **Primary and Secondary Education: Long-Term Goals and Proposed Program**

Programs	Equitable access to education services will be expanded to meet demand.	The quality of education will be improved	The relevance of education will be increased
1. Program 1. General Education	x	x	x
2. Program 2. Teacher Education and Working Conditions	x	x	x
3. Program 3. Education Infrastructure Rehabilitation and Development	x	x	
5. Program 4. Curriculum Development and Learning Materials		x	x
6. Program 5. Islamic Education	x	x	x
Program 6. Technical Vocational Education	x	x	x
8. Program 7. Education administration reform and development	x	x	x

Policies and guidelines for registration and operation of private schools and certification of students will be established. The ministry will define some basic curriculum guidelines, based on educational outcomes against which non-government providers could be evaluated. They would be based on educational competencies achieved by students.

Non-government providers will retain considerable flexibility in order to give students not only choices with regard to the selection of additional study subjects but with regard to the approach to teaching.

The General Education Department is responsible for registering and monitoring private schools and the Teacher Education Department will define minimum standards for teacher accreditation.

Support will be given to teachers, especially female teachers, to ensure that they meet such minimum standards. Consideration should be given to the development of community-based schools where the local community comes together to es-

tablish a school using their own funds or funds made available for community projects, as for instance under the National Solidarity Program.

There are already examples of this in some of the southern provinces where MoE support is at its lowest.

The MoE needs to support these moves, possibly providing some financial support to community groups that are prepared to form their own schools. There are many other approaches that could be considered that could yield substantial increase in the quality and quantity of education with relatively small MoE outlays. These need to be considered as a matter of urgency.

An important opportunity for private sector involvement is pre-primary—or pre-school—education. The ministry has announced plans to develop policies, regulations and guidelines for pre-school education, and to run two experimental pre-school centres, although

these plans will be reviewed with a view to achieving savings that can be directed to other areas, such as teacher training, that are more central to the agreed objectives of the sector.

The private sector, voluntary and NGO groups should be encouraged to increase their involvement with this sector.

### **Priority Programs formulated under the National Education Strategic Plan (1385-89)**

There are 7 programs currently operating under MoE that are directed towards primary and secondary education. (MoE programs directed to vocational education and remedial education are considered in the vocational education section below.

Costing for these programs has been provided by the MoE. Table 5 shows the contribution towards long-term objectives and the proposed programs. A full description of the proposed projects is shown below

## **Program 1. General Education**

**Overall Goal:** To raise net enrolment rates for girls and boys in primary grades to at least 60% and 75% respectively by 2010 (1389). This is in line with Afghanistan's Millennium Development Goals (MDG) that by the year 2020 (1399), all children in Afghanistan—boys and girls alike—will be able to complete a full course of primary education.

### **Principal targets:**

- 4,900 new schools and 4,800 outreach classes will be established; specific attention will be given to rural areas and involving communities in identifying suitable locations.

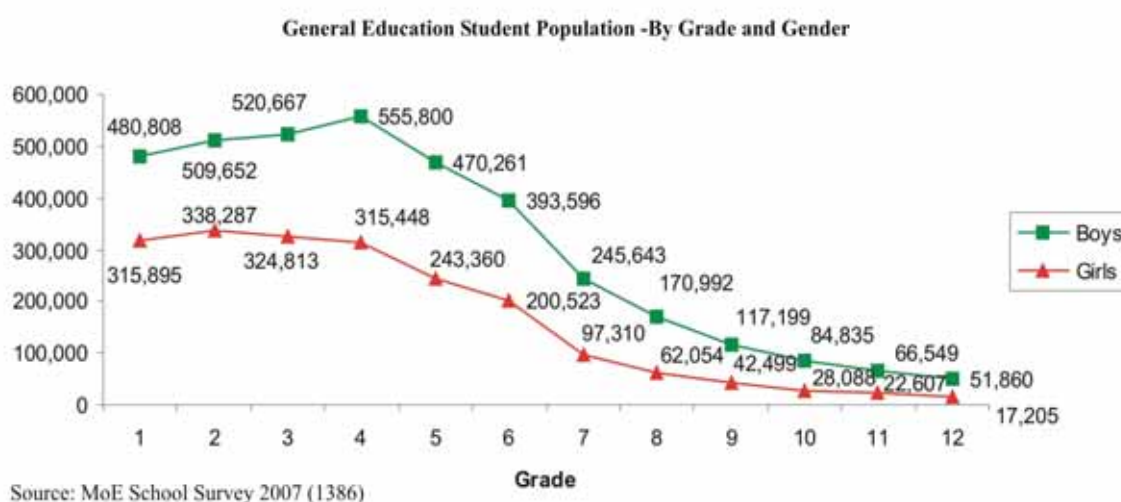
- By 2012, 7.9 million children in school from Grades 1-12, with 60% girls enrolment and 75% boys enrolment
- By 2010, new secondary school curriculum and revised primary curriculum.
- National testing system to assess learning achievements developed and implemented
- Access for minority groups and children with disabilities or other special needs.
- Encourage female enrolment
- School Advisory and Support Councils (SASC) in all schools

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<sup>1</sup> Program Component 7 : Literacy and Non-Formal Education is listed under Skills Development & Training Sub-sector



Figure 9. General education student Population



## Estimated Cost

Table 6: General Education Budget Plan

General Education (\$mill)	Year 2008 (1387)	Combined Years 1387(2008)-1391(2012)
Operating Budget	145.30	1036.50
Development Budget	37.55	183.70
Total	182.85	1220.20

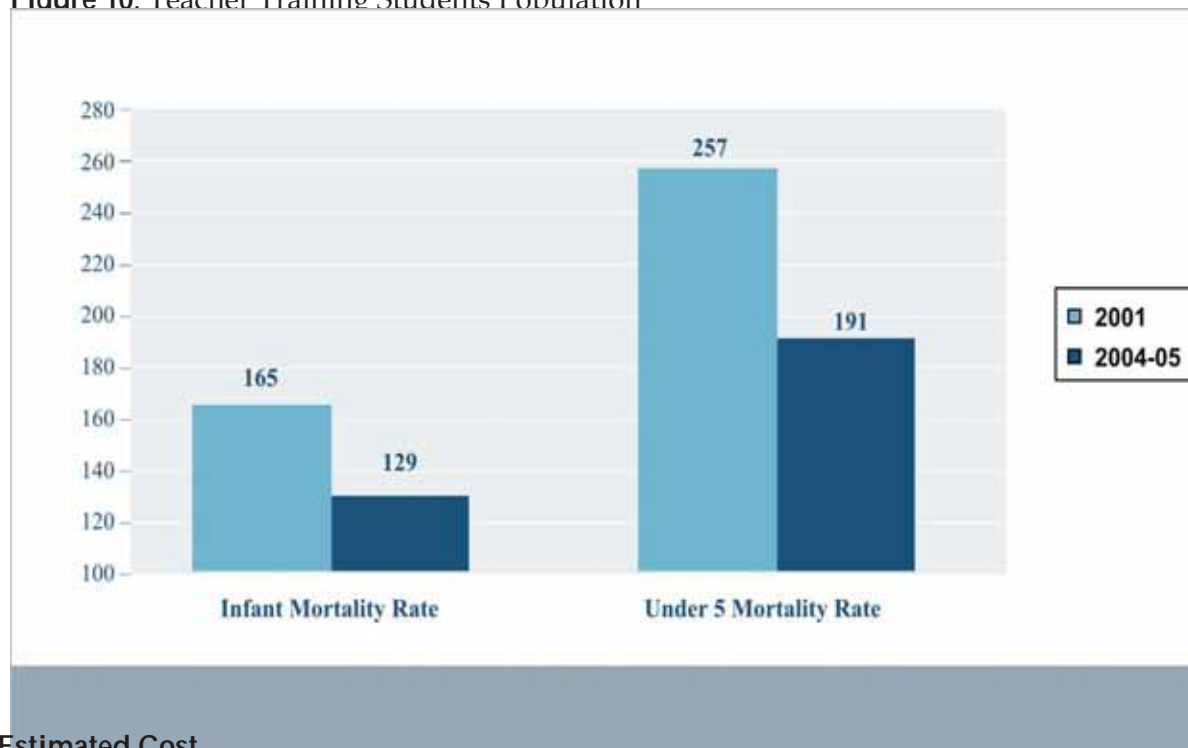
## Program 2. Teacher Education and Working Conditions

**Overall Goal:** To build a national cadre of qualified school teachers to improve the learning achievement for all students.

### Principal targets:

- Ensure that 70% of primary and secondary teachers pass a nationally administered teacher competency test by 1389 (2010)
- Increase the number of female primary and secondary teachers by 50% by 1389.
- Establish/strengthen teacher training colleges in all provinces and 364 Teacher Resource Centres in district headquarters.
- By 1389, deliver pre-service teacher training to 17,000 new student-teachers using new curriculum, textbooks and teacher guides.
- Establish a National Teacher Education Institute.
- Provide in-service teacher training to 140,000 existing teachers.
- Write and print 150,000 textbooks and teacher guides.
- Develop a national distance teacher-training program leading to certification.

**Figure 10.** Teacher Training Students Population



## Estimated Cost

Table 7: Teacher Education and Working Conditions Budget Plan.

<i>Teacher Education and Working Conditions (\$mill)</i>	<i>Year 2008(1387)</i>	<i>Combined Years 1387(2008)-1391(2012)</i>
<i>Operating Budget</i>	<i>7.00</i>	<i>52.70</i>
<i>Development Budget</i>	<i>47.50</i>	<i>280.20</i>
<i>Total</i>	<i>54.50</i>	<i>332.90</i>

## Program 3: Education Infrastructure Rehabilitation and Development

**Overall Goal:** To provide a secure, conducive learning environment and work-space for all students, teachers and education administrators.

### Principal targets:

The construction and rehabilitation of 73,000 classrooms - 70% in rural and 30% in urban areas - using safe and cost effective designs with the active involvement of local communities.

- Construction of 18 teacher training colleges with dormitories for male and female students

in each province.

- Construction and rehabilitation of 432 Islamic schools, including 34 Centres of Excellence at district and provincial levels including dormitories for boys and girls.
- Construction of 398 rural and urban District Education Resource Centres that will serve as teacher resource centres, community learning centres and education district offices.
- Rehabilitation, establishment and construction of 49 technical and vocational education schools and training centres.
- Develop a teacher-training curriculum

## Estimated Cost

Table 8: Education Infrastructure Rehabilitation & Development Budget Plan

<i>Education Infrastructure (\$mill)</i>	<i>Year 2007(1386)</i>	<i>Combined Years 1386(2007)-1389(2010)</i>
<i>Operating Budget</i>	<i>6.40</i>	<i>40.60</i>
<i>Development Budget</i>	<i>220.60</i>	<i>1340.80</i>
<i>Total</i>	<i>227.00</i>	<i>1,381.40</i>

## Program 4: Curriculum Development and Learning Materials

**Overall Goal:** To develop a quality modern national curriculum for primary and secondary schools based on Islamic principles and values that will meet national, regional and international standards.

### Principal targets:

- Develop a new curriculum and new textbooks for secondary education.
- Establish a National Institute of Curriculum Development incorporating national standards benchmarks.
- Establish a board for defining and evaluating teaching and learning standards and accreditation.
- Ensure all school children have a complete set of new curriculum textbooks and that teacher guidebooks are also available. Print and distribute textbooks for 1.4 million 7-12 grade students (12 books per student) and review and update grade 1-6 textbooks.
- Develop and implement a nationally-administered annual testing system for assessment of learning achievements for primary and secondary students.
- Equip 2,100 high schools with 4 science laboratories each at a unit cost per lab of \$2,000
- Strengthen institutional and staff capacities in curriculum development.

## Estimated Cost

Table 9: Curriculum Development and Learning Materials

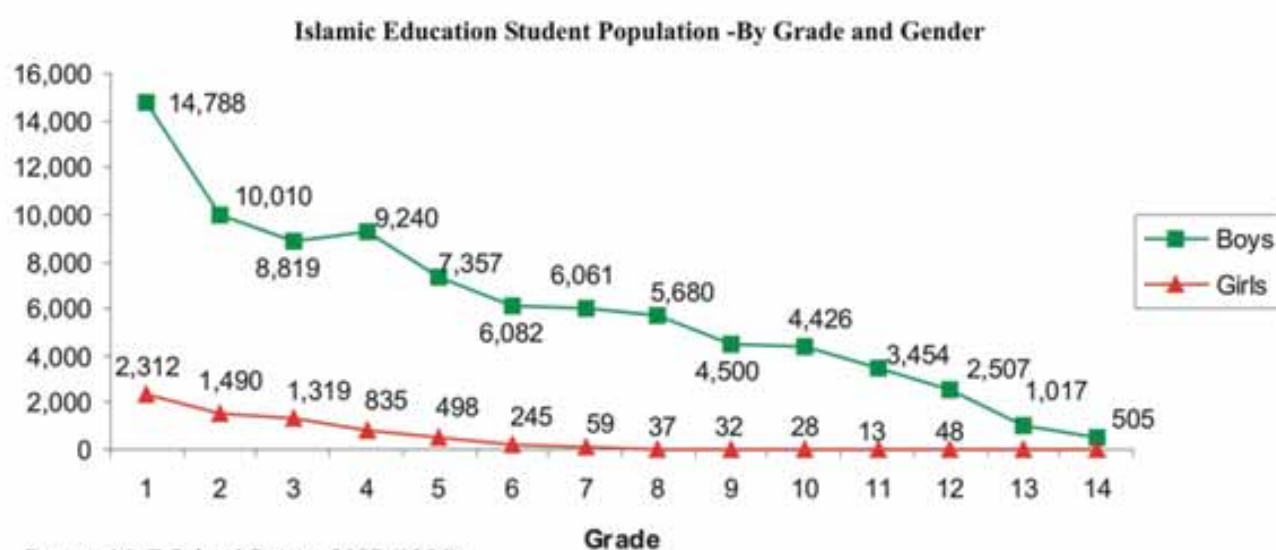
<i>Curriculum Development (\$mill)</i>	<i>Year 2008(1387)</i>	<i>Combined Years 1387(2008)-1391(2012)</i>
<i>Operating Budget</i>	<i>3.06</i>	<i>25.90</i>
<i>Development Budget</i>	<i>34.64</i>	<i>153.60</i>
<i>Total</i>	<i>37.70</i>	<i>179.50</i>

## Program 5: Islamic Education

**Overall Goal: To develop a modern broad-based Islamic education system for all Afghans.**

- Principal targets:
- Develop a modern curriculum for Islamic education.
- Provide access to modern Islamic education for 90,000 students across the country by 1389.
- Establish a national cadre of qualified Islamic educators.
- Produce new textbooks and teacher guides
- Train 1,100 madrassa teachers, at least 30% of whom are females. (400 of these to be trained in foreign countries.)
- Establish and equip centres of excellence in Islamic education with access for girls and boys in each province.

Figure 11. Islamic Education Students Population



Source: MoE School Survey 2007 (1386)

Estimated Cost

Table 10: Islamic Education

<i>(Islamic Education (\$mill</i>	<i>(Year 2007(1386</i>	<i>Combined Years 1386(2007)- (1389(2010</i>
<i>Operating Budget</i>	<i>8.00</i>	<i>53.70</i>
<i>Development Budget</i>	<i>4.70</i>	<i>15.60</i>
<i>Total</i>	<i>12.70</i>	<i>69.30</i>

## Program 6: Education Administration Reform and Development

**Overall Goal:** To develop the MoE into an effective, accountable, fully-funded and functioning public institution that facilitates education for all.

### Principal targets:

- Create a sustainable, transparent and accountable financial management system through major systems and capacity improvement with increased allocations through the national budget system.
- Continue to develop an Education Management Information System and expand Information Communication Technology from school-level to headquarters.
- Create a new and professional Human Resources Unit with clear policies, procedures, regulations and systems at central, provincial, district and school levels.
- Implement PRR and Pay and Grading of all approved positions within the ministry including teaching staff.
- Develop a comprehensive gender sensitive strategy and plan for training and capacity-building for all levels of staff at central, provincial, district and school levels.
- Design an anti-corruption strategy and improve fiduciary standards at all levels.
- Establish a clear legislative framework for the delivery of quality education.

**Structural reform:** The highest priority for the ministry is to develop an organizational and institutional structure that is suitable over the medium-term and can provide the basis for major public administration reforms.

The ministry will be structured and managed along program lines, with core policy and management oversight capacity in the central office

and decentralized management of resources and program outputs down to the individual school level. This will require increased and sustained investment in staff. The ministry has embarked on the reform and development of the *Tashkeel* that will represent its staffing needs based on the new institutional structure. The appointment process for key line management positions has also commenced.

**Financial and public expenditure management reforms:** Concurrent with its participation in the program budget pilot project (which will include the central office and three provinces), the ministry has begun to accelerate access to a minimal number of AFMIS terminals in order to improve systems support for financial management, analysis and reporting.

The budget cycle will be the main driver for internal management capacity building and systems development. Specific support will be sought for intensive development of the procurement capacity of the ministry.

**Improved fiduciary standards:** The new structure includes provision for an Office of Internal Audit that will report directly to the minister and will be charged with developing a modern audit capability, with particular emphasis on the preparation and assurance of the annual financial statements of the ministry. There is also a provision for the establishment of an Office of the Inspector General, with a specific mandate to undertake investigations into allegations or appearances of fraud and corruption in the ministry.

**Information systems and ICT:** An ICT development strategy will be prepared as part of developing the overall capacity to manage the ministry. With donor assistance, progress is being made on the development of an Education Management Information System (EMIS) and the first data collection surveys have been completed. This project begins to address one of the most significant current inhibitors to effective planning and management—the lack of information and reliable data.

Linking this to AFMIS and the human resources database will also be essential. The ministry intends that all management and administration

civil service employees should have the opportunity to be “digitally literate” by the end of this planning cycle.

**Human resources and capacity building:** Most staff are poorly prepared to meet the challenges of the proposed management model or its supporting technology. Many are currently unable to meet the standards likely to be set for recruitment to their current level, let alone for promotion based on knowledge, qualifications and performance. Staff surveys have shown that many staff recognize this and have identified a consistent and coherent range of skills and knowledge that they need to acquire. These range from basic time and records management to use of computer-

based office systems, English-language training and knowledge and understanding of the new institutional framework.

These identified needs will guide the development of internal skills development activities and the identification of other sources of training.

**Legislative framework for the delivery of quality education in Afghanistan:** There is a need for the development and passage of a new Law on Education. As part of the structural reform process, provision has been made for in-house legal advice and drafting of legislation that establishes the role and authority of the minister and the MoE. The first national legal adviser has been appointed.

## Estimated Cost

Table 11: Education Administration and Reform

<i>Education Administration (\$mill</i>	<i>(Year 2008(1387</i>	<i>Combined Years 1387(2008)- (1391(2012</i>
<i>Operating Budget</i>	<i>6.40</i>	<i>40.60</i>
<i>Development Budget</i>	<i>18.80</i>	<i>122.80</i>
<i>Total</i>	<i>25.20</i>	<i>163.40</i>



## CHAPTER 2

### HIGHER EDUCATION SUB-SECTOR

In higher education the strategy involves increasing the capacity to accommodate more qualified students, together with an improvement in the quality of higher education by improving the number and quality of lecturers and offering a greater variety of courses. There has already been considerable progress. In 2007, a Higher Education Law was passed by the Cabinet. A Master's course has already commenced as part of the effort to offer a greater variety of courses.

The strategy will encourage universities to enter into cooperative arrangements with other universities, both domestic and foreign, so that there can be an exchange of lecturers. Implementation of this strategy has already commenced. To date eleven co-operative partnerships between individual universities in Afghanistan with well qualified foreign universities with a total value of more than \$US20 million are in various stages of finalization.

In its efforts to improve the quality MoHE has started to introduce accreditation through the Academic Coordination Committee.

This body, whilst still in the early stages will also be involved in quality assurance and control, which is an integral component of the accreditation procedures.

of higher education, most funds available to the MoHE for infrastructure will be used to refurbish the existing university campuses and carry out construction of buildings for libraries and laboratories in the existing universities.

A review of university funding will be undertaken with the objective of allowing universities greater autonomy.

The strategy proposes moving toward a more independent, less centralized system where the larger institutions have their own budget, can recruit their own faculty and enter into faculty exchanges with foreign institutions.

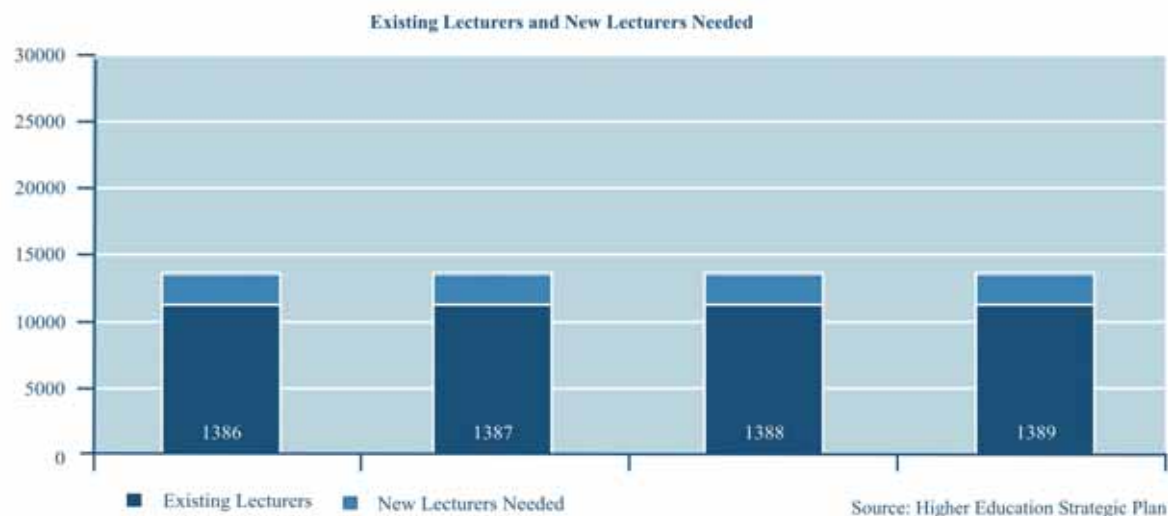
The total annual operating budget for MoHE in 2007(1386) is slightly more than US\$18 million (2007). About 65% of the operating budget covers the costs of housing and feeding students in dormitories. Tuition is not charged at any university. The sector concentrates almost exclusively on undergraduate degrees, although there is now a move to offer a wider choice in degrees including Masters Courses.

There are currently 52, 200 students attending institutes of higher education and 2,713 lecturers. The sector expects to be able to cater to 100, 000 students by 2010. Demand for higher education is about four times the available supply of places.

The demand for entry is difficult to forecast because it depends to a large extent on the success of the MoEs primary and secondary education program. In order to maintain student/staff ratios the MoHE plans to increase the number of lecturers to 5,713. Even this large expansion is unlikely to meet demand. Illustrated in Figure 12



**Figure 12. Needed and Existing Lectures in Higher Education System**



In the country where generations have been deprived of education, it is also important that remedial courses are offered so that adult students, particularly women, can qualify for entry into higher education.

Typically, higher education requires more infrastructure support per student than does the primary/secondary sector. This is because higher education institutions require larger buildings with offices for lecturers, research facilities and libraries. The plans for the sector reflect the need for infrastructure.

The need to expand supply is only one aspect of the problem. There is also a need to improve the quality of education provided. The years of conflict have resulted in a marked deterioration in the quality of education available. Many of the former academic staff now live outside the country or have found other employment.

Having a program to train new staff, the quality of higher education will be enhanced. The ministry proposes to use academic exchange programs with foreign universities; recruit on a contract basis foreign lecturers, and encourage younger lecturers to spend time doing training and research at foreign universities.

There is a potential to expand quantity and quality of higher education in the country using private sector resources. Some high-quality private sector universities have been registered by the MoHE. The Afghan American University, Bakhtar and Maulana Jalaluddin Balkhi have been registered by the MoHE and registration of additional private universities is in progress.

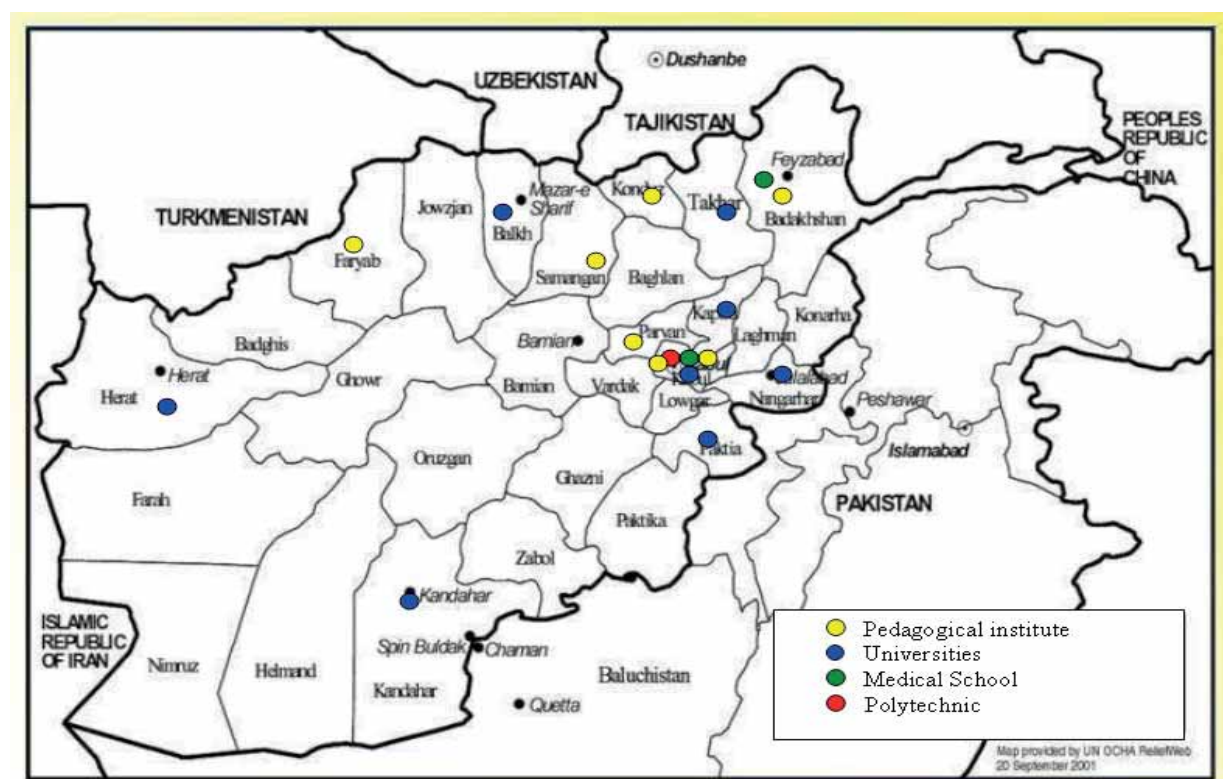
The actions proposed over the period 2007(1386) to 2010(1389) are summarized in Table 13.

Long Term Goals and Actions/Targets Required Meeting these Goals :

Table 12: Higher Education

Objectives/Targets	Equitable access to education services will be expanded to meet demand	The quality of education will be improved	The relevance of education will be increased
<i>(Actions/ Specific Goals over period 2007(1386) to 2010(1389)</i>			
Construct 41 new facilities at universities across the country	X	X	
(Construction of 24 new dormitories (12 for women and 12 for men	X	X	
Measures instituted to attract and retain female students: remedial courses to prepare women for the entrance examination, fast track funding to increase the share of female professors, new, secure female dormitories, new gender and women studies departments, and campaigns to encourage families to send their daughters to universities	X	X	X
Revised and approved curricula and related teaching materials; training for professors and lecturers in use of these		X	
New MA programs at departments of languages and literature at Kabul University, and new programs for the faculties of social science, law, economics, geology, engineering, agriculture, and Islamic law		X	
new professors, including qualified Afghan professors recruited 3000 (from the region (India, Pakistan, Tajikistan, and Iran	X	X	
Policies that require new university professors and lecturers to be hired on the basis of academic merit and gender balance		X	X
Upgraded qualifications of faculty through university partnership programs		X	
Expand range of courses with National Institute of Management	X	X	
.Increased number of research centres at higher education institutions	X	X	
Review funding so that universities have greater autonomy	X		

Figure 13. Current Distribution of Nineteen Higher Education Institutions:



Source: MoHE Strategic Plan

## Proposed Development Expenditure 2007 (1386) Table 13

Priority 1 Group (list projects in order of priority) 1386	Budget million \$	Priority 2 Group list projects in order of priority) 1386)	Budget \$ million	Priority 3 Group list projects in order of priority) 1386)	Budget million \$	Priority 4 Group list projects in order of priority) 1386	Budget million \$
Construction of new Teaching Building at the University of Education Kabul	1.0	MoHE Strengthen Project (SHEP) for six Universities	9	Capacity Building for Development and Implementation of Food Security in Afghanistan	0.51	Design and Construction of University Complex in Bamiyan	1.5
Design and construction of Balkh University Building	5	Design and construction of Kabul University mosque	0.150	Design and Construction of University Complex in Khost	1	Design and Construction of Entrance Exam Center at MoHE	1.5
Design and construction of Qandahar University Building	5	Extension of Building within the MoHE	0.8	Equipment for Higher Education Institutions in Kabul, Kapisa, Baghlan & Paktya	1	Design & Construction of Ghazni Higher Education Institution	0.5
Design and construction of Nangarhar University Building	3.5	Renovation and equipping of Maidwand University Hospital	0.165	Design and Construction of Higher Education Institute Complex in Faryab	1.5	Construction of health Clinic for Lecturer and Students	1.0
Design and construction of Nangarhar University Hospital	3.5	Reconstruction of Theology faculty of Kabul University	0.4	Capacity Building at Agriculture Faculty of Kabul University	3.0	Reparation works at Kabul Polytechnic University	3.0
Design and construction of Aliabad University Hospital	1.5	Design and construction of Baghlan University Building	1.0	Construction of Higher Education Institute Complex in Badakhshan	1.5	Reparation project at Kabul Medicine University	2.0
Design and construction of AL-Beroni University Building	2	Design and construction of Paktya University Building	1.0	Construction of Higher Education Institute Complex in Jowzjan	1.5	Design and Construction of University Complex in Takhar	4.0
Design of Community Colleges	2.0			Reparation of Lecturer dormitories	0.5	Construction of Herat University complex	6.0
Construction of Teaching Building in Parwan	0.6	Construction of University Hospital for Khost	1.0	Procurement of equipments for Higher Education Institutions	2.0	Payment for projects from 1372 - 1383	1.2

<i>Priority 1 Group (list projects in order of priority) 1386</i>	<i>Budget million \$</i>	<i>Priority 2 Group list projects in order of priority) 1386)</i>	<i>Budget \$ million</i>	<i>Priority 3 Group list projects in order of priority) 1386)</i>	<i>Budget million \$</i>	<i>Priority 4 Group list projects in order of priority) 1386</i>	<i>Budget million \$</i>
<i>Design and construction of Balkh University Hospital</i>	3.5	<i>Capacity Building at Higher Education Institutions on Animal infection</i>	1.0	<i>Construction of Higher Education Institute Complex in Qondozi</i>	1	<i>Design and Construction of University Hospital in Herat</i>	3.5
<b>Priority 1 Total</b>	<b>27.6m</b>	<b>Priority 2 Total</b>	<b>14.52m</b>	<b>Priority 3</b>	<b>13.0</b>	<b>total of group 4</b>	<b>24.2</b>
<b>Total Requested: 79.3 million dollars</b>							

It should be noted that there are already delays in the MoHE plans. Recently the Ministry of Finance notified MoHE that the construction of projects, including the Herat University Complex, Balkh University Complex, Ali Abad Hospital Complex, Takhar University, the agricultural faculty building of Baghlan University, the building for Jawzjan Institute and Alberoni University, had been suspended pending re-announcement of the competitive bidding process. These projects were all funded from the MoHE development budget. Negotiations with the Ministry of Finance have resulted in a requirement to implement a new tendering of these projects; thus the targets to finish these projects on time will not be reached.

It has been proposed that there will be an inter-Ministerial capacity coordination that will

monitor key projects where there is a risk that implementation will not be achieved. This Committee will be chaired by the Minister of the Economy. The Minister for Finance and the Minister for Higher Education will also be represented. Difficulties in obtaining draw down for funds that have been allocated to a Ministry can be resolved within this Committee.

### Programs Proposed by MoHE to contribute towards achievement of longer term goals

There are 7 programs proposed to be operated by MoHE. The Table below shows the contribution towards long-term objectives and the proposed programs. A full description of the proposed projects is shown below

**Table 14: Higher Education: Long-Term Goals and Proposed Programs**

<i>Programs</i>	<i>Equitable access to education services will be expanded to meet demand</i>	<i>The quality of education will be improved</i>	<i>The relevance of education will be increased</i>
<i>Program 1. Expansion of Facilities</i>	<i>X</i>	<i>X</i>	<i>X</i>
<i>Program 2. Participation of women</i>			<i>X</i>
<i>Program 3. Curriculum and academic program</i>		<i>X</i>	
<i>Program 4. Faculty</i>	<i>X</i>	<i>X</i>	
<i>Program 5. Management reform and strengthening of the independence of academic institutions within the system</i>		<i>X</i>	
<i>Program 6. Co-operative arrangements between government academic institutions and non-government academic agencies</i>		<i>X</i>	

## Program 1: Expansion of Facilities

**Overall Goal:** To expand and rehabilitate existing universities.

### Principal targets:

- Significant progress on construction of Kabul, Kabul Polytechnic, Herat, Balkh and Nangarhar university complexes;
- Near-completion of extension and construction of buildings in Bamiyan, Parwan, Kondozi and Takhar universities. The MoHE is planning to invest in the infrastructural capacity of each of the 19 institutes of higher education and in needed equipment (laboratories, libraries, etc.).

### Building of New University Complexes:

New university complexes in Herat, Balkh, Jalalabad are well under development, while those in other provinces are progressing slowly due to a lack of financial resources. A few new buildings in Parwan, Bamiyan and Takhar are already completed. The plan is to speed up construction of new university complexes, especially those in Herat, Balkh, Kahdhar and Nangarhar, as well as Kabul Polytechnic and Kabul University. The creation of an Information Technology (IT) center at Kabul Polytechnic University will contribute to absorbing new students in this field and in general to the enhancement of the capacity of higher education institutions.

Libraries at Kabul University and Kabul Education University will be expanded in order to offer students better opportunities for research. The plan to launch the KEU campus laboratory school in the facilities built by JICA is in progress and will start very soon. Before these plans are made reality, a review will be carried out to investigate whether some universities, both private and public, could share library facilities.

Figure 14. Khost University Constructed



**Construction of New Dormitories:** The MoHE is increasing the number of dormitory beds in order to accommodate more students, though construction of new dormitories requires huge financial resources.

Table 15: Expansion of Facilities

<i>Expansion of Facilities</i>	<i>Year (2007(1386</i>	<i>Combined Years 1386(2007)- (1389(2010</i>
<i>Operating Budget</i>		
<i>Development Budget</i>		
<i>Total</i>	<i>Not Costed</i>	<i>Not Costed</i>

## Program 2: Participation of Women

**Overall Goal:** To increase the participation of women students and faculty in institutes of higher education.

### Principal targets:

- Increase the number of female dormitory



beds;

- Increase the number of female lecturers;
- Construct new community colleges for women;
- Renovate women's dormitories in Kabul, Kondozi and Parwan;
- Find ways to attract more female lecturers;
- Introduce a gender studies program in our faculties, and fast-track the hiring of female professors.
- Expand the program for remedial courses for women.

The National Women's Dormitories at Kabul University and in Kondozi province have been renovated and can attract an increasing number of female students from all provinces. Another women's dormitory at Kabul Medical University has been constructed. Such integrated and coordinated programming

will focus on increasing the interest and awareness of women wishing to embark on study at the higher level. Merely increasing the number of dormitory beds for women is not sufficient. Even now, a number of universities have vacancies in women's dormitories. Hence, the MoHE plans to raise awareness among women of opportunities in higher education and to increase the share of female professors, who can serve as role models and may well serve to attract female students. The introduction of remedial courses to prepare female students for the entrance examination has already been introduced in a few provinces and it is planned to extend them in all provinces through the year 2008. This program will contribute as a long-term measure to increase the share of girls in institutions of higher education. An important policy issue is how many institutions to build and where to build them. While a larger number would allow more women students to go to school close to home, a smaller number would help to focus financial resources.

<i>Participation of Women</i>	<i>Year 2007 (1386)</i>	<i>Combined Years 1386(2007)- (1389(2010)</i>
<i>Operating Budget</i>		
<i>Development Budget</i>		
<i>Total</i>	<i>Not Costed</i>	<i>Not Costed</i>

### Program 3: Curriculum and Academic Program

**Overall Goal:** To revise curricula and reform academic programs

#### Principal targets:

- Revision of curricula in more than 50 faculties;
- Higher Education Law was passed by cabinet;

- Adopt an academic credit system;
- Establish two research centres in higher education institutions.

**Revision of curricula:** Preparing the professional and skilled cadres of personnel is an important objective of higher education institutions, whose focus is at the community level and will allow professional disciplines such as management, teacher training, health, agriculture, industry, and economic devel-

opment to be engaged more effectively. The MoHE's strategy is to make the sector more responsive to the needs of the Afghan economy and society and to give students more options in their career and schooling paths.

To develop curricula that respond to the needs of the private sector and the country as a whole, curricula are being revised through a consultative process. A systematic development of accredited courses will allow students to enter the workforce and later return to school to continue with advanced training. The revised curricula will enable students to choose the subjects they wish to study. The current system that assigns new students to different faculties only based on the entrance examination does not help improve job-market prospects for graduates.

A number of universities to day already teach according to new curricula, others still do not.

The intention is to continuously work on those curricula that have not been revised and thus, stepwise—faculty by faculty—introduce new curricula over the upcoming five years.

Once curricula are approved, university lecturers and professors must be trained to use them, and teaching materials must be created and distributed.

**Higher Education Law:** The Higher Education law was passed and approved by the minister's cabinet. The bylaw of private higher education institutions is to be updated and will be available shortly.

**Academic Credit System:** The adoption of an academic credit system for congruence with international standards and for curriculum reform has already finished in more than 60 faculties. It will be continued with workshops and conferences for administrators of all colleges, revising and distribution of a manual

on the credit system modified for Afghanistan. Outcomes from the conferences of the year 2005 and 2006 indicate a general willingness to move as soon as possible toward this reform measure. Some of the universities, including Kabul Education University, Bamiyan University, Herat University and Parwan Pedagogical Institute, have already successfully implemented the credit system.

In the future, and in line with the secondary education students' performance assessment, the contents of the university entrance examination will have to be revised and harmonized with the newly-implemented assessments for secondary schools.

**Teacher training:** In teacher training, the MoE, the MoHE and the donors will work closely together in order to be coherent and to provide holistic teacher education according to the needs and the vision of the education sector.

**Table 17: Curriculum and Academic Program**

<i>Curriculum and Academic Program</i>	<i>Year 2007 (1386)</i>	<i>Combined Years 1386(2007)-(1389(2010)</i>
<i>Operating</i>		
<i>Budget Development</i>		
<i>Budget</i>		
<i>Total</i>	<i>Not Costed</i>	<i>Not Costed</i>

#### Program 4: Lectures

**Overall Goal:** Enhancement of the quality and number of lecturers

#### Principal targets:

- Training and scholarships provided to enable lecturers to go abroad;
- First conference of lecturers and other conferences on curricula revision and system



reform.

In order to determine the future optimal and sustainable sizes for the respective faculties, it will be helpful to conduct a survey on the academic skills requirements of the markets in the mid and long run.

The MoHE will also find ways to attract international experts and Afghans who are living abroad as teachers, consultants, advisors and trainers in specialized fields. The commitment of international faculty and of Afghans living abroad (ARTF program) has contributed to the successful and effective management of MoHE and higher education institutions.

The MoHE, with the support of international partners, has conducted workshops for capacity building in management (2004, 2005), proposal writing (2005), research skills (2004, 2005), academic credits system (2004, 2005), computer skills, English-language courses (2006-2007) and other topics. For better co-ordination and management of higher education institutions, the MoHE organized the first conference of Afghan lecturers (September 2006) in Kabul. These conferences aimed at involving lecturers in the decision-making process and so strengthen their self-confidence. The participants discussed the new Higher Education law, dormitories, regulations and bylaws. The minister has appointed different working groups within the MoHE to analyze the output of the conference.

Courses in English and other language methods for teachers of English for faculty at KEU, Kabul University and the Polytechnic Institute will help lecturers improve their capacity. Many more of these courses need to be launched with more language experts, strategic planning and evaluation.

**Table 18: Lecturers**

<i>Lecturers</i>	<i>Year (2007/1386</i>	<i>Combined Years 1386(2007)- (1389/2010</i>
<i>Operating Budget</i>		
<i>Development Budget</i>		
<i>Total</i>	<i>Not Costed</i>	<i>Not Costed</i>

## **Program 5: Management Reform and Strengthening of the Independence of Academic Institutions within the System.**

**Overall Goal:** To strengthen the management capacity of the higher education institutions and the MoHE and to enable larger academic institutions to have greater independence.

### **Principal targets:**

- An evidence-based, bottom up and participatory planning process; systemic links between various institutions of higher education; integration of practical and applied research findings into policy and higher education plan formulation.
- A reorganized and streamlined recruitment and hiring process (PRR) at the MoHE within its departments and at the 19 institutions of higher learning;
- Efficient and effective functioning of the MoHE personnel at the central and provincial levels;
- Regular and systematic monitoring and evaluation of the outcomes of the higher education system undertaken.
- Establishment of advisory committees consisting of senior faculty members from major academic institutions, including representation from the non-government higher education institutions to advise and measure progress on all MoHE programs and planning
- To move towards an administrative system where the major academic institutions would have their own budget and have independence of action in faculty organization, including

recruitment, and have the power to enter into cooperative arrangements with foreign and local academic institutions, including institutions in the non-government sector. Larger institutions will move to a position where they have responsibility for their own budgets and spending. They would have the option of supplementing the funds provided to them by the MoHE by implementing tuition fees with the proviso that a proportion of tuition fee revenue would be allocated for means-tested scholarships.

**Higher Education Planning:** Planning will move away from the centralized approach adopted by the MoHE in the past. There will be more consultation with the academic agencies through advisory committees that will have oversight of the operations of the MoHE. The larger institutions will be requested to develop their own strategic plans against broad guidelines provided by the MoHE. These plans should encourage links and communication between various institutions of the higher education system and ensuring integration of practical and applied research findings into policy and higher education plan formulation.

**Organization and Management of the Institutions and MoHE:** The focus will be on reorganizing and managing the MoHE and the national higher education system to reduce the centralization of the current administrative system. These actions are designed to improve efficiency, effectiveness, quality and accountability at all levels.

**Human Resources Development:** A comprehensive approach to human resources will produce, deploy and keep an appropriately-trained skilled work force possessing a variety of skills needed to serve the higher education institutions. This reform will be initiated through the adoption of a transparent PRR process focused on competitive recruitments. Recruitment to institutions will be a consultative process with the academic institutions having a key input into recruitment decisions. Effort will be made to employ the best

qualified staffs, especially women, at all levels of the higher education system. Training and capacity-strengthening programs will be based on training needs surveys, together with extensive consultation with the academic institutions.

**International Partnerships, Collaboration, and Financial Assistance:** In order to promote the culture of exchanging ideas the MoHE has started negotiations for partnerships with international universities (with World Bank assistance). These partnerships will wherever possible be between institutions with the MoHE acting as a facilitator in the process. The final decision on collaborative arrangements will be made by the academic institutions themselves. At the moment Kabul University, Herat University, Balkh University, Nangarhar University, Kandahar University and Kabul Polytechnic University are negotiating to get partnerships with universities in the United Kingdom, Germany, the United States and India. Through participation in these programs, Afghans will be able to visit these universities and learn their procedures and operations. The MoHE will act as a facilitator to encourage these opportunities



Source MoHE: 11 Partnership signed Figure 15.

The MoHE, together with academic institutions, want to provide further higher education opportunities to the better students and send numbers of students on scholarships abroad or to non-government academic in-

stitutions within the country. The role of the ministry would be to act as a facilitator and verify all the degrees and certificates with respect to their equivalency.

**Table 19: MoHE Management Reform**

<i>Management Reform</i>	<i>Year (007(1386</i>	<i>Combined Years 1386(2007)-(1389(2010</i>
<i>Operating Budget</i>		
<i>Development Budget</i>		
<i>Total</i>	<i>Not Costed</i>	<i>Not Costed</i>

## Program 6: Co-operative Arrangements between the Government Academic Institutions and Non-Government Academic Agencies

**Overall Goal:** To establish co-operative arrangements between the larger government academic institutions and non-government academic agencies.

### Principal targets:

Establish a Consultative Committee with representation from government academic institutions and non-government agencies to advise on the following issues:

- Provision of courses at one institution (government or non-government) that can be taken by students of a number of institutions for credit towards their qualifications
- Co-operative discussions on curriculum issues to enable, and encourage, students and staff to have greater mobility in moving from one institution to another.
- Co-operative discussions between institutions on the scope for sharing infrastructure
- Cooperative discussions on possible staff and student exchange and qualifications

from one institution being recognized as entry qualifications for other courses in other institutions.

**Table 20: Cooperative Arrangements Between Government and Non-Government Agencies**

<i>Cooperative Arrangements</i>	<i>Year (2007(1386</i>	<i>Combined Years 1386(2007)-(1389(2010</i>
<i>Operating Budget</i>		
<i>Development Budget</i>		
<i>Total</i>	<i>Not Costed</i>	<i>Not Costed</i>

## SKILLS DEVELOPMENT & TRAINING SUB-SECTOR

### A. Activities Covered within the Sub-Sector

Vocational training covers short and longer-term training, formal and non-formal, as well as training across all sectors (agriculture, commerce, services, construction and industry). It also encompasses the whole area of second-chance skills development (and integrated underpinning education), and remedial training for those whose self-development opportunities were seriously curtailed during the years of conflict.

### B. Current Condition of the Sub-Sector

The major reason for the lack of development of the vocational education sub-sector is that responsibility for the sub-sector and the funding of the sub-sector is split between a number of ministries. The MoE and Ministry of Labour, Social Affairs, Martyrs and Disabled () and NSDP, which is loosely attached to the , all have some responsibility for the sector.

Apart from NSDP, none regard it as their primary responsibility. In 2006 it was announced that the roles of the various ministries and the non-government sector would be clarified. Not much has as yet been achieved, but the proposals contained here would achieve the necessary reforms.

### C. Potential Demand for Vocational Training

Afghanistan has an increasing demand for skilled workers in all areas. This skill shortage is likely to increase over time. The manufacturing industry as well as the service industry and agriculture are in need of skilled and trained people in order to increase productivity and output. At the same time, the gradual introduction of new technologies, especially in information and communications technology, present an important opportunity for promoting vocational education and skills development. This will make it imperative to invest urgently in the rehabilitation and construction of technical and vocational training schools, to develop a new curriculum and textbooks, and to improve teaching capacity in order to achieve the wider objectives of national development in the post-conflict era.

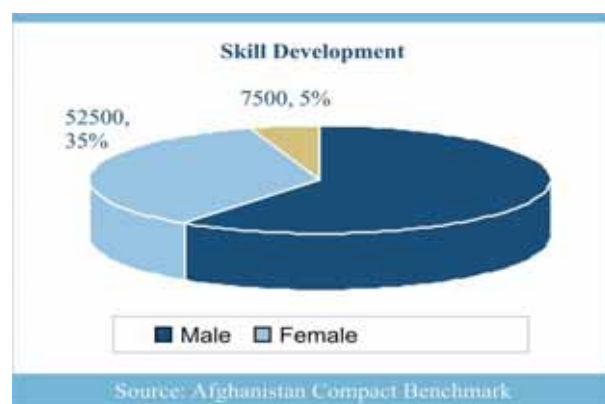
The potential demand for vocational education is readily apparent within the economy. Between one half and three quarters of a million children complete secondary school each year and would be eligible for vocational training. This year alone (2007) there will be about 75,000 students who apply for entry at higher education institutions and are not accepted. The great majority of these people would welcome entry into vocational school. There are also students who gain entry to these higher education institutions who would prefer a vocationally-oriented educational experience with a possibly greater chance of post-graduation employment if the choice were available.

There is also a large demand for remedial education. The disruptions of the past have left an estimated 11.2 million adult Afghans unable to read or write. There is a responsibility to be able to offer as many of these people as possible the chance to better their lives.

### D. Supply of Vocational Training

The supply response to this obvious demand is woefully inadequate. The NSDP aims by 2010 to provide employment opportunities to 150,000 unemployed/underemployed Afghans, of which at least 35% are women and 5% are persons with disabilities. They will have increased wage and self-employment opportunities through the provision of market-oriented skills training, business training and linkages to micro-credit and business development support services. Illustrated in figure 16

Figure 16. Train 150000 Students (Male, Female and Disabled) in Market-Oriented Skills Training



**Government Providers of Vocational Training:** The Skills Development Department of the provides short-term vocational training programs. Most trainees have not completed formal primary education and many are from vulnerable groups. The MoLSAMD has 18 training centres covering the provincial urban areas of Balkh, Kabul, Kunduz, Nangarhar, Paktya, Kandahar, Bamyan, Herat, Nimrooz and Farah provinces. Annually, about 5,000



trainees enrol in training courses at these centres. Another 12,000 trainees have enrolled in vocational training courses that are run by local NGOs registered with the MoLSAMD. And the MoLSAMD intends to perform the following activities in order to speed up the training process and further serve the provinces: construction of fully-equipped centres in 22 provinces with the capacity to offer five trades; provide at least two mobile training centres to have the capacity to offer three trades in each district; construct at least one centre for educators studying to train the entire country, fully equipped with modern appliances and dormitories for the trainers; prepare a standardized curricula for all skill development training throughout the country; fully equip the Skill Development Department of MoLSAMD with new technology; and conduct training, workshop and seminars to enhance capacity of the personnel.

The MoE (MoE) also provides formal technical and vocational education (and therefore is part of the formal education system as opposed to short-term vocational training). The training is primarily institution-based and most training courses run from two to five years. Trainees entering the institutes are graduates from grades 10 through 14 and are accordingly literate. In July 2005, the MoE stated that there were 15,000 students enrolled across Afghanistan. There are 44 technical and vocational education and training centres, of which 17 are in Kabul.

Out of 44 schools, there are 16 technical, 5 administrative, 13 agricultural, 3 focused on gas and petroleum technology and 5 industrial and arts schools. These MoE schools accept about 4,000 to 5,000 new graduates each year. Many of the existing schools are in various states of disrepair. They are also hampered by a lack of quality teachers, shortages of equipment for all courses as well as lack of electric power and water. Efforts are being made to upgrade the outdated curriculum.

MoLSAMD has a mixture of about 20 old and new vocational centres. The process of selection of entrance to these colleges is not clear. Students spend about half the day at school. There is a major lack of facilities for practical tuition and there is a shortage of qualified staff. Donors such as JICA develop training centres and then hand them over to the MoLSAMD. Unless there is provision of operating funds from the donors, the training centres rapidly fall into disrepair and staff move on to better paying positions.

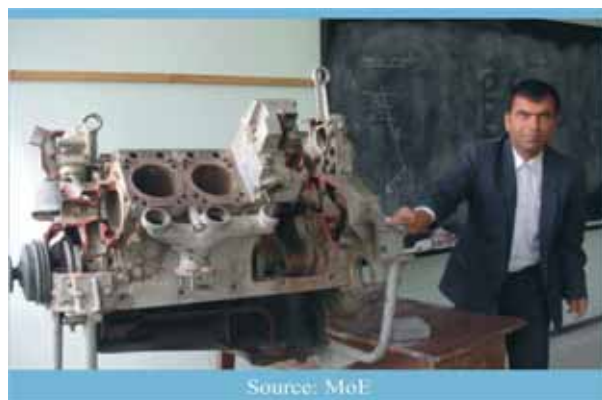
NSDP undertakes contract training. In some cases the provision of training is managed through contracted implementing partners who themselves sub-contract the training providers to deliver the training to trainees. By 2010, the NSDP expects that approximately 94,000 unemployed/underemployed or underemployed women and men will have found worthwhile waged work or be self employed, or begun follow-up training in a related area as a result of the training facilitated by the NSDP. At present the NSDP is wholly funded from the discretionary development budget, hence all training is provisional on this funding source.

There are also other ministry-supported training activities where the training is specific to the focus of the ministry. The most important of these is the Ministry of Health (MoH). Some of their courses are offered jointly with NGOs. Over 9,000 health care workers have been trained in various health sector fields by both national and international trainers working with MoH.

Nursing training has been formally accredited. There are midwifery training courses that use a curriculum adopted by the MoH and are implemented by Afghanistan's Institute of Health Sciences. Some ministries, such as the Ministry of Energy and Ministry of Public Works offer *ad hoc* training courses in skills specific to the ministry concerned. These *ad hoc* courses offer no formal qualification.

The most intractable problem with vocational training in Afghanistan is that relevant skills-based training in the government sector is not sustainable because the government is unable to pay trainers competitive salaries. In trades that are in demand such as electrician, mechanic, plumber and carpenter, the market-rate for a tradesman is about \$300 per month. The government sector can only pay salaries to trainers of about \$100 per month. Some can pay more by supplementing salaries with donor funds. However this arrangement cannot continue indefinitely. An added problem is that some vocational training centres do not have the necessary equipment to teach trades. Graduates emerge from these institutions with virtually no practical training. Some courses for mechanics, for example, are taught without student access to an actual motor.

Figure 17. MoE TVET School



**Non Government Vocational Training Providers:** Although there are no reliable figures, it is estimated that the bulk of the training is being delivered through over 200 NGOs, many of which having been constantly repositioning themselves as their donor grants have moved from supporting emergency relief activities to development initiatives. Since some organizations have not developed a specialized interest in skills development and employment requirements, the standard of training varies considerably. According to the MoLSAMD, some of these courses are of

dubious use to the trainees. There are exceptions to this, but in the ministry's view there are very limited numbers of specialist providers of high quality, that are market-driven, and technically and pedagogically sound vocational training programs.

There are also private-sector training providers. Currently they are largely confined to the information and communications technology sector (mainly the use of computers), and language (mainly English) training. In the ministry's view, course fees tend to be relatively high and access is limited to those already having significant levels of education and sufficient money to pay. The ministry is concerned that the majority of trainers in this area are not pedagogically trained and are not using a structured or standardized curriculum. Since there is no policy or framework or accreditation and a standards-setting system for vocational education and training, institutions themselves are not registered or accredited and courses are not validated; hence any certificate or credit for learning is arbitrary.

A good example of a successful private sector intervention in technical/vocational education and training is the Afghanistan Technical Vocational Institute (ATVI). It represents a useful model for constructing a viable public/private partnership. It is a good example of what can be done in a relatively short time through public/private partnership. A private sector donor provided seed funding to construct, fully equip and provide scholarships for over 600 students, male and female, with the overall goal of graduating 5,000 of them. The MoE leased land to the institute for a 10 year period for the first centre located in Kabul. Post-secondary skills' training is being conducted in the areas of construction vehicle maintenance, ICT and agriculture. There are plans to increase teachers through a training program and to add additional centres. The ultimate goal is to have a Centre of Excellence that will showcase a modern, co-educational and accredited campus offering

demand-driven skills training programs. In addition, the centre will facilitate local incubator business development and access to micro-credit financing for interested entrepreneurs. Public-private partnership is a strategy that will be increasingly adopted as stability is sustained within the country and private sector institutions feel more confident that their investments will not be wasted.

## E. Challenges Facing the Sub-sector

The major problems with vocational training in Afghanistan are summarized below:

- A lack of consistency, quality and coordination within and among the various training providers, most of them being NGOs, and a paucity of information regarding the kind and impact of training being delivered, and which organizations are delivering it. There is no accreditation body that can set and monitor quality and register quality providers.
- A lack of training providers able to provide high-quality labor market-driven courses using pedagogically trained trainers and appropriate curricula and equipment for practical work.
- An almost total lack of standardized curricula and qualifications.
- A lack of accurate and up-to-date gender disaggregated labor market information that can be translated into the design of technical courses that would enable graduates to readily find employment.
- No national policy on technical and vocational education and training.
- No national framework or skills development system to manage the supply of technical and vocational training, and to provide labor market information

with which to inform and balance supply and demand.

- Wide divisions between the vocational education and training departments of the MoLSAMD, the MoE and MoHE.
- A lack of staff, within all ministries, having recent experience and knowledge of up-to-date skills development frameworks and systems.

## F. Streamlining Skills Development & Training

The idea of creating an autonomous government agency, the National Vocational Education and Training Authority (NVETA), which will eventually have overall responsibility for the standards, accreditation and inspection of TVET institutions, has been strongly supported by NSDP and has been raised in a number of expert vocational education reports.

The NSDP has the mandate and resources necessary to address problems in vocational training that have been identified. NSDP in consultation with MoE and MoHE plans to initiate the establishment of NVETA that would have overall responsibility for the efficient and effective oversight of TVET institutions. A fully-functional and comprehensive NVETA would have the following key functions: i) direction setting, including policy and strategy development, accountability steering, resource allocation, and labour market monitoring, ii) standards setting and systems development, including curriculum development, training delivery and quality assurance (certification, registration, accreditation), issuing awards, and iii) support to TVET providers, including technical research, building capacity and capability of TVET providers (technical services, ICT), and ensuring that TVETs are responsive to labour market changes..



The strategy for achieving sustainability that is proposed would be to sub-contract all the vocational education facilities currently held by the ministries (the MoE, MoHE, and MoLSAMD). Under NVETA supervision the private sector, NGOs and ministries would bid for a contract to manage government-owned training centres according to the standards set by NVETA. The successful contractors will then be responsible for delivering courses designed by NVETA. That organization would also conduct competency tests for graduates. The contractors would be free to charge fees or to use funds obtained from other sources to operate these training facilities. Remedial education would be the responsibility of MoE

with the exception of the special remedial education program for women seeking entrance to higher education. That should remain with MoHE

NGO and the private sector would have an expanded role. They could tender for the right to run state-owned facilities or they can operate facilities independently. If they operate independently they could seek NVETA accreditation for their courses.

Guided by the NSDP, the MoLSAMD will have the responsibility to frame the necessary legislative changes and to coordinate with the other ministries on TVET policy. The proposed changes need to be clearly pre-

sented to ministers and will need cabinet approval. It will also have implication for the Education Laws. Similarly, MoLSAMD, with advice from NSDP, should also develop policy and strategies designed to assist graduates of training institutions to obtain employment.

MoLSAMD has the lead in carrying through the proposed policy and administrative changes. The proposed changes, which will be developed by NVETA, need to be clearly presented to ministers. They also need cabinet approval as they will have implication for education laws

Agencies that were successful in obtaining contracts to operate vocational training centres should be free to charge a mixture of fees and means tested scholarships if they consider that this would provide financial sustainability for the operation. The justification for fees for vocational education is not difficult. In the case of trades, a graduate could expect to be able to earn an income three or four times that of a person who did not have that training. The government could consider a system of student loans to assist students to pay for this training

## **G. Actions proposed for period 2007 (1386)- 2010(1389)**

The key actions and outcomes proposed over the period 2007(1386) to 2010(1389) are summarized in Table 21.

**Table 21: Skills Development & Training: Long Term Goals and Actions/Targets Required to meet these Goals**

<i>Objectives/Targets</i>	<i>Equitable access to education services will be expanded to meet demand</i>	<i>The quality of education will be improved</i>	<i>The relevance of education will be increased</i>
<b><i>Actions/ Specific Goals over period 2007(1386) (to 2010(1389)</i></b>			
<b><i>By 2010 (1389), 150,000 unemployed/under-employed Afghans, of which at least 35% are women ANDS 5% are persons with disabilities have increased wage and self-employment opportunities through the provision of market oriented skills training, business training and linkages to micro-credit and business development support services.</i></b>	X		X
<b><i>Within the next 12 months, an independent National Vocational Education and Training Authority with the responsibility for managing and co-coordinating national VET policy will be established.</i></b>	X	X	X
<b><i>By 2010 (1389), the capacity of the national VET system to manage and deliver market-driven skills training and linkages to micro-credit and business development support services has increased.</i></b>	X	X	
<b><i>By 2010 halve adult illiteracy rates</i></b>	X		X

## PROGRAMS PROPOSED TO CONTRIBUTE TOWARDS THE ACHIEVEMENT OF LONGER-TERM GOALS

There are 6 programs proposed to be operated by the various institutions that are

currently involved in the sub-sector. Table 22 shows the contribution towards long-term objectives and the proposed programs.

A full description of the proposed projects is shown below (It should be noted that no costing were provided for the sector).

**Table 22: Skills Development & Training: Long-Term Goals and Proposed Programs**

<i>Programs</i>	<i>Equitable access to education services will be expanded to meet demand</i>	<i>The quality of education will be improved</i>	<i>The relevance of education will be increased</i>
<b><i>Project 1: Improve coordination of the provision of Vocational Training (Responsibility of Ministry of Labor, Social Affairs, Martyrs and Disabled, to be implemented by NSDP)</i></b>	X	X	
<b><i>Project 2: Expand the supply and improve the quality of vocational skills (Responsibility of MoE)</i></b>	X	X	X

<i>Programs</i>	<i>Equitable access to education services will be expanded to meet demand</i>	<i>The quality of education will be improved</i>	<i>The relevance of education will be increased</i>
<i>Program ۛ: Establish the National Institute of Management &amp; Administration (Responsibility of MoE)</i>	<i>X</i>	<i>X</i>	<i>X</i>
<i>Program ۜ: Provision of vocational skills to expand employment opportunities (Responsibility of NSDP)</i>	<i>X</i>		
<i>Program ۝: Provision of vocational training (MoLSAMD/NSDP)</i>			
<i>Program ۞: Literacy and non-formal education (Responsibility of Ministry of Education)</i>			<i>X</i>

### **Project 1: Improve Coordination of the Provision of Vocational Training (Responsibility of Ministry of Labour, Social Affairs, Martyrs and Disabled, to be implemented by NSDP)**

**Overall Goal:** Improve coordination and meet the administrative problems described above

#### **Principal Targets:**

- Under the NSDP, a national 5-year TVET-policy to be developed involving broad representation of stakeholders and agencies concerned. The national training policy will include assumptions about the role of education and training, major policy objectives, national training goals, priorities and benchmarks, the configuration of the national training system, training providers, major learning avenues, lifelong learning, national priorities for TVET system development and the division of responsibilities for providing and financing TVET.

- Develop an appropriate legal framework for public TVET institutions, addressing their status and autonomy, the performance and accountability frameworks, assets and financial operations, linkage to the future National Vocational Education and Training Authority

- Establishment of an autonomous government agency, NVETA, which will eventually have the overall responsibility for the efficient and effective operation of TVET institutions.

- Prepare a detailed plan for, wherever possible, government-owned and operated vocational guidance training institutions to be sub-contracted to the private sector. These institutions would then operate using course structure provided by NVETA. NVETA would also monitor these institutions and conduct standardized competency tests

- Provide an accreditation system for NGO and private sector providers. Prepare by (2008) 1387 a proposal to formalize existing apprenticeship arrangements and expand the system. Ensure that a recognized qualification is provided to people undertaking apprenticeships who have achieved specified basic competencies.

**Table 23:** Improve Vocational Training Coordination.

<i>Improve VE Coordination</i>	<i>Year (007)1386</i>	<i>Combined Years -(2007)1386 (2010)1389</i>
<i>Operating Budget</i>		
<i>Development Budget</i>		
<i>Total</i>	<i>Not Costed</i>	<i>Not Costed</i>

**Project 2: Expand the supply and improve the quality of technical and vocational education (Responsibility of MoE)**

**Overall Goal:** To provide relevant, quality technical and vocational education opportunities to male and female Afghans in order to equip them with marketable skills that meet the needs of the labour market in the country and the region.

**Principal targets:**

- Reconstruct 20 and build 16 new provincial technical schools. Equip 30 practical training workshops and 52 laboratories (note the cost for this is included in the education infrastructure program contained in the primary/secondary schools proposals).
- Work with NVETA to reform the curriculum to match the needs of the labor market and modern methods and to meet accreditation standards. Develop syllabus for electrical trades, motor vehicle trade, agricultural studies, public administration, construction and engineering, mining, petroleum and natural gas and secretarial studies.

- Develop an accessible, regional network

of TVET schools and training centres, including 17 new schools and a school for those with special needs.

- Equip all existing technical and vocational education schools and centres to teach using modern standards of skills training.
- Increase the total enrolment in formal TVET schools to 46,000 students by 2010 (1389).
- Improve the quality of TVET by developing the capacity of teaching and management staff.
- From 1386 to 1389, train 12,000 people, at least 40% of whom will be female, in finance and public administration skills.
- Train 12,000 skilled and semi-skilled Afghan workers by 1389 through short-term technical and vocational training courses that are linked to the national literacy strategy.

Figure 18. TVET Students Population

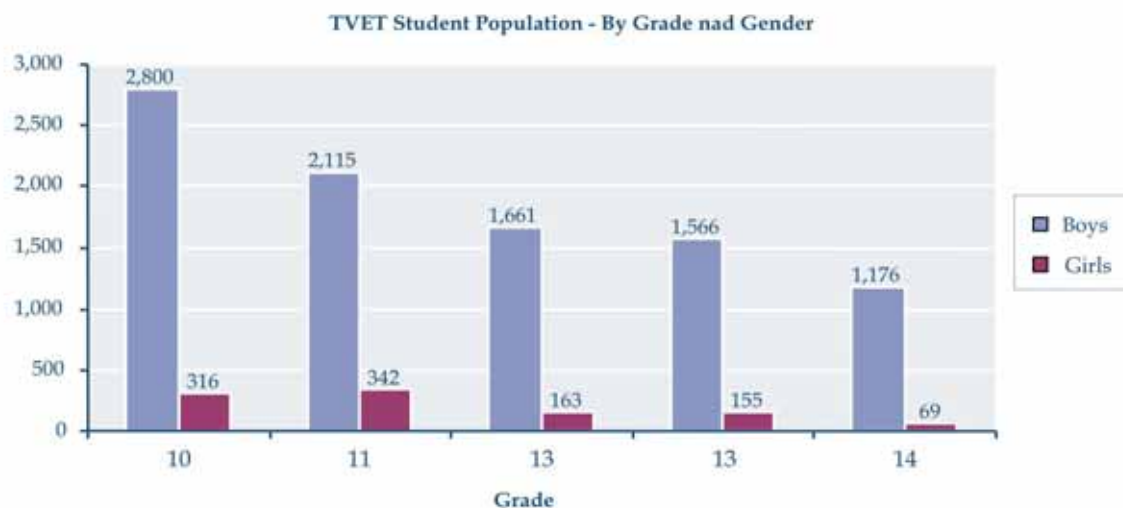


Table 24: Expand supply and quality of technical/vocation skills

<i>Expand TVET</i>	<i>(Year 2007(1386</i>	<i>Combined Years 1386(2007)- (1389(2010</i>
<i>Operating Budget</i>	<i>3.40</i>	<i>31.70</i>
<i>Development Budget</i>	<i>8.90</i>	<i>14.70</i>
<i>Total</i>	<i>12.30</i>	<i>46.40</i>

### Project 3: Establishment of the National Institute of Management and Administration

**Overall Goal:** To establish a National Institute of Management and Administration

#### Principal targets:

- Establish the National Institute of Management and Administration that would cover management and administration; accounting and auditing; and information technology.
- Procure goods and services for the development and management of the Institute.

**Table 25 on the next column:** National Institute of Management & Administration

<i>Expansion of Facilities</i>	<i>Year 2007 (1386)</i>	<i>Combined Years 1386(2007)- (1389(2010</i>
<i>Operating Budget</i>	<i>2.00</i>	<i>8.00</i>
<i>Development Budget</i>	<i>8.00</i>	<i>26.00</i>
<i>Total</i>	<i>10.00</i>	<i>34.00</i>

### Program 4: Provision of vocational skills to expand employment opportunities

**Overall goal:** Expansion of employment opportunities through relevant training

#### Principal targets:

- Construction and equipping of vocational training centres (note: there are dangers

of overlap between this proposal and proposals 1 and 2).

- The National Skills Development Program.
- Establishment of job-placement centres in all 34 provinces.
- Facilitation of opportunities for women in the job market.
- Establishment of small business support centres for the short-term and longer-term perspective.
- Drafting and developing codes (legal documents related to labor—in-country, in-sourcing and out-sourcing).

**Table 26:** Vocational Skills to Expand Employment Opportunities

<i>Vocational Skills to Expand Employment Opportunities</i>	<i>Year (2007/1386)</i>	<i>Combined Years 1386(2007)-(1389/2010)</i>
<i>Operating Budget</i>		
<i>Development Budget</i>		
<i>Total</i>	<i>Not Costed</i>	<i>Not Costed</i>

### Program 5: Provision of training (responsibility of Ministry of Labour, Social Affairs, Martyrs and the Disabled, to be implemented by NSDP)

**Overall goal:** Provide training to 150,000 unemployed Afghan men and women

#### Principal targets:

The NSDP will procure the services of a variety of training providers (private/public) for the provision of training to 150,000 unemployed Afghan women and men through competitive bidding procedures.

**Table 27:** Provision of Vocational Training

<i>Provision of Vocational Training</i>	<i>Year (2007/1386)</i>	<i>Combined Years 1386(2007)-(1389/2010)</i>
<i>Operating Budget</i>		
<i>Development Budget</i>		
<i>Total</i>	<i>Not Costed</i>	<i>Not Costed</i>

### Program 6: Literacy and non-formal education (responsibility of the MoE)

**Overall goal:** To develop a long-term literacy program to empower communities and individuals to build a productive, secure and literate nation.

#### Principal targets

- Improve literacy rates by 50%
- Ensure that at least 60% of students are female, and that minority groups and the disabled are targeted
- Build a national partnership program of literacy and non-formal education that includes government, mosques, the private sector and NGOs
- Train 17,000 teachers and 3,500 mul-lahs in the delivery of literacy courses
- Establish 398 community learning centres in urban and rural districts to deliver literacy, vocational training and social services

**Table 28:** Literacy and Non-Formal Education

<i>Literacy</i>	<i>(Year 2007/1386)</i>	<i>Combined Years 1386(2007)-(1389/2010)</i>
<i>Operating Budget</i>	<i>5.50</i>	<i>39.80</i>
<i>Development Budget</i>	<i>16.40</i>	<i>98.90</i>
<i>Total</i>	<i>21.90</i>	<i>138.70</i>



## SPORTS POLICY

Administrative responsibility: Sports policy is the responsibility of MoE and the National Olympic Committee.

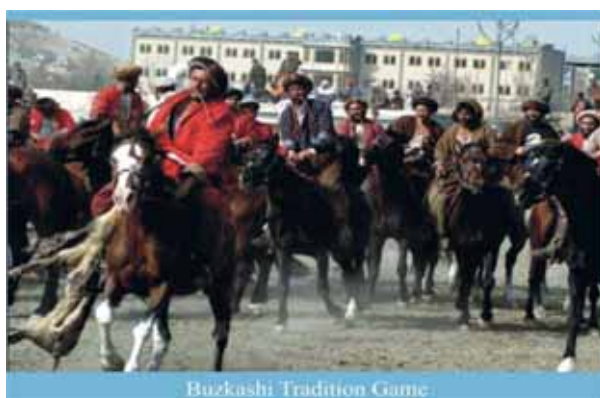
### A. Background

A government sports policy can be directed towards excellence or concentrate on wider participation and introduction to sports at the primary/secondary school level. This basic choice has not yet been fully addressed in Afghanistan and, as shown below, both objectives are being pursued.

It is useful to examine the success of sporting teams in some other countries. For example in Iraq and Iran sporting achievements in football have been a source of national pride and have encouraged national cohesiveness. However in Afghanistan there is less interest in the national football team and there is widespread belief amongst spectators and potential players that the national team is not chosen completely on merit.

There has been little attempt to engage the private sector in sports sponsorship. A sports policy that properly examined private sector involvement would look at naming rights for stadiums, advertising, and sponsorship of individual teams and players as potential sources to generate funds.

Figure 19. Buzkashi Tradition Game



Potential high performance sports performers should be identified trained and provided with opportunities for elite competition. In many countries, this activity can be carried out by donors and foreign commercial interests (such as foreign football teams) who can finance and implement talent identification programs.

Counter-narcotics officials have pointed out that there should be a close link between counter-narcotics and sports policy. This opinion is strongly supported. There are potential donors that may support sporting events that convey a strong anti-drugs message through advertising and literature.

For example, in Australia many major sporting events are financially supported by the anti-smoking lobby groups. There is also legislation in place to prevent socially-harmful practices such as smoking and alcohol consumption from being associated through advertising with sporting events.

### B. Goals

The objectives include:

- Creating a sound and healthy society, reduce addiction to drugs and immorality through encouragement of teenagers and youth to participate in sports; develop the mental ability of people, specifically women, the disabled and children;
- Enhancing the performance of athletes at regional and international competitions to ensure the visibility of the Islamic Republic of Afghanistan as well as the Physical Education and Sports Department and National Olympic Committee;

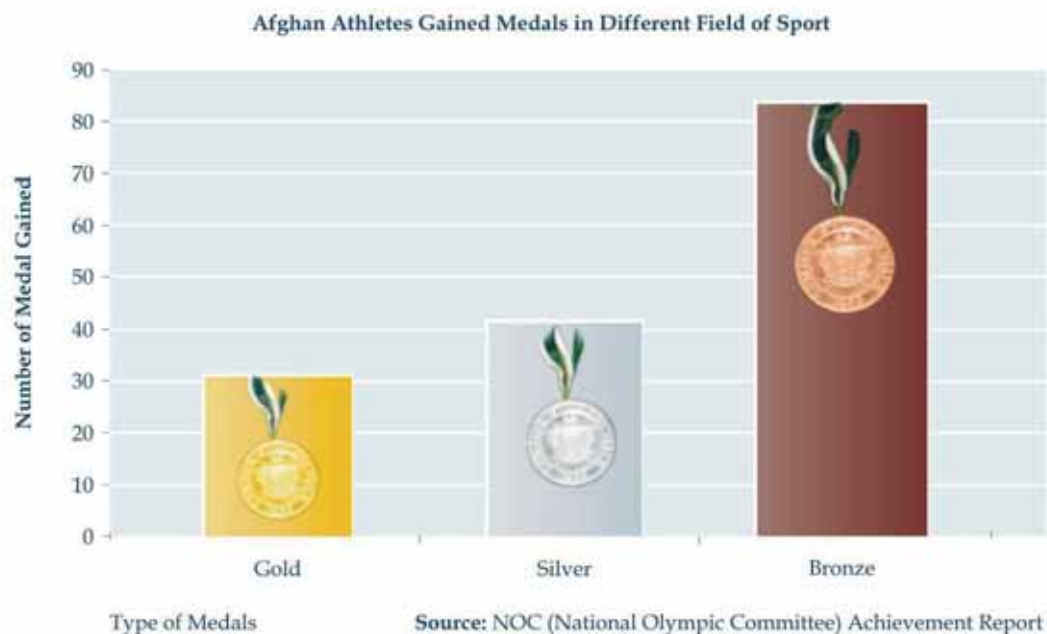
Achieving a high level of participation in sports through launching matches and tournaments at inter-provincial, city/town and provincial levels;



Building national unity and establish useful social relations through development of

sports and convention of matches and tournaments in different provinces;

Chart 1 on the next page show: **Afghan Athletes Gained Medals**



- Raising awareness among athletes of procedures and regulations of international committees and various national and international federations;
- Ensuring gender equity in the sports system;
- Building and improve the required infrastructure through construction and rehabilitation of sports facilities;

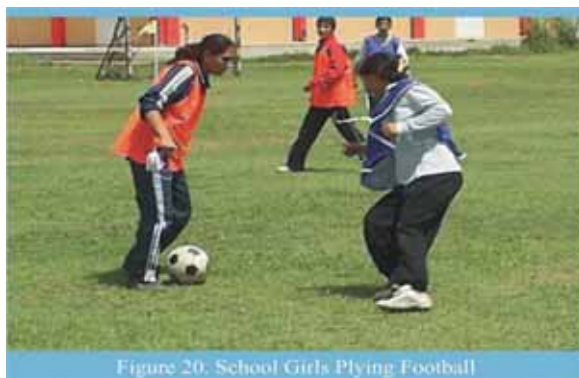


Figure 20. School Girls Playing Football

### C. Constraints

Afghanistan faces a number of constraints in improving its sports programs:

- The responsibilities of the Physical Education and Sports Department and the National Olympic Committee are not clear, because the Physical Education and Sports Department is a government organization while the National Olympic Committee acts in accordance with procedures set by the International Olympic Committee.
- Sports programs have insufficient funds to purchase land in the capital and provinces for sports facilities.
- The low level of per capita income, lack of access to basic needs, prevailing traditions in the country, and pervasive illiteracy hinder women, youth and children's access to sports.

## D. Strategy

- With the cooperation of other ministries, relevant institutions, the private sector, NGOs and donors, develop a program for raising awareness in the community and coordination of sport services at all levels;
- Approach countries and foreign sporting agencies with facilities for advanced athletes to allow Afghan athletes to train and compete in foreign countries;
- Approach countries and foreign sporting agencies to carry out talent identification activities in Afghanistan;
- Investigate the potential for the private sector to sponsor sports events in Afghanistan and sponsor high performance athletes;
- Provided funds are available, build sports complexes and strengthen sports through provincial sports departments, sports improvement programs in capital and provinces, sports access for men and women, children and the disabled (note: in estimating required funds it is necessary to include the costs of managing, maintaining and operating any facilities that are incorporated);
- Coordinate among sport services on national, provincial, districts and village levels;
- Build capacity of professional staff of the National Olympic Committee for quality programming of administration and service delivery. (Note that much of this can be achieved through voluntary work as official and administrators);
- Clarify the role of the Olympic Committee in central level in coordinating sports services and determining the benchmarks, indicators and guidelines.
- Mobilize financial resources, particularly potential donors;

## E. Management

- Capacity building in the National Olympic Committee and learning in the administrative aspect of managing athletes will prevent the waste of financial resources on personnel who lack training. Trained personnel will be useful in delivery of quality services.
- The National Olympic Committee, in close cooperation with the Ministry of Finance, and World Olympics will help in coordinating the national development internal and external budget for strengthening the overall public expenditure from internal and external resources; it will prepare the alternative funding approach helping vulnerable people and will also prepare the mid-term fiscal framework.

## F. Monitoring and Evaluation

The Physical Education and Sports Department along with the National Olympic Committee should prepare an Annual Report documenting progress.

## PROGRAMS WITHIN THE MOE

### Program 1: School Sports Facilitation

**Overall goal:** Encourage sporting activity within schools

#### Principal targets

- Develop policies and guidelines for physical education and sports in schools in close consultation with the National Olympics Committee;
- Develop curriculum and training material for physical education;
- Provide sports material and equipment to general schools (9,459 in 1387, 10,138 in 1388, 11,000 in 1389. (Annual cost \$400 per school);

- Establish play and sports grounds for 9,000 primary schools;
- Organize Spring and Autumn sports tournaments among school teams;
- Facilitate annual participation of 40 student athletes in regional and international tournaments;
- Provide facilities to support involvement of the disabled in sport;
- Provide facilities for females to be involved in sports;
- Help promote sport for the disabled;
- Organize provincial sports festivals.

**Table 29: School Sports Facilitation**

<i>School Sports Facilitation (\$mill)</i>	<i>Year 2007 (1386)</i>	<i>Combined Years 1386(2007)-1389(2010)</i>
<i>Operating Budget</i>	-	-
<i>Development Budget</i>	0.3	39.01
<i>Total</i>	0.3	39.01
<i>Note: There is a provision for disabled to engage in sport contained in MoE General Education program</i>		

The General Department of Physical Education and Sports has supplied details of an ambitious sports complex building program that they would like to undertake over the period 1387-1388. The program includes construction of stadiums in Khirkhani Mina and Ahmad Shah Mina (\$79.8 million); sports complex for team and individual cultural sports in Darulaman (\$117.5 million); gymnasiums in Balkh and Nangarhar for winter sports (\$125 million); construction of traditional sports complex in western Kabul and Ahmad Shah Mina (\$24.25 Million); construction of sports schools for children in Ahmad Shah Mina and Khirkhana (\$26 million); and recruitment of trainers and coaches and facilities to support them (\$65.4 million). This program is not at present included in the MoE budget.

The building program, if undertaken, would have major implications for the operational budget because sports complexes must be maintained and managed. None of these financial implications have currently been estimated

## AFGHAN ACADEMY OF SCIENCE

The Afghan Academy of Science (AAS) is a research and scientific body.

### Objective:

Use the resources and talents of the academy to assist with the restoration and development of Afghanistan society. This will mean that the AAS should become an education research body that support all other sectors

## FINANCIAL ARRANGEMENTS AND RESPONSIBILITIES:

It is recommended that funding for AAS be included in the President's Office rather than the education budget.

### A. Strategy:

- Establish advisory committees consisting of academy members and MoE and MoHE officials. Committees should have an input on training and curriculum issues.
- Encourage potential clients such as the Ministry of Agriculture to approach the academy if they have issues that could benefit from the academy's expertise.
- Consider publication of an academic journal edited by the academy
- Enable academy members to use scientific facilities at the University of Kabul provided this does not interfere with teaching responsibilities.

#### **B. Priority Projects supported by the Academy:**

- The construction of a 7-story building for use by the academy (note: this building could also be used for higher education teaching and seminars);
- Repair of the Centre for Literature and Language at the academy;
- Repair of the Shah Babu Jan Palace to become an ethnographic museum;
- Provide laboratory facilities for the academy;
- Provide resources for completion of the Encyclopedia Project



## CHAPTER 3

# CROSS-CUTTING AND OTHER SECTOR-RELATED ISSUES

### CAPACITY-BUILDING

As can be seen from the sub-sector strategies, there are extensive activities designed to improve capacity building.

Traditionally the education sector has had a low capacity to spend its budget allocations. Whilst this is likely to continue in areas such as higher education, the institutional strengthening in MoE is likely to result in increased capacity to implement planned expenditure.

In the MoE there is a large program proposed relating to education administration and reform. That program includes structural reform, financial reform, improved fiduciary standards, establishment of information systems, and improved and expanded human resources. The program has been costed at \$19.76 million for the current year and \$50.75 million over the next 4 years.

In MoHE there are reforms linked with the strategy to move towards a more participatory system. There are also specific recruitment reforms that will strengthen the capacity of the organization. It should be noted that MoHE lacks financial skills, particularly those linked to the procurement process. These are to be addressed.

In vocational education, capacity will be improved once the problem of the overlap of ministerial responsibilities is addressed. This issue is covered

extensively in the sub-sector strategy outlined above. Not only will capacity in the sub-sector be improved by the establishment of NVETA as the overall authority within the sector, but the capacity of MoE and MoHE will be improved as they are able to concentrate on their core business.

### GENDER EQUALITY AND NON DISCRIMINATION

Afghanistan's international legal obligations bind it to ensure the right to education in a non-discriminatory manner. The right to education is set forth in the International Covenant on Economic Social and Cultural Rights (ICESCR), the Convention on the Rights of the Child, and (CRC), the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) all of which Afghanistan has ratified.

The Committee on Economic, Social and Cultural Rights, the international body that interprets the ICESCR, has stated: "The prohibition against discrimination enshrined in article 2(2) of the ICESCR is subject to neither progressive realization nor the availability of resources; it applies fully and immediately to all aspects of education and encompasses all internationally prohibited grounds of discrimination." Thus, regardless of its resources, the state must provide education "on the basis of equal opportunity," "without discrimination of any kind irrespective of the child's race, color,

sex, language, religion, political or other opinion, national ethnic or social origin, property, disability, birth or other status.” While international law permits the maintenance of separate educational systems or institutions for girls and boys, these must “offer equivalent access to education, provide a teaching staff with qualifications of the same standard as well as school premises and equipment of the same quality, and afford the opportunity to take the same or equivalent courses of study.”

CEDAW details areas in which the state must eliminate discrimination and ensure access for men and women on an equal basis. It requires the following equal rights:

- The same conditions for career and vocational guidance, for access to studies and for the earning of diplomas in educational establishments of all categories, in rural as well as in urban areas; this equality shall be ensured in pre-school, general, technical, professional and higher technical education, as well as in all types of vocational training;
- Access to the same curricula, the same examinations, teaching staff with qualifications of the same standard and school premises and equipment of the same quality.
- The same opportunities for access to programs of continuing education, including adult and functional literacy programs, particularly those aimed at reducing, at the earliest possible time, any existing gap in education between men and women;
- The reduction of female student drop-out rates and the organization of programs for girls and women who have left school prematurely;
- The same opportunities to participate actively in sports and physical education;

- Access to specific educational information to help ensure the health and well-being of families, including information and advice on family planning.

Gender equality has been addressed in all sub-sector strategies. In the primary/secondary sub-sector it involves a target for increased enrolment of females and increased employment of female teaching staff. In the higher education sector it involves greater access for female students. In the vocational education sector it involves buildings that can house female as well as male students and requirements to identify market opportunities for females and design and implement courses that would enable them to take advantage of these opportunities.

## REGIONAL COOPERATION

The strategies involve regional cooperation with provisions in the budgets for scholarships and international student exchanges.

In addition, there is provision for some teachers in all sub-sectors to obtain international experience. There is also a long history in this sector of donors to providing funds for international experts to spend time with institutions in the sector.

## ANTI-CORRUPTION

In this regard the financial capacity strengthening of the MoE and MoHE is relevant. The establishment of an internal audit capacity in MoE is also relevant.

## COUNTER-NARCOTICS

There is provision to introduce in the primary and secondary school system educational material on counter-narcotics. Advice received by counter-narcotics experts has been incorporated into the



strategy. A counter-narcotics program has been incorporated into the primary/secondary school curriculum and counter-narcotics will be linked to the sports program. These programs have been costed and included in MoE proposals. The agricultural colleges which are proposed will also help in creating alternative rural lifestyles.

## ENVIRONMENT

Educational material on the environment will be included in the new curriculum for primary and secondary schools. The proposed agricultural colleges will also cover this issue

## PRIVATE SECTOR

Private sector involvement in the sector is a key component of every sub-sector strategy. In the primary/secondary area there is clear evidence, based on data from Pakistan, that private sector education has the potential to considerably expand in Afghanistan. There are specific programs proposed in each sub-sector that address involvement with the private sector. The strategy promotes a movement towards encouragement of the private sector rather than its regulation.



# MONITORING AND EVALUATION

The sub-sector strategies consist of projects that all have objectives, implementation processes and outcomes. It will be possible to assess projects that are designed in this way.

In addition there are clear Afghanistan Compact and MDGs that have been set. The strategy should be assessed on its ability to achieve these goals.

There are three main areas of risk associated with the strategy:

- In the primary/secondary sub-sector the training and recruitment goals contained in the Afghanistan Compact will be extremely difficult to obtain. The real difficulty in achieving the Afghanistan Compact benchmarks will be to have a teaching workforce where 70% of teachers have passed a competency test. The teacher-training goal will require at least 16,000 to 17,000 new teachers trained in 2007 (1386) rising to a requirement for at least 22,000 new teachers to be trained in 2010

- The second and more general area of risk is that ministries will take a narrow ministry view of the reforms proposed rather than a sector-wide approach. The MoE and MoHE face difficult decisions to move away from vocational education and allow NVETA to have the responsibility for the sub-sector. MoHE will face difficult decisions in devolving responsibility to some of the larger institutions. All ministries will have to overcome their suspicions of the private sector in order to have a co-operative and productive relationship.

- Two of the ministries, MoHE and MoLSAMD, have weak capacity to achieve planned expenditure targets. The establishment of NVETA should help MoLSAMD in its expenditure plans related to VE. There is a component of institutional strengthening in MoHE that will improve their ability to meet financial requirements and carry through expenditure plans

All key expenditures and planned activities have planned outcomes. These are described in following Table along with agency responsibility.

# ANNEX I. POLICY ACTION IN THE EDUCATION SECTOR

PILLAR : EDUCATION		SECTOR : EDUCATION				
Objectives or Outcomes	Policy Actions or Activities		Category	Time frame	Responsible Agency	
Improved quality of education	PRIMARY AND SECONDARY EDUCATION					
	Approval of laws for setting up of Independent Boards for secondary education, vocational education and for national standards of accreditation and regulatory framework for quality assurance of education services	Legislation	(2007-2009)	1386-1388	MoE	
	Establish School Advisory and Support Councils (SASC) in all schools	Institution Building	(2006-2010)	1385-1389	MoE	
	Establish Independent Boards for secondary education, NESAC and National Institute of Management and Administration	Institution Building	(2008-2010)	1387-1389	MoE	
	Establish a National Institute of Curriculum Development incorporating national standards benchmarks	Institution Building	(2008-2010)	1387-1389	MoE	
	Strengthen institutional and staff capacities in curriculum development with special focus on gender, counter-narcotics, environment and anti-corruption	Institution Building/ Cross Cutting Issues	(2008-2010)	1387-1389	MoE	
	Create a sustainable, transparent and accountable financial management system at central, provincial and district level	Institution Building	(2007-2010)	1386-1389	MoE	
	Create a computerized HRM system to strengthen human resource management	Institution Building/ AC Cross Cutting Issues	(2008-2009)	1387-1388	MoE	
	Monitor the activities of sector administrative units to confirm adherence to ethical standards, professional service and staff integrity, based upon relevant laws, codes of conduct and standardized procedures and protocols	Institution Building/ AC Cross Cutting Issues	(2008-2012)	1387-1391	MoE	
	Implement PRR and Pay and Grading of all approved positions within the ministry including teaching staff	Institution Building	PRR1385-1386	Approved position 1387-1389	MoE	
	Build a national partnership program of literacy and non-formal education	Institution Building	(2008-2010)	1387-1389	MoE	
	Increase the number of female primary and secondary teachers including re-training all female teachers who were separated from service during the PRR process and re-employing them	Development / Gender Cross Cutting Issues	(2006-2010)	1385-1389	MoE, MoWA	
	Establish/strengthen teacher training colleges in all provinces	Development / Gender Cross Cutting Issues	(2007-2010)	1386-1389	MoE, MoWA	
	Train 17,000 teachers and 3,500 mullahs in the delivery of literacy courses with at least 30% of them being female teachers	Development	(2007-2010)	1386-1389	MoE	
... Reduce dropout level by Adopt a system to follow up female drop outs and provide incentives to return them to school	(Improve the quality of primary and secondary teaching (training teachers, school principals	Development	(2008-2010)	1387-1389	MoE	
	Improve teaching material and new curricula for secondary schools	Development	(2007-2010)	1386-1389	MoE	
	Student Competency tests prepared and implement testing	Development	(2008-2010)	1387-1389	MoE	
	Adopt an enabling policy to implement the Constitutional provision of compulsory education up to intermediate level	Legislation / Gender Cross Cutting Issues	(2008-2012)	1387-1391	MoE	
	... Reduce dropout level by	Development	(2005-2010)	1384-1389	MoE	
	Adopt a system to follow up female drop outs and provide incentives to return them to school	Institution Building / Gender Cross Cutting Issues	(2008-2010)	1387-1389	MoE; MoWA	

PILLAR : EDUCATION				
SECTOR : EDUCATION				
Objectives or Outcomes	Policy Actions or Activities	Category	Time frame	Responsible Agency
Literacy rate increased	Increase enrolment rates at primary and secondary school	Development	(2007-2010) 1386-1389	MoE
	Implement parent-oriented campaign to promote support to girls' enrolment	Development/ Gender Cross Cutting Issues	(2007-2010) 1386-1389	MoE; MoWA
Equal opportunity for all	Conduct review class for girls who graduate from secondary schools to prepare for college entrance examinations	Development/ Gender Cross Cutting Issues	(2007-2010) 1386-1389	MoE
	Have a program of remedial education to address literacy rates	Development	(2008-2010) 1387-1389	MoE
	Construction and School Rehabilitation	Development	(2006-2010) 1385-1389	MoE
	Construct dormitories and pro-women facilities, especially in the secondary level schools	Development/ Gender Cross Cutting Issues	(2007-2010) 1386-1389	MoE
	Produce new textbooks and teacher guides	Development	(2007-2010) 1386-1389	
	Establish National Institute of Management and Administration at MoE /TVET Department. Operation of the Institute to be contracted out	Development	(2008-2011) 1387-1390	MoE
	Disaggregate by sex all human related statistics	Institution Building/ Gender Cross Cutting Issues	(2007-2010) 1386-1389	MoE
HIGHER EDUCATION				
Improved quality of academic teaching and research	Policies that require new university professors and lecturers to be hired on the basis of academic merit and gender balance	Legislation	(2007-2010) 1386-1389	MoHE; MoWA
	Upgraded qualifications of faculty through university partnership programs	Institution Building	Already commenced. This is a continuing program ((1386-1389) (2007-2010	MoHE
	Recruit foreign residing Afghan and regional Professors through regional agreements	Institution Building/ RC Cross Cutting Issues	TBD	MoHE, MoFA
	Institutional strengthening at MoHE	Institution Building	Commence 1389- (2010) continuing	MoHE
	Create a computerized HRM system to strengthen human resource management	Institution Building/ AC Cross Cutting Issues	TBD	MoHE
	Monitor the activities of sector administrative units to confirm adherence to ethical standards, professional service and staff integrity, based upon relevant laws, codes of conduct and standardized procedures and protocols	Institution Building/ AC Cross Cutting Issues	TBD	MoHE
	Investigate possible funding models that would provide greater autonomy	Institution Building	(2007-2010) 1386-1389	MoHE
	A reorganized and streamlined recruitment and hiring process (PRR) at the MoHE within its departments and at the 19 institutions of higher learning	Institution Building	(2006-2010) 1385-1389	MoHE
	Adopt strategy to hire more women professionals; re-train female teachers who were dismissed during the PRR process and re-employ them	Institution Building/ Gender Cross Cutting Issues	(2006-2010) 1385-1389	MoHE; MoWA

PILLAR : EDUCATION				
SECTOR : EDUCATION				
Objectives or Outcomes	Policy Actions or Activities	Category	Time frame	Responsible Agency
Improved access to Higher Education	Establish a separate body responsible for standards and accreditation all degree granting institutions and professional programs, public and private, in Afghanistan	Institution Building	TBD it is a-(2008) 1387 continued Programme	MoHE
	Monitor standards and ensure consistency between institutions	Institution Building	(2008-2011) 1387-1390	MoHE
	Revised and approved curricula and related teaching materials; training for professors and lecturers in use of these	Institution Building	(2009-2012) 1388-1391	MoHE
	Identify and evaluate existing research capacity in higher education institutions and non-governmental organizations in Afghanistan	Institution Building/ AC Cross Cutting Issues	(2008-2012)1387-1391	MoHE
	Rehabilitate existing universities and build new library and laboratory facilities at existing universities	Development	(2002-2010) 1381-1389	MoHE
	Construction of 24 new dormitories 12 for men and 12 for women	Development	(2006-2010) 1385-1389	MoHE
	Recruit 3000 new professors, including qualified Afghan professors from the region (India, Pakistan, Tajikistan, and Iran	Development	(2008-2010) 1387-1389	MoHE
	Increased number of research centers at higher education institutions	Development	(2007-2010) 1386-1389	MoHE
	New MA programs at departments of languages and literature at Kabul University, and new programs for the faculties of social science, law, economics, geology, engineering, agriculture, and Islamic law	Development	Already Commenced	MoHE
	Strengthen security in the campus	Institution Building / Gender Cross Cutting Issues	(2007-2010) 1386-1389	MoHE
Improved quality of vocational education	Conduct review class for girls to prepare them for college entrance examinations	Institution Building / Gender Cross Cutting Issues	(2007-2010) 1386-1389	MoHE
	Disaggregate by sex all human related statistics	Institution Building / Gender Cross Cutting Issues	(2007-2010) 1386-1389	MoHE
	<b>SKILL DEVELOPMENT AND TRAINING</b>			
	Proposal to formalize existing apprenticeship arrangements and expand the system. Ensure that a recognized qualification is provided to people undertaking apprenticeships who have achieved specified basic competencies	Legislation	(2008-2009) 1387-1388	NSDP
	Expand the capacity and improve the quality of Vocational Education and Skill Development	Institution Building	(2006-2010) 1385-1389	NSDP
	Improve the capacity of the national VET system to manage and deliver market-driven skills training and linkages to micro-credit and business development support services is planned to have increased	Institution Building	(2007-2010) 1386-1389	MoL/NSDP
	Within the next 12 months, establish an independent National Vocational Education and Training Authority with the responsibility for managing and co-ordinating national VET policy will be established. Teaching and operation of individual VET institutions to be contracted out	Institution Building	2008-TBD) it is a) 1387 continued Programme	NSDP
	Target the most vulnerable women and youth in the selection of training and provision of employment opportunities	Institution Building/ Gender Cross Cutting Issues	(2007-2010) 1386-1389	NSDP

PILLAR : EDUCATION					
SECTOR : EDUCATION					
Objectives or Outcomes	Policy Actions or Activities	Category	Time frame	Responsible Agency	
Improved access to vocational education	Develop an accessible, regional network of TVET schools and training centers, including 17 new schools and a school for those with special needs	Development	(2008-2009) 1387-1388	MoE/TVET Dept	
	Establishment of job-placement centers in all 34 provinces	Development	(2008-2010) 1387-1389		
	The NSDP will procure the services of a variety of training providers (private/public) for the provision of training to 150,000 unemployed Afghan women and men through competitive bidding procedures	Development	(2006-2010) 1385-1389	MoL/NSDP	
	Disaggregate by sex all human related statistics	Institution Building/ Gender Cross Cutting Issues	(2007-2010) 1386-1389	MoL/NSDP	
SPORTS					
Improved sports facilities	Delegate the overall authority to coordinating sports services in the country to the Olympic Committee	Legislation	(2006-2010) 1385-1389	MoE/NOC	
	Build capacity of professional staff of the National Olympic Committee for quality programming of administration and service delivery	Institution Building	(2006-2010) 1385-1389	MoE/NOC	
	Approach countries and foreign sporting agencies with facilities for advanced athletes to allow Afghan sports people to train and compete in foreign countries	Development	(2008-2011) 1387-1390	MoE/NOC	
	Adopt and implement a strategy to realize the benchmark of increasing women's access, leadership and participation in sports	Institution Building/ Gender Cross Cutting Issues	(2007-2010) 1386-1389	MoE/NOC; MoWA	
	Improve Infrastructure (build sports complexes and strengthen sports through provincial sports (departments, sports improvement programs in capital and provinces	Development	(2007-2010) 1386-1389	MoE/NOC	
	Sex-disaggregate all human related statistics	Institution Building/ Gender Cross Cutting Issues	(2007-2010) 1386-1389	MoE/NOC; MoWA	
SCIENCE ACADEMY					
Enhanced contribution of the Academy in Science	Establish advisory committees consisting of academy members and MoE and MoHE officials. To advise on training and curriculum issues	Institution Building	(2009) 1388	Science Academy	
	Complete Encyclopedia Project	Institution Building	(2007-2010) 1386-1389	Science Academy	
	Consider publication of an academic journal edited by the academy	Institution Building	(2007-2010) 1386-1389	Science Academy	
	Construct a 7-story building for use by the academy (note: this building could also be used for higher education teaching and seminars	Institution Building	(2006-2010) 1385-1389	Science Academy	
	Rehabilitate the Centre for Literature and Language at the academy	Institution Building	(2006-2010) 1385-1389	Science Academy	
	Provide laboratory facilities for the academy	Institution Building	(2008-2010) 1387-1389	Science Academy	



## ANNEX II. MONITORING MATRIX

PILLAR: EDUCATION			
SECTOR: EDUCATION			
Expected Outcomes	Indicators	Baseline	Targets
Improved quality of education	<b>PRIMARY AND SECONDARY EDUCATION</b>		
	Index on the progress of putting systems, institutions, procedures and legal framework in place for improving the quality of education	(Started in 1386 and will continued till 1389 (% TBD	EMIS is completed, NIMA, NCB are on going, Education Law's draft is completed, Law for private Schools are completed
	Index on the process of designing and conducting competency test for teachers including principals	(Started in 1387 (% TBD	of teachers pass competency test ( 70% (minimum of 40% women
	No. of competent teachers (male and female)	(male (2002 female (2002) EMIS 20,508	At least 140,000 competent teachers Increase Female teachers by 50%
	No. of competent principals (male and female)	Under Assessment	school principals 26,000
	Primary Student/Teacher ratio	(2002) 43	TBD
	Government Expenditure per student	(2002) \$12.1	TBD
	Index on the progress of designing and conducting competency test for students	Started in 1387	Competency Test for students prepared and implemented
	Index on the progress of preparation and implementation of new curriculum for primary and secondary schools	Class Book developed and 7-12 Class under developing	New curriculum for primary and secondary schools prepared and implemented
	Index on the progress of establishment of separate body responsible for standards and accreditation of all primary and secondary schools	On progress and WB is supporting this part	Established separate body responsible for standards and accreditation of all primary and secondary schools
Literacy rates improved	Adult Literacy rate	(2000) 28%	TBD
	(Total enrolment level (millions of boys and girls enrolled %	(million enrolled at schools (1386 5.9 and 35% respectively 35%	(m children enrolled (1389 7.7 Enrolment Rates (Boys 75%, Girls (60%) (1389
	No. of illiterates in the country (male and female)	(million illiterate (1386 11.2	Separate program for non-formal education in place
	Primary Completion Rate (Percentage of all children that completed primary schooling)	(2005) 32.3%	TBD

PILLAR: EDUCATION SECTOR: EDUCATION			
Expected Outcomes	Indicators	Baseline	Targets
Equal opportunity for all	Percentage of children having access to schools	55%	of school-age children to be within 75% reach of a school with significantly reduced gender and provincial disparity
	Total number of learning spaces (formal/informal)	(2002) 7,027	TBD
	ratio of boys and girls enrolled	(boys (2002) 30% girls (2002) 30%)	each 50%
	No. of new school buildings constructed with basic amenities for both male and female	1386 692	At least 90% schools and buildings have male and female facilities by 1389
	Index on the progress of providing equal opportunity for all for education	establishment of (1,200 new schools and 1,200 CBS) and construction of 692 new schools, recruitment of 149,000 teachers (40,000 Female)	Established and constructed new schools, recruitment of teachers, especially female teachers
HIGHER EDUCATION			
Improved quality of academic teaching and research	Index on the progress of putting in place policies, institutions and systems for improving quality of academic teaching and research	To be determined	Improved quality of academic teaching and research by 1391
	No. of faculty members benefited from such programs	To be determined	Capacity building of faculty members through partnership programs
	No. of degree or PG courses where curriculum has been revised	To be determined	New Curriculum for all courses in place by 1388
	(No. of faculty members appointed (male and female	To be determined	new faculty members to be recruited from the region by 1389
	No. of students enrolled in the universities (male and female)	(enrolled male and female (1386 52200	students enrolled in universities by 1389
Improved access to higher education	No. of new facilities constructed at universities across the country	facilities constructed 7	Construct 41 new facilities at universities across the country
	No. of new dormitories constructed for males	Female dormitories constructed 2	Construction of 24 new dormitories (12 for women and 12 for men
	No. of new dormitories constructed for females		
	Index on the progress of improving the quality of higher education		
VOCATIONAL EDUCATION			
Improved quality of vocational education	Index on the progress of improving the quality of vocational education	To be determined	Quality of vocational Education will considerably be improved (1391

PILLAR: EDUCATION			
SECTOR: EDUCATION			
Expected Outcomes	Indicators	Baseline	Targets
Improved access to vocational education	Index on the progress of improving access to vocational education	To be determined	Improved access to vocational education will be available (1391)
	No. of persons trained through NSDP (male and female)	To be determined	The NSDP will provide training to 150,000 unemployed Afghan women and men through competitive bidding procedures
SPORTS			
Improved sports facilities	Index on the progress to provide improved sports facilities	To be determined	Sport facilities will be improved in all provinces of Afghanistan (1391)
SCIENCE ACADEMY			
Enhanced contribution of the Academy in Science	Index on the progress to provide enhanced contribution of the Academy in Science	To be determined	By 1388 make the Academy competent enough to promote the cause of science

## ANNEX III. LIST OF PROJECTS

S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		(Breakdown of Requirements (US\$ Millions)							Total Require- ment US\$ (Million)	Total Funding US\$ Mil- (lion)	Gap (US\$ (Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+							
	/A F G 0736601	Education Infrastructure Development	1386	C a r r y Forward	115.000	214.56									ARTF	Core	MoE
		:Project Total			115.000	214.56					329.555	28.5	301.055	WB	Core	Core	MoE
	/A F G 0736701	Technical and Vocational Education and Training	1386	C a r r y Forward	10.000	3.08									ARTF	Core	MoE
		:Project Total			10.000	3.08					13.082	2.0	11.082	WB	Core	Core	MoE
	/A F G 0736801	Teacher Education	1386	C a r r y Forward	25.000	44.57									ARTF	Core	MoE
		:Project Total			25.000	44.57					69.567	20.0	49.567	WB	Core	Core	MoE
	/A F G 0736901	Management and Capacity Building	1386	C a r r y Forward	10.000	7.66									ARTF	Core	MoE
		:Project Total			10.000	7.66					17.659	10.0	7.659	DNK	Core	Core	MoE
	/A F G 0737001	General Education (In- cluding EQUIP	1386	C a r r y Forward	20.000	77.49									ARTF	Core	MoE
		:Project Total			20.000	77.49					97.492	5.0	92.492	WB	Core	Core	MoE
	/A F G 0737101	Curriculum Development and Learning Materials	1386	C a r r y Forward	17.000	33.40									CNTF	Core	MoE
		:Project Total			17.000	33.40					50.405	9.5	40.905	DNK	Core	Core	MoE
	/A F G 0737201	Islamic Education	1386	C a r r y Forward	4.000	5.68					9.681	0.0	9.681		Core	Core	MoE
	/A F G 0737301	Literacy and Non Formal Education	1386	C a r r y Forward	4.000	13.16					17.164	0.0	17.164		Core	Core	MoE
Ministry of Higher Education																	
	/A F G 0369301	Construction of Balkh University	1384	C a r r y Forward	10.000	7.00					17.000	3.0	14.000	ARTF	Core	Core	MoHE
	/A F G 0589401	Construction of Bamyan Institute of Higher Edu- cation	1384	C a r r y Forward	1.600						1.600	0.0	1.600		Core	Core	MoHE

S/N	AFG Budget Ref	Programs / Project title	Project Duration		(Breakdown of Requirements (US\$ Millions						Total Requirement US\$ (Million	Total Funding US\$ Million	Gap (US\$ Million	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
/A F G 0589601		Construction of Jawzjan Higher Education Institute	1384	C a r r y Forward	1.600						1.600	0.0	1.600	AFG	Core	MoHE
/A F G 0623001		Strengthening Ministry of Higher Education Program	1384	C a r r y Forward	15.000	9.00					24.000	15.0	9.000	WB	Core	MoHE
/A F G 0656401		Construction of Kandahar University	1385	C a r r y Forward	10.000	7.00					17.000	3.0	14.000	ARTF	Core	MoHE
/A F G 0656501		Rehabilitation and Purchasing Equipment for Maiwand Hospital, in .Kabul	1385	C a r r y Forward	0.700						0.700	0.0	0.700	AFG	Core	MoHE
/A F G 0656801		Construction of Ali Abad Hospital Complex (Surgery Department	1385	C a r r y Forward	1.300						1.300	0.0	1.300		Core	MoHE
/A F G 0735501		Construction of Nangarhar University	1386	C a r r y Forward	10.000	7.00					17.000	3.0	14.000	ARTF	Core	MoHE
/A F G 0735701		Construction of Kunduz Institute of Higher Education	1386	C a r r y Forward	1.600						1.600	0.0	1.600		Core	MoHE
/A F G 0735801		Construction of Badakhshan Institute of Higher Education	1386	C a r r y Forward	1.600						1.600	0.0	1.600		Core	MoHE
/A F G 0735901		Construction of Paktia Institute of Higher Education	1386	C a r r y Forward	1.600						1.600	0.0	1.600		Core	MoHE
/A F G 0736401		Construction of Faryab Institute of Higher Education	1385	C a r r y Forward	1.600						1.600	0.0	1.600		Core	MoHE
/A F G 0800301		Accomplishment of 6 blocks of Herat University	1387	New	6.143						6.143	0.0	6.143		Core	MoHE
/A F G 0800401		Helmand Agriculture Institute	1387	New	1.500						1.500	0.0	1.500		Core	MoHE
/A F G 0800501		Rehabilitation of Internal department of Ali Abad Hospital Complex	1387	New	2.000						2.000	0.0	2.000		Core	MoHE
/A F G 0800601		Health Clinic of Kabul University	1387	New	0.100						0.100	0.0	0.100		Core	MoHE
/A F G 0800901		Louis Duplee Library of Kabul University	1387	New	1.000						1.000	0.0	1.000		Core	MoHE

S/N	AFG Budget Ref	Programs / Project title	Project Duration		(Breakdown of Requirements (US\$ Millions						Total Requirement US\$ (Million	Total Funding US\$ Million	Gap (US\$ Million	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
	/A F G 0815701	Completion & equipment of Shariat Faculty in Balkh University	1387	New	0.200						0.200	0.0	0.200		Core	MoHE
	/A F G 0557201	Construction of Sport Complex in provinces and Kabul	1383	C a r r y Forward	2.000						2.000	0.0	2.000	JPN	Core	NoC
	/A F G 0804001	Surrounding wall of Olympic grounds in Khair Khana	1387	New	0.100						0.100	0.0	0.100	AFG	Core	NoC
	/A F G 0518801	Project of Pashto International Centre: Purchase of equipments covering instruments, computers, means of research, creation of Pashto ethnographic Atlas information about their culture	1382	C a r r y Forward	0.020						0.020	0.020	0.000	AFG	Core	SA
	/A F G 0519901	Project for Reconstruction and establishment of ethnography museum	1382	C a r r y Forward	0.016						0.016	0.016	0.000	AFG	Core	SA
	/A F G 0659801	Construction of an Academic, Researchable and administrative Block	1385	C a r r y Forward	1.000						1.000	1.000	0.000	AFG	Core	SA
	/A F G 0660101	Procurement and Purchase of New Printed Books	1385	C a r r y Forward	0.010	0.01					0.020	0.010	0.010	AFG	Core	SA
	/A F G 0660201	Tools and writing of encyclopedia	1385	C a r r y Forward	0.180	0.180					0.360	0.180	0.180	AFG	Core	SA
	/A F G 0728601	Development of Ethnographic Atlas for Non-Pushtuns	1386	C a r r y Forward	0.015	0.015					0.030	0.015	0.015	AFG	Core	SA
	/A F G 0804101	Purchase of IT Equipment	1387	New	0.020						0.020	0.000	0.020		Core	SA
	/A F G 0804201	Development of Ethnographic Atlas for Pashtoon	1387	New	0.010						0.010	0.000	0.010		Core	SA
	/A F G 0616701	Skills Development Programme	1384	C a r r y Forward	10.000	29.12	35.26							AFG	Core	MoLSAMD
														WB	Core	MoLSAMD

S/N	AFG Budget Ref	Programs / Project title	Project Duration		(Breakdown of Requirements (US\$ Millions						Total Requirement US\$ (Million	Total Funding US\$ Million	Gap (US\$ Million	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
		:Project Total			10.000	29.12	35.26				39.120	10.0	29.120		Core	MoLSAMD
/A F G 0812801		Grant and Management Unit	1387	New	0.400	1.00	0.92				1.400	0.0	1.400		Core	MoLSAMD
External Development Budget																
Ministry of Education																
/A F G 0007701		SCA Education Program	1387		13.50	0.00	0.00				13.500	13.5	0.000	SIDA	External	MoE
/A F G 0542901		Swiss support for Education(AKDN)	1386		1.04	0.00	0.00				1.040	1.040	0.000	Swiss	External	MoE
/A F G 0600302		International School	1387		1.80	0.00	0.00				1.800	1.8	0.000	USAID	External	MoE
/A F G 0620201		Strengthening Literacy Education	1386		1.87	0.00	0.00				1.87	1.87	0.000	JPN	External	MoE
/A F G 0723901		Basic Education Unicef	1386		18.02	0.00	0.00				18.020	18.0	0.000	SIDA	External	MoE
/A F G 0724401		SCA/Education/Health/Rehabilitation	1386		9.46	0.00	0.00				9.457	9.457	0.000	SIDA	External	MoE
/A F G 0740101		Afghanistan Community Based Education	1386		3.65	0.00	0.00				3.650	3.650	0.000	USAID	External	MoE
/A F G 0742601		LCEP-II Literacy & Community Empowerment Project	1386		2.92	0.00	0.00				2.920	2.9	0.000	USAID	External	MoE
/A F G 0743501		Textbook printing --- new LSGA 5-yr program	1386		5.11	0.00	0.00				5.110	5.1	0.000	USAID	External	MoE
/A F G 0747701		Education Programme Advisor	1386		0.03	0.03	0.00				0.050	0.050	0.000	JPN	External	MoE
/A F G 0748001		Project on Support for Expansion and Improvement of Literacy Education in Afghanistan	1386		0.37	0.00	0.00				0.370	0.370	0.000	JPN	External	MoE
/A F G 0755801		Basic Education Program ((BEP	1386		50.00	0.00	0.00				50.0	50.0	0.000	USAID	External	MoE
/A F G 0777001		Education Strategy Development with MoE	1386		0.58	0.00	0.00				0.583	0.6	0.000	NOR	External	MoE
/A F G 0777101		Teacher Education Program	1386		0.33	0.33	0.00				0.667	0.3	0.333	NOR	External	MoE
/A F G 0800201		FC - Promoting Basic Education	1386		3.50	3.50	0.00				7.000	7.0	0.000	GER	External	MoE



S/N	AFG Budget Ref	Programs / Project title	Project Duration		(Breakdown of Requirements (US\$ Millions						Total Requirement US\$ (Million	Total Funding US\$ Million	Gap (US\$ Million	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
	/A F G 0816701	food assistance of 1 million tons of wheat in the form of high protein biscuits for school feeding programme in Afghanistan and supplied through world food programme in 31 provinces except Kabul, Panjsher and Bagdhis	1387		40.00	0.00	0.00				40.000	40.0	0.000	IND	External	MoE
	/A F G 0818001	EDUCATION FOR GIRLS AND WOMEN (LITERACY) UNICEF	1386		1.10	0.00	0.00				1.100	1.1	0.000	NOR	External	MoE
	/A F G 0818101	INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING, IIEP	1386		0.50	0.50	0.50				1.500	1.5	0.000	NOR	External	MoE
	/A F G 0819101	NATIONAL INSTITUTE OF MANAGEMENT AND ADMINISTRATION	1387		2.50	3.50	0.00				6.000	6.0	0.000	NOR	External	MoE
	/A F G 0819501	PRINTING OF TEXTBOOKS FOR PRIMARY AND SECONDARY EDUCATION	1387		1.00	1.00	0.00				2.000	1.0	1.000	NOR	External	MoE
	/A F G 0819701	EDUCATION PROGRAMMES IN GHAZNI AND BADAKSHAN	1386		1.60	1.60	1.50				4.700	4.7	0.000	NOR	External	MoE
	/A F G 0819801	ALTERNATIVE LIVELIHOOD IN BAGHLAN, BAMYAN AND BADAKHSHAN	1386		1.40	1.30					2.700	2.7	0.000	NOR	External	MoE
	/A F G 0824201	Special Education Project	1387		0.19	0.19	0.00				0.371	0.4	0.000	JPN	External	MoE
	/A F G 0829401	Schools Infrastructure Rehabilitation	1387		13.82	0.00	0.00				13.820	13.8	0.000	USAID	External	MoE
	/A F G 0829501	Improved Basic Education Quality	1387		5.00	0.00	0.00				5.000	5.0	0.000	USAID	External	MoE
	/A F G 0829601	Management cost of USAID Education Office	1387		1.70	0.00	0.00				1.700	1.7	0.000	USAID	External	MoE
	/A F G 0655901	Community Based School Program	1386		0.49	0.00	0.00				0.490	0.5	0.000	SIDA	External	MoE

S/N	AFG Budget Ref	Programs / Project title	Project Duration		(Breakdown of Requirements (US\$ Millions)						Total Requirement US\$ (Million)	Total Funding US\$ Million	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
	/A F G 0817101	Setting up of a Skill Building Initiative by CII at Kabul	1387		1.46	0.00	0.00				1.460	0.1	1.314	IND	External	MoE
Ministry of Higher Education																
	/A F G 0600301	American University of Afghanistan	1386		3.00	0.00	0.00				3.000	3.0	0.000	USAID	External	MoHE
	/A F G 0671002	Teachers(English language) in kabul, Jalalabad, Kandahar, Mazar-e-sharif and Pul-e-khumri	1387		2.55	0.00	0.00				2.550	2.6	0.000	IND	External	MoHE
	/A F G 0678601	Scholarships for 500 Afghan students for university education in India and 500 short-term training programme for Afghan trainees	1386		1.75	2.69	0.00				4.438	4.4	0.000	IND	External	MoHE
	/A F G 0699801	Higher education Program in Afghanistan	1386		6.57	0.00	0.00				6.570	6.6	0.000	USAID	External	MoHE
	/A F G 0779301	Setting up of a Hindi Department in Nangarhar University	1386		0.02	0.00	0.00				0.020	0.020	0.000	IND	External	MoHE
	/A F G 0817601	Deputation of a Sanskrit scholar at Kabul University	1387		0.02	0.00	0.00				0.020	0.0	0.000	IND	External	MoHE
	/A F G 0819401	AFGHAN RESEARCH AND EVALUATION UNIT, AREU	1386		0.40	0.30	0.30				1.000	1.0	0.000	NOR	External	MoHE
(Ministry of Labor, Social Affairs & Martyrs & Disabled (Skill Development Programme																
	/A F G 0827001	Vocational Training under LECP II	1387		11.00	0.00	0.00				11.000	11.0	0.000	USAID	External	MoLSAMD

# ANNEX IV LIST OF PROVINCIAL DEVELOPMENT PROJECT

S/No	Project Name	Province	Responsible Agency	Project Duration		Fund- ing USD (Million)
				Start	End	
1	Construction of dormitory in Balkh city (2500 beneficiaries). not clear yet	Balkh	MoHE	1387		
2	.(Construction of Qicheaq Girl's High School in Sholgar district (1200 beneficiaries	Balkh	MoE	1387		
3	.(Reconstruction of faculty of computer and science building (1600 beneficiaries	Balkh	MoHE	1387		
4	.Construction of Balkh University administrative building	Balkh	MoHE	1387		
5	.Construction of Balkh Faculty of Law building	Balkh	MoHE	1387		
6	(Reconstruction of Zary Girl's Model School in Zary district. (1200 students as beneficiaries	Balkh	MoE	1387		
7	Reconstruction of Tashguzar Girl's Model School in Shor Tepa district about (1200 students as beneficia- ries	Balkh	MoE	1387		
8	.(ReConstruction of Wakil Khan MoPHd modal school in Koshinda district (12 classrooms	Balkh	MoE	1387		
9	.(Construction of Arigh Ayq model school in Kaldar district (12 classrooms	Balkh	MoE	1387		
10	Construction of Nahr e Top school in Mazar e Sharif including 12 class rooms and 3500 students will be beneficiaries	Balkh	MoE	1387		
11	.Construction of Guzargah Noor secondary school in Guzar Gah Noor district	Bghlan	MoE	1387		
12	.Construction of Niazi Afghan Primary School in Nahrin District	Bghlan	MoE	1387		
13	.Construction of Talkhyan secondary school in Doshi district	Bghlan	MoE	1387		
14	.Rehabilitation of Dara-i-Ashraf High School in Taala-o-Barfak district	Bghlan	MoE	1387		
15	.Rehabilitation of Kuchi secondary school in Baghlan-i-markazi	Bghlan	MoE	1387		
16	.Rehabilitation of Barm-i-Sufia Islamic studies school (Madrassa) in Jelga district	Bghlan	MoE	1387		
17	.Rehabilitation of Dezak secondary school in Deh Salah	Bghlan	MoE	1387		
18	.Rehabilitation of Harris Waliyan High School in Khenjan district	Bghlan	MoE	1387		
19	.Rehabilitation of Tangi Mureh High School in HaBurka district	Bghlan	MoE	1387		
20	.Rehabilitation of Harris Waliyan High School in Khenjan district	Bghlan	MoE	1387		
21	(Construction of Payen Bagh school in Kahmard district (460 family beneficiaries) (ongoing MoE	Bamyan	MoE	1387		
22	(Construction of Shahidan high school in the centre of the province ( 1200 family beneficiaries	Bamyan	MoE	1387		
23	(Construction of Sia Dara-i-Olya Girl's secondary school ( 600 family beneficiaries	Bamyan	MoE	1387		
24	.ReConstruction of Shibar Education directorate, Shibar district	Bamyan	MoE	1387		
25	(ReConstruction of Waras Education directorate, Waras district.(Ongoing Japan Embassy	Bamyan	MoE	1387		
26	.ReConstruction of Punjab High school dormitory, Punjab district	Bamyan	MoE	1387		
27	.ReConstruction of Saighan Education directorate, Saighan district	Bamyan	MoE	1387		
28	.Construction of Bamyan university building	Bamyan	MoHE	1387		
29	(Construction of two blocks (building) for teachers (for living	Bamyan	MoE	1387		
30	.Construction of administrative building of Education directorate and library of Bamyan province	Bamyan	MoE	1387		
31	.(Construction of Meer MoPHammad Hashim High School ( 18 classrooms, 1800 students as beneficiaries	Badakhshan	MoE	1387		
32	(Construction of Baharak Girls High School ( 18 rooms	Badakhshan	MoE	1387		
33	.Construction of Hamurj Bala 18 rooms High school for 800 family in Nasi district	Badakhshan	MoE	1387		
34	.(Construction of the Middle School at Bazgeer district, Ashkasham.(18 rooms for 600 families	Badakhshan	MoE	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Fund- ing USD (Million)
				Start	End	
35	.(Construction of the residential blocks for teachers of Badakhshan centre, (350 rooms for 100 families	Badakhshan	MoE	1387		
36	.Construction of the primary school Mukhtalat/Yarghask in Yanggan district	Badakhshan	MoE	1387		
37	.(Construction of the High School at Baid Kalan (Yafat Payan, 800 families as beneficiaries	Badakhshan	MoE	1387		
38	Construction of Badakhshan faculty of medical building	Badakhshan	MoHE	1387		
39	.(Construction of an 18 classroom boys High School in Kali Raghistan (530 families as beneficiaries	Badakhshan	MoE	1387		
40	.Construction of Middle school in Tgabak city in Arghanch khowa district	Badakhshan	MoE	1387		
41	.Establishment of higher Education institute in centre of Daikundi in Nili	Daikundi	MoHE	1387		
42	.(Construction of gymnasium in Nili.(This project will be discussed with NOC	Daikundi	MoE/NOC	1387		
43	.(Bargar high school construction in Bargar (1252 beneficiaries	Daikundi	MoE	1387		
44	(Construction of Dashti Nilli school in Dashti Nilli (12 rooms	Daikundi	MoE	1387		
45	(Construction of Chochan high school in Chochan Shahrstan. (24 rooms	Daikundi	MoE	1388		
46	.(Construction of Khidir school in centre. (14 classrooms	Daikundi	MoE	1387		
47	(Construction of Ghainj school(12 rooms	Daikundi	MoE	1387		
48	.(Construction of Joi Haftadnagar school in Kijran district (12 roomss	Daikundi	MoE	1387		
49	( Construction of Taq Masjid school in Ashtarlai district (12 rooms	Daikundi	MoE	1387		
50	Construction of Education department building in centre of Faryab	Faryab	MoE	1387		
51	.Rehabilitation of teacher training building in centre of Faryab	Faryab	MoE	1387		
52	.Reconstruction of Khawja Qoshli Girl's high school in centre of Faryab	Faryab	MoE	1387		
53	.Construction of teacher training building with one dormitory in Andkhoi district	Faryab	MoE	1387		
54	.Construction of agriculture vocational training high school in central Faryab province	Faryab	MoE	1387		
55	.Construction of Education directorate building in Khancharbagh district	Faryab	MoE	1387		
56	( Construction of Education faculty building in Qaisar district. (Ongoing USAID	Faryab	MoE	1387		
57	Construction of Agricultural University building in centre of province in Faryab city	Faryab	MoHE	1387		
58	(Construction of female dormitory in centre of province (1200 students	Faryab	MoE	1387		
59	Construction of Gymnasium in Centre of province. In the Khorasan High school	Faryab	MoE	1387		
60	.Construction of High School for Boys and Girls (48 classrooms).in Charmgar Khana	Jawozjan	MoE	1387		
61	.(Construction of school for kuchis in a suitable location (12 rooms	Jawozjan	MoE	1387		
62	.(Construction of Umer Khan High School (24 classrooms, 1400 students	Jawozjan	MoE	1387		
63	Construction of Coclam School, Darzab district	Jawozjan	MoE	1387		
64	Construction of Khanaqa Female School Qush Tape district (16 classrooms, beneficiaries 1500 students	Jawozjan	MoE	1387		
65	.(250 families	Jawozjan	MoE	1387		
66	Construction of Safar Wali School Mangajic district (16 classrooms beneficiaries 280 families 1500 stu- dents	Jawozjan	MoE	1387		
67	Construction of Khamab High School, Kabarak village Khamab district (24 classrooms. beneficiaries 600 families 5000 students	Jawozjan	MoE	1387		
68	Construction of Qarqen Girls High School in Khanepa village (16 rooms, beneficiaries 300 Families 4000 students	Jawozjan	MoE	1387		
69	.(Construction of dormitory for higher Education in provincial centre (4 floors 100 rooms (500 beneficiaries	Jawozjan	MoHE	1387		
	.Construction of public library (2 floors 12 room in provincial centre	Jawozjan	MoE	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Fund- ing USD (Million)
				Start	End	
70	.Construction and rehabilitation of Jama Eslame Islamic high school in the centre of Jawzjan district	Jawzjan	MoE	1387		
71	(Rehabilitation of Safra-i-Shahid Girl's School in Surkh Parsa district (300 beneficiaries	Parwan	MoE	1387		
72	(Rehabilitation of Shibar Pass Primary School (200 beneficiaries	Parwan	MoE	1387		
73	(Rehabilitation of Deh Naw Village Girl's School (350 beneficiaries	Parwan	MoE	1387		
74	(Building a female (Naswan) high school in Salang district. (Ongoing MoE	Parwan	MoE	1387		
75	.Construction of a permanent school for Kuchis in Char Borjak in Bagram district	Parwan	MoE	1387		
76	.Construction of "Zabit Qasim Shahid" school in Sayed Khil district	Parwan	MoE	1387		
77	.Construction of Nahid i Shahid female (Naswan) school in Surkh Parsa district	Parwan	MoE	1387		
78	.Construction of Esteqal high school building in the centre of the province	Parwan	MoE	1387		
79	.Construction of Manba-ul-Islam school in Ko-i-Safi district	Parwan	MoE	1387		
80	.Construction of Astama School in Shinwari district	Parwan	MoE	1387		
81	.Construction of Higher Education Institute. In centre of province	Pajshir	MoHE	1387		
82	.Construction of field literacy office in province centre	Pajshir	MoE	1388		
83	.Construction of Girl's and boy's High School in Anaba district	Pajshir	MoE	1387		
84	(Establishment of Islamic high school in Shotol Dehkalan village (one school	Pajshir	MoE	1387		
85	.Construction of second block of Tadrissi high school, Rokha district Shikhan village	Pajshir	MoE	1387		
86	(Construction of Boy's High School in Khinj district (one school	Pajshir	MoE	1387		
87	.Construction of Abdul Wodod Shahid basic training in Dara district Dost Ali village	Pajshir	MoLSAMD	1387		
88	.Construction of basic Girl's and Boy's training building in Paryan district Arab village. (Ongoing Local People	Pajshir	MoLSAMD	1387		
89	.Construction of Girl's and Boy's mobile school in Paryan district Kohsar village	Pajshir	MoE	1387		
90	.Establishment of 6 vocational training courses in Anaba district	Pajshir	MoLSAMD	1387		
91	.Establishment of vocational courses for staff (3 x 15 days) in Shotol district in Dehkalan village	Pajshir	MoLSAMD	1387		
92	.Construction of high school in Andar district Shinkai village	Ghazni	MoE	1387		
93	(Construction of a gymnasium in centre of province. (200,000 beneficiaries	Ghazni	MoE/NoC	1387		
94	.(Establishment of technical vocational school in centre of province (400 students, 5 different fields	Ghazni	MoE	1387		
95	.Construction of high school in centre of Ajaristan district	Ghazni	MoE	1387		
96	.Construction of high school in centre of Qarabagh district	Ghazni	MoE	1387		
97	(Construction of high school in centre of Nawa district. (3200 beneficiaries	Ghazni	MoE	1387		
98	.(Construction of high school in centre of Nahor district Bahador village (3400 beneficiaries	Ghazni	MoE	1387		
99	.(Construction of high school in Malistan district Makaanak village (2700 beneficiaries	Ghazni	MoE	1387		
100	.(Construction of high school in centre of Gailan district. (2500 beneficiaries	Ghazni	MoE	1387		
101	.(Construction of high school in Waiz district, Muhammad Khan village (3500 beneficiaries	Ghazni	MoE	1387		
102	.(Construction of vocational training centre building in provincial centre (30 rooms	Ghazni	MoLSAMD	1387		
103	.(Construction of gymnasium in Herat city (585,000 beneficiaries	Hirat	MoE/NoC	1387		
104	.(Construction of female dormitory for Herat University (500 beneficiaries	Hirat	MoHE	1387		
105	.(Construction of male dormitory for Herat University (1000 beneficiaries	Hirat	MoHE	1387		
106	.Provision of equipment for laboratory and library in Herat city	Hirat	MoHE	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Fund- ing USD (Million)
				Start	End	
107	.Construction of secondary school in Taqi town, Zenda Jan district	Hirat	MoE	1387		
108	.Construction of Girl's secondary school in Sar Asiyab village, Ghoryan district	Hirat	MoE	1387		
109	.Construction of Girl's secondary school in Sar Asiyab village, Ghoryan district	Hirat	MoE	1387		
110	.Construction of secondary school in Chasht Sharif district, Soni village	Hirat	MoE	1387		
111	.Construction of secondary school in Injil district, Kamar Qolaq village	Hirat	MoE	1387		
112	.Construction of secondary school in Kishk Kuhna district, Dara Jabl village	Hirat	MoE	1387		
113	.Establishment of vocational training centers for men and women in 15 districts	Hirat	MoLSAMD	1387		
114	.Construction of Girl's School in Cha Aab district (912 students as beneficiaries	Takhar	MoE	1387		
115	.Construction of Girl's School in Telaa Jat Yangi Qala district (2000 students as beneficiaries	Takhar	MoE	1387		
116	.Construction of a school for boys and girls in Aabdara village, Farkhar district 750 students as beneficiaries	Takhar	MoE	1387		
117	.Construction of Naswan (female) school in Qara Taba village (600 beneficiaries	Takhar	MoE	1387		
118	.Construction of Naswan (female) school in Khwja Lamno village (700 beneficiaries).Hazar Somoch	Takhar	MoE	1387		
119	.Construction of Naswan (female) school in the centre of Namak Aab district (700 beneficiaries	Takhar	MoE	1387		
120	.Construction of Naswan (female) school in Aai Khanum village (600 beneficiaries	Takhar	MoE	1387		
121	.Provision of laboratory equipment for the agriculture faculty of Takhar university	Takhar	MoHE	1387		
122	.Construction of an Education directorate in the centre of the province	Takhar	MoE	1387		
123	.Construction of Rustaq school (20,000 beneficiaries	Takhar	MoE	1387		
124	.Construction of building for Quran studies (Darul-Hefaz) in provincial centre (20 rooms 500 beneficiaries	Takhar	MoE	1387		
125	.Construction of Girl's Primary school in NirKh district	Wardak	MoE	1387		
126	.Construction of Pohand Qaum Naswan Girl's School with all its related equipment, in Chak district	Wardak	MoE	1388		
127	.Construction of a Boy's School with its surrounding wall in Sayed Aabad district	Wardak	MoE	1387		
128	.Construction of Girl's Model School with surrounding walls, library and one Health centre in Dimirdad district, Changa village	Wardak	MoE	1387		
129	.Construction of Pahlilmand Girl's School with complete equipment in Hesa Awal Behsod. Pahlilmand vil-lage	Wardak	MoE	1387		
130	.Construction of Girl's High School in Hesa Awal, Behsod Raqul district	Wardak	MoE	1387		
131	.Rehabilitation of Khodai Nazar Khan school in Bandsoltan village	Wardak	MoE	1387		
132	.Construction of TT (Teacher Training) building with library, laboratory and sport stadium in centre of prov-ince	Wardak	MoE	1388		
133	.Construction of Madrassa with complete equipment, Jaghato district	Wardak	MoE	1388		
134	.Construction of Madrassa with complete equipment, Ankhahi village	Wardak	MoE	1388		
135	.Repair of Karezes and the water supply network around the university of Nangarhar. Beneficiaries teacher and Student	Nangarhar	MoHE	1387		
136	.Provision of equipment to Nangarhar university Teaching Hospital. Beneficiaries people of Eastern Region	Nangarhar	MoHE	1387		
137	.Creation of Nangarhar university printing press.Beneficiaries 6000 Student 280 Teachers	Nangarhar	MoHE	1387		
138	.Equip the information technology (IT) centre. Beneficiaries 6000 Student 280 Teachers	Nangarhar	MoHE	1387		
139	.Purchasing the Property Required for Nangarhar University	Nangarhar	MoHE	1387		
140	.Creation of a campus (Teacher Colony) for university teachers (approx. 300 teachers	Nangarhar	MoHE	1387		
141	.Construction of Dining Hall for the university.Beneficiaries 6000 Student 280 Teachers	Nangarhar	MoHE	1387		



S/No	Project Name	Province	Responsible Agency	Project Duration		Fund- ing USD (Million)
				Start	End	
142	.Construction of a boys hostel in central Sharana, Paktika for the students of this province	Paktika	MoE	1387		
143	.Construction of a technical high school in central Sharana, Paktika (25 rooms minimum	Paktika	MoE	1387		
144	.Construction of a middle school in Chaki Giana district (12 rooms, 500 families	Paktika	MoE	1387		
145	.Construction of a middle school in Mughal Ragh Goshia, central Ahmadabad district, and Wazakhowa, (12 rooms, 500 families). (Construction of Farqia Promari school in Dela district will be implemented	Paktika	MoE	1387		
146	.Construction of a middle school in Afzal Ghafari Painda Khail, Toot GhaziI Kalai District Khair Kot (12 rooms, 500 families	Paktika	MoE	1387		
147	.Construction of a high school in Dela district (1000 families, 15 rooms	Paktika	MoE	1388		
148	.Construction of a high school in Motakhan district (15 rooms, 1500 families	Paktika	MoE	1387		
149	.Construction of a middle school in Malak Soor, Kalai Tarvi district for (12 rooms, 500 families). (Construction of modal school in Matakhan district will be implemented	Paktika	MoE	1388		
150	.Construction of a middle school in Khani Qala Sarobi district (12 rooms 800 families). (Construction of modal school in Neka district will be implemented	Paktika	MoE	1387		
151	.Construction & expansion of the Ali Baba High School in central Sharana ( 40 rooms	Paktika	MoE	1387		
152	.Rehabilitation of Girls Primary school in Mir Afghan village, Farza district	Kabul	MoE	1387		
153	.Rehabilitation of Naswan Girls primary school in Qara Bagh	Kabul	MoE	1387		
154	.Rehabilitation of Naswan Girls primary school in Khord Kabul, Khaak Jabar district	Kabul	MoE	1387		
155	.Construction of primary schools in Dasht Guldara, Guldara district	Kabul	MoE	1387		
156	.Construction of religious (Islamic) studies school in Deh Sabz district centre	Kabul	MoE	1387		
157	.Establishment of a mobile school in Murghgaran village of Paghman district	Kabul	MoE	1387		
158	.Construction of a secondary school in Bagrarni district	Kabul	MoE	1387		
159	.Construction of a primary school in Dugh Aabad village of Kalakan district	Kabul	MoE	1387		
160	.Construction of a religious (Islamic) studies school in Mosahi district centre	Kabul	MoE	1387		
161	.Construction of a male dormitory at Kabul university (1200 beneficiaries	Kabul	MoHE	1387		
162	.Construction of school in Imam Sahib district in Amo village 24 rooms and 3500 student will be beneficiaries	kundoz	MoE	1387		
163	.Construction of school in Tamab centre of Kundoz province 16 rooms and 1200 student will be beneficiaries	kundoz	MoE	1387		
164	.Construction of Khawja Shahid high school 24 rooms and 3200 student will be beneficiaries	kundoz	MoE	1387		
165	.Construction of Qala-i-Zal school (16 classrooms, (1000 beneficiaries	kundoz	MoE	1387		
166	.Construction of Ayn-ul-Mujer Girl's School (in Chardara village, 1200 students as beneficiaries	kundoz	MoE	1387		
167	.Creation of a primary mobile school for Kochiz (1000 beneficiaries	kundoz	MoE	1387		
168	.Creation of Qala-i-Zal mobile school for Kochiz (1000 beneficiaries	kundoz	MoE	1387		
169	.Construction of Chawmi Shorab (Khan Aabad) school, (600 students as beneficiaries	kundoz	MoE	1387		
170	.Construction of Gul Bela Archi school, (900 students as beneficiaries	kundoz	MoE	1387		
171	.Construction of Haji Husain High School, in Ali Aabad village (800 students as beneficiaries	kundoz	MoE	1387		
172	.Construction of Qizel Sai Secondary School in Qizel Sai village, Hazrat Sultan (600 families as beneficiaries	Samangan	MoE	1387		
173	.Construction of Ankabot school in Ankabot village, Khuram district (500 families as beneficiaries	Samangan	MoE	1387		
174	.Construction of Girl's School in the centre of Dar-i-Suf Bala, 700 families as beneficiaries	Samangan	MoE	1387		



S/No	Project Name	Province	Responsible Agency	Project Duration		Fund- ing USD (Million)
				Start	End	
175	.(Construction of Khwja Zahid school in Roi Do Aab district (400 beneficiaries	Samangan	MoE	1387		
176	.(Vocational capacity building courses for teachers in the centre of Dara-i-Suf Bala and Roi Do Aab districts	Samangan	MoE	1387		
177	.(Construction of Dehi high school in Dara-i-Suf Payen (1,000 beneficiaries	Samangan	MoE	1387		
178	.(Construction of schools for Kuchis in the centre of Aybak (500 beneficiaries	Samangan	MoE	1387		
179	.(Construction of the wall around Takht Rustam in the centre of Aybak	Samangan	MoE	1387		
180	.(Improvement of the internet system in the centre of the province (20,000 beneficiaries	Samangan	MoE	1387		
181	.(Equipping of the Azadi printing press in the centre of the province (50,000 beneficiaries	Samangan	MoE	1387		
182	.(Construction of a literacy department in the province centre (about 24 rooms	Kapisa	MoE	1387		
183	.(Construction of 7 teacher Training centres at central and district level	Kapisa	MoE	1387		
184	.(Construction of Education department building in the centre of Kapisa province (about 24 rooms	Kapisa	MoE	1387		
185	.(Construction of 2 schools and one dormitory in Dashti Shiraz. (16 rooms	Kapisa	MoE	1387		
186	.(Reconstruction of Mhmod Raqi Girl's High School, central Kapisa, Rahman Khil village (24 rooms	Kapisa	MoE	1387		
187	.(Reconstruction of Dornama High School in Kohband district (16 roomss	Kapisa	MoE	1387		
188	.(Reconstruction of Hayatulah Shaid High School in Alasai district (24 rooms	Kapisa	MoE	1387		
189	.(Construction of Dagarwal Adbul Ghafar Khan model school building in Nijrb (16 roomss	Kapisa	MoE	1387		
190	.(Construction of Ghazi Khan Khil model school in Tagab (12 roomss	Kapisa	MoE	1387		
191	.(Construction of Haqbin Shahid school building (16 roomss	Kapisa	MoE	1387		
192	.(Establishment of Islamic School (Daro-ul-Ulom) with dormitory, in provincial centre	Badghis	MoE	1387		
193	.(Establishment of agriculture vocational high school in provincial centre	Badghis	MoE	1387		
194	.(Construction of Girl's High School, Qadis district, (500 beneficiaries	Badghis	MoE	1387		
195	.(Construction of Morghab Girl's High school building in Morghab district (12 classes	Badghis	MoE	1387		
196	.(Construction of Tagab Aleem primary school in Jawand district. ( 9 classes	Badghis	MoE	1387		
197	.(Construction of Ghormach Islamic school in Ghormach district	Badghis	MoE	1387		
198	.(Purchasing of 2000m2 lands for teacher's town. In centre of province	Badghis	MoE	1387		
199	.(Establishment of Islamic school (Madrassa) in Abkamari district (one school, 9 classrooms	Badghis	MoE	1387		
200	.(Construction of school building for immigrants, 300 students	Badghis	MoE	1387		
201	.(Construction of school building for nomads (Kochiz) 400 students	Badghis	MoE	1387		
202	.(Construction of Takzar Girl's School, Sancharak district (1900 beneficiaries	Sari pul	MoE	1387		
203	.(Construction of school in Khurma Takht village, Balkhab district (850 individuals beneficiaries	Sari pul	MoE	1387		
204	.(Construction of Hemat School in Kohestanat district (980 beneficiaries	Sari pul	MoE	1387		
205	.(Construction of Sharm Qudoqcha school, in Qudoqcha centre (400 beneficiaries	Sari pul	MoE	1387		
206	.(Construction of Yar Ganda school in Yar Ganda village in the centre of the province (580 beneficiaries	Sari pul	MoE	1387		
207	.(Construction of Langar Shah Abdullah School in Suzma Qala district (780 beneficiaries	Sari pul	MoE	1387		
208	.(Construction of Pushata Mazar school in Sayad district (450 beneficiaries	Sari pul	MoE	1387		
209	.(Construction of Education directorate building in the centre of the city	Sari pul	MoE	1387		
210	.(Construction of Abdul Rahman "Shahid" Darul Ulom (Religious and Islamic school) in the centre of the city (900 beneficiaries	Sari pul	MoE	1387		
211	.(Construction of Qutan Mast primary school in Gusfandy district, 10 classrooms	Sari pul	MoE	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Fund- ing USD (Million)
				Start	End	
212	.Provision of laboratory tools for 25 high schools at province level	Kandahar	MoE	1387		
213	.Reconstruction of Bakelzai school building in Arghistan district	Kandahar	MoE	1387		
214	.Rehabilitation of Kalamzai high school building in Arghistan	Kandahar	MoE	1387		
215	.(Construction of 12 classrooms for the Baba Wali High School Arghandab (10,000 beneficiaries	Kandahar	MoE	1387		
216	.(Construction of the Daro Neka High School Maroo (18 classrooms) (12,000 beneficiaries	Kandahar	MoE	1387		
217	.(Construction of gharage secondary school in Maroo District (12 classrooms) (1500 beneficiaries	Kandahar	MoE	1387		
218	Equipping of the kandahar Education printing press Standard beneficiaries 200000	Kandahar	MoE	1387		
219	construction of kandahar University dining Room	Kandahar	MoHE	1387		
220	Establishment of Agriculture Research Farm in kandahar University	Kandahar	MoHE	1387		
221	Construction of the 8 schools in Arghandab district About 2—18 Class rooms , 8—12 rooms,35,000 beneficiaries	Kandahar	MoE	1387		
222	.(Rehabilitation of Osman Khil Girls school in Darki Khil village in Hazra district, (409 beneficiaries	Logar	MoE	1387		
223	.(Oryakhil Boy's school in Oryakhil village in Kharwar district (500 beneficiaries	Logar	MoE	1387		
224	Construction of Pad khwab Roghani girls School in Baraki Barak District (500 beneficiaries	Logar	MoE	1387		
225	.(Construction of Sheralam Secondary School About 12 rooms in Barakbarak district (200 beneficiaries	Logar	MoE	1387		
226	( Construction of Padkhwab Shana School About 12 rooms (beneficiaries 1200	Logar	MoE	1387		
227	Construction of a Girls School Naw Shahr About 12 rooms. In Charkh district (500 beneficiaries	Logar	MoE	1387		
228	Construction BeBe Amena Girls School 12 rooms in Pul-e-Alam 600 beneficiaries	Logar	MoE	1387		
229	Construction of technical High School About 12Room in centre of Province Beneficiaries 500	Logar	MoE	1387		
230	construction of Secondary School in Altamor District 12 Room Beneficiaries 450	Logar	MoE	1387		
231	Construction of Khoshi Boys High School 1200 beneficiaries	Logar	MoE	1387		
232	.Provision of 50 computers to schools of Pul-e-Alam city	Logar	MoE	1387		
233	purchase Land and Construction of Gomain Girls School About 12 Class Room in Centre of Laghman ,Beneficiaries 685 Student	Laghman	MoE	1387		
234	purchase Land and Construction of Gomain Girls School About 12 Class Room in Centre of Laghman Beneficiaries 685 Student	Laghman	MoE	1388		
235	purchase Land and Construction of MariyamGirls School About 12 Class Room in Centre of Laghman Beneficiaries 600 Student	Laghman	MoE	1388		
236	Construction of Islamic Madrasa in centre of Laghman About 12 Class Beneficiaries 1650 Student	Laghman	MoE	1387		
237	purchase Land and Construction of Education Directorate of Alingar District About 5 Room Beneficiaries 10	Laghman	MoE	1387		
238	Construction of Saigal Girls School About 12 Class Rooms in Alishing District Beneficiaries 540 Student	Laghman	MoE	1387		
239	Construction of Shahid Abdullah Wahidi Boys School in Dowlat Shah District About 12 Classroom Beneficiaries 700 Student	Laghman	MoE	1387		
240	Construction of Kalman Boys School in Alingar District About 12 Classroom Beneficiaries 400 Student	Laghman	MoE	1387		
241	purchase Land and Construction of Education Directorate of Alishing District About 5 Room Beneficiaries 10	Laghman	MoE	1387		
242	purchase Land and Construction of Education Directorate of Qarghai District About 5 Room Beneficiaries 10	Laghman	MoE	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Fund- ing USD (Million)
				Start	End	
243	purchase Land and Construction of Education Directorate of Daolat Shah District About 5 Room Beneficiaries 10	Laghman	MoE	1387		
244	.(Construction of a high school in Dai Chopan district centre (500 students	Zabul	MoE	1387		
245	.(Construction of a high school, Shamalzai district centre (16 rooms, 900 students	Zabul	MoE	1387		
246	.(Construction of a high school for girls (16 rooms, Shajoi district centre (800 beneficiaries	Zabul	MoE	1387		
247	.(Construction of a high school for girls (16 rooms, Shajoi district centre (900 students	Zabul	MoE	1387		
248	.(Construction of a high school in Khake Afghan district centre, (16 rooms, 1000 beneficiaries	Zabul	MoE	1387		
249	.(Construction of a high school in Mezani district centre (916 rooms, 1500 students	Zabul	MoE	1387		
250	.(Construction of a high school in Atghar district centre (16 rooms, 2500 students	Zabul	MoE	1387		
251	.(Construction of a mobile high school for kuchis (16 rooms, 1000 kuchis	Zabul	MoE	1387		
252	.(Construction of a high school in Nobahar district centre (1000 beneficiaries	Zabul	MoE	1387		
253	Construction of well equipped press with modern machinery in Qalat City, (10 centres 16 rooms each, (for Ministry of Education	Zabul	MoE	1387		
254	.(Construction of standard agricultural institute in Chora district (600 beneficiaries	Urozgan	MoE	1387		
255	.(Construction of madrasa, Khas Uruzgan district (12 rooms, 500 beneficiaries	Urozgan	MoE	1387		
256	.(Construction of Nick Abad High School, Gizab district (20 rooms	Urozgan	MoE	1387		
257	.(Construction of Shahid Fazallhaq Khan High School, Gizab district (24 rooms 2400 beneficiaries	Urozgan	MoE	1387		
258	.(Construction of Shahid Secondary School, Chora district. (12 rooms, 400 beneficiaries	Urozgan	MoE	1387		
259	.(Construction of Yakhdan Secondary School (12 rooms, 400 beneficiaries	Urozgan	MoE	1387		
260	.(Construction of Chenartoo Secondary School (12 rooms Chora district, 400 beneficiaries	Urozgan	MoE	1387		
261	.(Construction of Tarinkot .teacher training centre (24 rooms, 400 beneficiaries	Urozgan	MoE	1387		
262	.(Construction of building for adult literacy program, Tarinkot (12 rooms, 4900 beneficiaries	Urozgan	MoE	1387		
263	.(Construction of Umerzoo School (12 rooms, Deh Rawot district, 400 beneficiaries	Urozgan	MoE	1387		
264	Rehabilitation of Shikh M.Saghari High school in centre of Saghar district. 16 class rooms and 1500 students will be beneficiary	Ghor	MoE	1387		
265	Rehabilitation of Dawlat Yar Boy's High School in centre of Saghar district. 16 class rooms and 1100 students will be beneficiary	Ghor	MoE	1387		
266	Rehabilitation of Talkhak Lal Sarjangal male high school in centre of Talkhak. 16 class rooms and 900 students will be beneficiary	Ghor	MoE	1387		
267	Rehabilitation of Sayed Abdullh Alawi high school in Tolic district (16 classrooms). 1000 students will be beneficiary	Ghor	MoE	1387		
268	Rehabilitation of Kameng Boy's High School in Ghawok village (16 classrooms) 920 students will be beneficiary	Ghor	MoE	1387		
269	Rehabilitation of Chadar Tewra High School in Dahani Tashgaran (16 classrooms). 950 students will be beneficiary	Ghor	MoE	1387		
270	.(Construction of Khawjagan School building (16 classrooms) 920 students will be beneficiary	Ghor	MoE	1387		
271	Construction of Qalai Gaowhar Charsada Boy's High School in Charsada district (16 classrooms). 900 students will be beneficiary	Ghor	MoE	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Fund- ing USD (Million)
				Start	End	
272	Construction of Darai Qazi Girl's High School in Darai Qazi (16 classrooms).750 students will be beneficiary	Ghor	MoE	1387		
273	Construction of Norak Pasaband Primary School in Pasaband district (12 classrooms).850 students will be beneficiary	Ghor	MoE	1387		
274	Construction of Holy Quran Educational centre for women in the centre of Ghor province (10 rooms)	Ghor	MoE	1387		
275	Construction of Gulistan Boys Secondary School (12 classrooms, Gulistani Ghosni village, 1200 beneficiaries)	Farah	MoE	1387		
276	Construction of ladies' stadium (1000 beneficiaries)	Farah	MoE/NoC	1387		
277	Construction of surrounding wall of Abu Nasre Farahi High School Stadium (1500m, 100,000 beneficiaries)	Farah	MoE	1387		
278	(Provision of laboratory equipment for 16 high schools of Farah Province (1,500,000 beneficiaries)	Farah	MoE	1387		
279	Construction of Anar Dara Girls High School Pazhok village, Anar Dara district ((12 classrooms, 500 beneficiaries)	Farah	MoE	1387		
280	Establishment of vocational & technical schools in Dasht-e-Nangab district (24 classrooms, 300 beneficiaries)	Farah	MoE	1387		
281	(Construction of Bala-Bolak Boys High School (24 classrooms, 6000 beneficiaries)	Farah	MoE	1387		
282	Construction of girls' high school, Kuch district and Lash-e-Jawaen district (16 classrooms, 500 beneficiaries)	Farah	MoE	1387		
283	Construction of boys high school (12 classrooms Qala-e-Kaor village Pusht-e-Koh district (700 beneficiaries)	Farah	MoE	1387		
284	Construction of girls secondary school, Jebah village Khak-e-Sfaed district (12 classrooms, 500 beneficiaries)	Farah	MoE	1387		
285	Construction of 5 primary schools in Zaranj .	Nimroz	MoE	1387		
286	Construction of primary schools in Khashrod, Qara Dewalak, Lokhi and Gado	Nimroz	MoE	1387		
287	Construction of 2 primary schools with 12 classes in Rais Jumakhan village .	Nimroz	MoE	1387		
288	Construction of 3 primary schools in Kangqura district, Walidad, Deahak Narwai, Sardasht Zulfuqar (12 classes)	Nimroz	MoE	1387		
289	(Construction of primary schools in Chaharbujak, Khojo and Qala e Fath. (3 schools, 12 classes each	Nimroz	MoE	1387		
290	(Construction of primary school in Chaghansor, Shaghis, Widino. (2 schools, 8 classes	Nimroz	MoE	1387		
291	(Construction of primary school in Qadirkhan and Amirboniyad (2 schools, 8 classes	Nimroz	MoE	1387		
292	? Construction of town for teachers in centre of province and districts.Town	Nimroz	MoE	1387		
293	Provision of school equipment in all districts and centre of province schools	Nimroz	MoE	1387		
294	Expansion of provincial national TV unit to cover all the provincial districts	Nimroz	MoE	1387		
295	(Construction of building for Wama High School (537 students as beneficiaries) 16 Rooms. (Ongoing MoE	Noristan	MoE	1387		
296	Construction of building for Banuz School 8 Room Beneficiaries 545 Student Kamdish district	Noristan	MoE	1387		
297	(Construction of building for Do Aba High School (16 rooms, 580 students	Noristan	MoE	1387		
298	(Construction of girls' school in Pashaki SoSam village Noristan, about 8 rooms, 180 beneficiaries	Noristan	MoE	1387		
299	Construction of Wadaho Primary School 8 Room 120 Beneficiaries -	Noristan	MoE	1387		
300	(Construction of primary school in Nasha Gram district, about 8 rooms (210 beneficiaries	Noristan	MoE	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Fund- ing USD (Million)
				Start	End	
301	.(Construction of primary boys School in Nik muk Barge metal district (110 beneficiaries	Noristan	MoE	1387		
302	.(Construction of primary school in Chatoor village, Mandoor district	Noristan	MoE	1387		
303	Construction of Primary School for Gumta village, Mandoor district 8 rooms, 165 student	Noristan	MoE	1387		
304	.(Construction of a Primary School in Hamshooz village, Want-Waigul district. (8 rooms, for 180 students	Noristan	MoE	1387		
305	.(Construction of standard boys high school in Safian area, Lash Kargah (1200 beneficiaries	Hilmand	MoE	1388		
306	.(Construction of standard boys high school in C3 area of Lash Kargah city (800 beneficiaries	Hilmand	MoE	1388		
307	Construction of standard girls high school in Chelmetra street (40m with ) of Lash Kargah city (1500 beneficiaries 40m width? Why do we need the measurement	Hilmand	MoE	1388		
308	.(Construction of standard boys secondary school in Maidan Kalai (500 beneficiaries	Hilmand	MoE	1388		
309	.(Construction of standard school in Dosty School, Lash Kargah city (2700 beneficiaries	Hilmand	MoE	1388		
310	.(Construction of standard school in Qalai Kohna School, Lashkargah city (700 beneficiaries	Hilmand	MoE	1388		
311	.(Construction of Kajaki High School, Kajaki district (730 beneficiaries	Hilmand	MoE	1387		
312	.(Construction of standard Islamic status school in Del Baba village, Kajaki district (650 beneficiaries	Hilmand	MoE	1387		
313	.(Construction of standard madrasa in Now Zad, Garamsir and Marja districts (1650 beneficiaries	Hilmand	MoE	1387		
314	.(Construction of Baghran Boys High School, Baghran district (500 beneficiaries	Hilmand	MoE	1387		
315	.(Reconstruction of Khost Teacher Training centre and dormitory (24 rooms	Khost	MoE	1387		
316	.(Rehabilitation of Abdulhai high school	Khost	MoE	1387		
317	.(Provision of training facilities for teachers in since subjects in all districts	Khost	MoE	1387		
318	.(Construction of Tribal Boys High School with dormitory (in provincial centre, 24 rooms 60000 beneficiaries	Khost	MoE	1387		
319	.(Construction of Shengai School, Alisher district (24 rooms 2584 beneficiaries	Khost	MoE	1387		
320	.(Construction of Hassankot School, Shamal district with surrounding wall (8 rooms 1000 beneficiaries	Khost	MoE	1387		
321	.(Sports Ground in Gurbuz district (300 beneficiaries	Khost	MoE	1387		
322	.(Construction of Peiri School (8 rooms with surrounding wall Musakhil district 497 Beneficiaries	Khost	MoE	1387		
323	.(Construction of Girl's Madrasa in Doormalaca area Daragai district (12 rooms 1000 beneficiaries	Khost	MoE	1387		
324	.(Construction of Babrak Thana School (12 rooms Alisher district Terazai Area 600 beneficiaries	Khost	MoE	1387		
325	.(Construction of Koz Chagai Girls School (12 rooms, 350 beneficiaries	Kunar	MoE	1387		
326	.(Construction of Nasha Gam Girls Secondary School (16 rooms 450 beneficiaries, Ghazi Abad district	Kunar	MoE	1387		
327	.(Construction of Do Kalam Girls School (12 rooms, Nari district, 450 beneficiaries	Kunar	MoE	1387		
328	.(Construction of Halal Zo Girls School, She Gall district (12 rooms, 370 beneficiaries	Kunar	MoE	1387		
329	.(Construction of Ghondo Kalai Girls School, Narhang district (12 rooms 320 beneficiaries	Kunar	MoE	1387		
330	.(Construction of Qala Kalai Grils School Chapa Dara District (12 rooms 400 beneficiaries	Kunar	MoE	1387		
331	.(Construction of Norgal Islamic status school Nor Gal district (12 rooms (300 beneficiaries	Kunar	MoE	1387		
332	.(Construction of Khas Kunar madrasa (16 rooms 300 beneficiaries	Kunar	MoE	1387		
333	.(Construction of Marawara madrasa Mawrawara district. (12 rooms, 300 beneficiaries). Marawara or Mawrawara	Kunar	MoE	1387		
334	.(Construction of Grik village school (12 rooms, 280 beneficiaries). Grik village, Dangam district	Kunar	MoE	1387		
335	.(Construction of high school with dormitory (for 2000 students) in centre of Gardiz	Paktia	MoE	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Fund- ing USD (Million)
				Start	End	
336	.Construction of mechanic high school and dormitory building centre of Gardiz	Paktia	MoE	1387		
337	.Construction of female and male dormitory in centre of Gardiz (about 1000 university students as beneficiaries)	Paktia	MoE	1387		
338	.Establishment of a well and equipment for an Agriculture research Centre at Paktia University ( Faculty of Agriculture,300 capacity,1,000 beneficiaries	Paktia	MoHE	1387		
339	.Establishment of Faculty of Engineering 300 capacity, Paktia University	Paktia	MoHE	1387		
340	.Construction of school buildings and offices in all districts (13 districts	Paktia	MoE	1387		
341	.Construction of the Faculties of Islamic Studies & Law at Paktia University (500 beneficiaries	Paktia	MoHE	1387		
342	.Construction of a well & equipment for the Central Library for 5000 students at Paktia University. (3800. beneficiaries	Paktia	MoHE	1387		
343	.Construction of a well & equipments for the Vocational training & Education College For 2000 students at Paktia University	Paktia	MoHE	1387		
344	.Reconstruction of "Anwar Bismel" high school building, in 15 <sup>th</sup> district and will be beneficial for 10600 students	Kabul Urbon	MoE	1387		
345	.Reconstruction of "Cheshma-i-Sar Kotal" primary school in 17 <sup>th</sup> district and will be beneficial for 4000 students	Kabul Urbon	MoE	1387		
346	.Construction of the annex building of Ismail Balkhi high school in district 6 <sup>th</sup> and will be beneficial for 6500 students	Kabul Urbon	MoE	1387		
347	.Reconstruction of "Shah Shahid Khaas" school in district 8, and will be beneficial for 1500 students	Kabul Urbon	MoE	1387		
348	.Construction of "Shahrak 12 Emam" primary school building, in district 13 <sup>th</sup> and will be beneficial for 1200 students	Kabul Urbon	MoE	1387		
349	.Reconstruction of "Mahjoba Herawi" secondary school in 1 <sup>st</sup> district, and will be beneficial for 2100 students	Kabul Urbon	MoE	1387		
350	.Reconstruction of "Char Qala-i-Wazir Aabad" secondary school in 10 <sup>th</sup> district, and will be beneficial for 13400 students	Kabul Urbon	MoE	1387		
351	.Construction of joint secondary school in 18 <sup>th</sup> district and will be beneficial for 5000 students	Kabul Urbon	MoE	1387		
352	.Establish and construction of a high school for kuches (nomads) in 21 <sup>st</sup> district and will be beneficial for 6000 students	Kabul Urbon	MoE	1387		
353	.Reconstruction of Khoja Musafar Naswan (female) high school, in 14 <sup>th</sup> district and will be beneficial for 1000 students	Kabul Urbon	MoE	1387		





# **Media, Culture and Youth Sector Strategy**

## **1387 - 1391 (2007/08 - 2012/13)**





### **Pillar III - Social & Economic Development**



# Culture, Media and Youth Sector Strategy

Approved by  
Sector Responsible Authorities

**Prepared & submitted by:**

<i>Ministry/Agency</i>	<i>Name of Minister/Director</i>	<i>Signature</i>
Ministry of Information and Culture	H.E Abdul Karim Khoram	
Office of the Deputy Minister of Youth Affairs	H.E Mohammad Zaher Ghauss	

Date of Submission

Feb 2008 28



## EXECUTIVE SUMMARY

### CULTURE, MEDIA AND YOUTH SECTOR STRATEGY

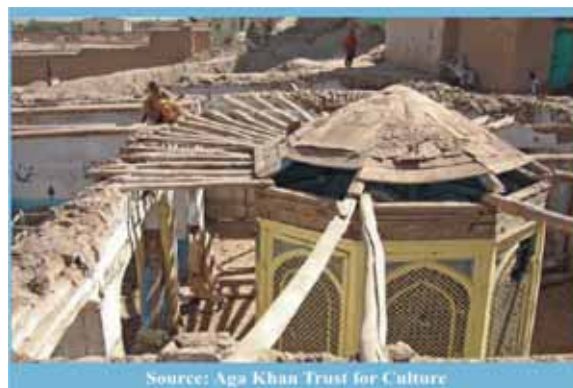
Reviving a sense of historical and cultural continuity in Afghanistan as well as that of national unity is vital to ensure that the reconstruction process progresses in a climate of tolerance, national integrity and stability. The national heritage can become a rallying point for Afghans, enabling them to rebuild ties and dialogue and redesign a common identity and future together

Culture, media and youth can contribute to this endeavor in many ways. Afghanistan's recent history provides a wide range of examples of how a lack of public investment, lawlessness and repression within this Sector have: (i) fuelled prejudice and intolerance; (ii) led to a notable impoverishment of cultural capital; (iii) spoiled many of Afghanistan's major cultural assets; and (iv) strengthened the network in the illicit traffic of antiquities, as there is clear evidence that networks dealing with drugs and illicit traffic of the country's cultural property are closely intertwined

Afghanistan is a diverse multi-ethnic and multi lingual society. The land of approximately 30 million includes a diverse people: Pashtuns, Tajiks, Nuristanis, Hazaras, Aimaqs, Uzbeks, Turkmen, Kirghiz, Baluchis and other smaller groups make up one nation. A celebration of this diversity is a necessary part of a new social capital, in which interpretations of Afghan culture are located. Maintaining unity while celebrating diversity requires strategies to preserve cultural heritage, stimulate cultural creativity and promote an independent and pluralistic media. A great deal can be achieved

for creating collective national and community bonds through promoting pride and social capital in cultural heritage. Restoring a sense of joy and humanity to these public places should not be underestimated. By and large, for very little public resource commitment, and with encouragement of private sponsorship, resource poor countries have made enormous strides in using culture as part of "nation-building". In a country plagued by a systematic destruction of history, rehabilitation of cultural institutions and artifacts can also help build social capital as people become caretakers of their heritage

**Figure 1. Shrine of Charda Masoom, Kabul old city rehabilitating by AKTC**



Over the past two decades Afghanistan's tangible cultural heritage was vandalized, blasted, looted, pillaged, destroyed or allowed to deteriorate and creative expression in the arts, music and literature languished. After many years of repression and persecution, art, poetry, music, theater and

dance are gradually reemerging. Several international organizations are active in protecting and promoting the conservation and revitalization of both intangible and tangible cultural heritage, such as, UNESCO, its World Heritage Center, the Aga Khan Trust for Culture (AKTC), the Society for the Preservation of Afghanistan's Cultural Heritage (SPACH), Delegation Archeologique Francaise en Afghanistan (DAFA), Centre Cultural Francais de Kaboul, Turquoise Mountain Foundation (TMF), Foundation for Culture and Civil Society (FCCS), Goethe Institute and others. Today we see a revival of customs and traditions of the diverse people, including a revival of the art of carpet weaving, of traditional pottery, of poetry, and the traditional sport, Buzkashi

The media should play a prime role in the reconstruction of Afghanistan. When they came to power in 1996, the Taliban banned television and closed all but one radio station. Only a few propaganda newspapers and a radio broadcasted message of intolerance. Today, the media is being revived with national and international assistance. At the moment, Afghanistan has dozens of newspapers and magazines, a state-owned Radio-Television-Afghanistan (RTA), independent TV stations (Tolo, Ariana, AINA, Tamadon, Norin, Afghan, Shamshad, Lemar and so on), and independent local radio stations. Many TV channels (up to more than 400) are broadcast into the country from a number of international satellites and available to the few houses (no estimations are available) equipped with a proper dish and with a reliable source of power. Some international radio channels broadcast programs in Afghan national languages (Pashto and Dari) in the Afghanistan territory via short-waves and medium-waves (AM) and partly via FM transmitters. With a large percentage of the population illiterate, broadcasting media can serve as a popular conduit of values, such as the right to education, protection from illness, information needed to help people participation in decision makings in the community and in the country, etc. The public needs proper information about the peace process

and this requires a professional media that is editorially independent of influences from various interested factions and yet dedicated to the public interest rather than commercial purpose

The final declaration of the *International Seminar on Promoting Independent and Pluralistic Media in Afghanistan* organized by UNESCO on September 2002 in Kabul, recognized «freedom of expression as a fundamental human right and an essential part of the free, modern nation Afghanistan aspires to build on the principles of Islam, democracy and human rights», and stressed that «creating and maintaining free media is the concern of all people in society, from all ethnic groups, all tribes, .«all professions, men and women

The Declaration also recommended transforming Radio-Television Afghanistan into a public service broadcasting system, in recognition of the significant role the media will play in the debate over national reconstruction and called the international community continuing to provide financial as well as technical assistance to promote the development of independent pluralistic media

The Ministry of Information and Culture issued on behalf of the Afghan Government a *Policy Direction on Reconstruction and Development of Media in Afghanistan*, stating: “The media must become an essential instrument in making the government transparent and accountable and in generating national debate on the crucial decisions which we will have to make in the rebuilding of the country...” Last but not least the Constitution approved in early January 2004 fully endorsed the principle of freedom of speech

Pluralistic media development and culture are “crosscutting tools necessary for the achievement of most Millennium Development Goals, from education to poverty eradication, from health to environment sustainability and gender equality. Culture and the media are the tools for empowering an informed civil society





# INTRODUCTION

## CULTURE, MEDIA AND YOUTH SECTOR STRATEGY

The sector covers the functions of the Ministry of Information and Culture. There are 4 sub-sectors, Media, Culture, Youth Affairs and Tourism.

### Vision & Mission

In the cultural area, the vision is to have a comprehensive and accessible record, supported by relevant artifacts that documents its history and culture and to be able to preserve and protect the cultural heritage so that it can be handed on to new generations to foster pride in the nation's achievements and cultural creativity.

In media, the vision is for media that are independent, pluralistic and accessible to Afghan men and women throughout the country thereby promoting an open and democratic society.

In youth the vision is for young people to be confident that they have a stable and prosperous future in Afghanistan.

### Culture

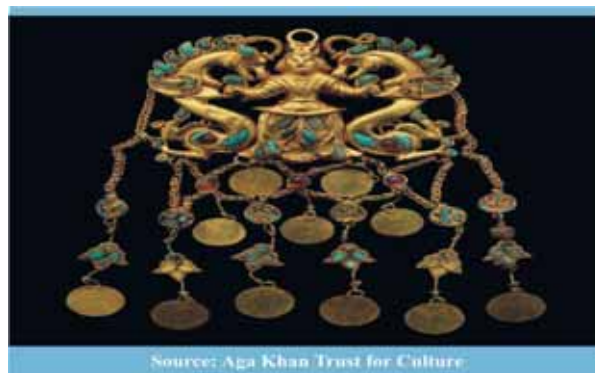
#### A. Afghanistan Compact Benchmark:

A comprehensive inventory of Afghan cultural treasures will be compiled by end-2007. Measures will be taken to revive the Afghan cultural heritage, to stop the illegal removal of cultural material and to restore damaged monuments and artifacts by end-2010.

To achieve the Afghanistan Compact in the field of Culture, the Ministry of Information and Cul-

ture (MoIC) has been focusing on the activities of its Departments (Historical Monuments, Institute of Archaeology, National Archives and Department of Museums) on continued registration of monuments, sites and movable cultural heritage, complemented by current training initiatives, documentation and research activities of donors and implementing agencies around the country.

**Figure 2.** Ancient Gold



In addition, the MoIC will enhance protection of monuments and historic cities/landscapes endangered by demolition and modern construction through their registration and conservation with the assistance of the donor community.

MoIC also focuses special attention on Afghanistan's most important monuments, buildings and historical areas of cities, towns and villages for restoration and conservation activities in provinces throughout the country. Public awareness of these issues should be treated as a key partner in respect to this goal and the media, especially public service broadcasting institutions, will con-

tribute to create a public sense of responsibility towards the protection of cultural assets.

## B. Information and Media

Communication and Information programme presents two provisional biennial sectoral priorities - fostering free, independent and pluralistic communication and universal access to information; and promoting innovative applications of ICTs for sustainable development - within an overarching objective, 'Building inclusive knowledge societies through information and communication.'

The concept of knowledge societies is that of societies based on the four key principles of freedom of expression, universal access to information and knowledge, respect for cultural and linguistic diversity, and quality education for all, since religions, beliefs, traditions and customs are the source of moral strength and inspiration for the Afghan people.

## C. Tourism

In countries like Afghanistan, with a low industrial base, but with extraordinary natural beauties and cultural riches, tourism is a major vector for economic development. Tourism must be developed at a steady pace while paying due attention to the security and culture. Defining and implementing a reasonable, realistic and voluntarist policy for tourism is one of the main priorities of the MoIC.

Tourism is closely related to the environment. The MoIC will participate, along with other government agencies, NGO's and civil society, in developing effective strategies for protecting and preserving the environmental assets of the country.

Anti-personnel mines and unexploded ordnance constitute a major challenge for the development of the tourism sector. Strategic public awareness and cooperation with local populations will help diminish real risks and psychological factors.

Tourism is also a powerful lever for the develop-

ment of the rural economy, which in turn will help attracting more visitors.

Afghan traditional handicraft and rural industry needs to be protected and known internationally. Since Afghanistan aims to join WTO, all available means, especially those related to Intellectual Property, shall be used to help Afghan traditional knowledge, knowhow and handicrafts to be preserved from international plagiarism.

Support to the professional development of the tourism sector should come through cooperation of the MoIC, Ministry of Higher Education and the Ministry of Labour and Social Affairs. Through collaboration between these national authorities, the sector will seek technical assistance to develop a standard Tourism and Hospitality Industry curriculum for Afghanistan's universities and for vocational training programmes. Academic courses will be provided at BA, MA and Doctoral level, and the universities and technical and vocational institutes will also provide short-term, on-the-job and refresher training for tourism professionals.

Support to professional tourism industry associations: self-regulation is at the heart of a thriving tourism industry; Afghan hospitality industry professionals need to understand and advocate for responsible tourism development, and the MoIC sees its role as providing a supportive environment for independent industry associations. Development of tourism infrastructure is an important priority, but must not come at the expense of the heritage assets at the heart of the industry; historic cities, buildings, monuments, archaeological sites etc.

The MoIC will work with legal and technical experts to develop standards and hotel grading systems for the hospitality industry.

The MoIC will develop a fair and transparent policy covering the issuance of tourism licences for hoteliers, tourguides and all stakeholders in the commercial sector and which includes consideration of intellectual property.

#### D. Youth

Youth is the major component of Afghanistan's demography. Traditionally, Afghan society is based on "Adult prominence" but young talents have always been in a position to gain their due place in the social life. Therefore, Afghan Youth Empowerment is a very realistic and practical goal that will be achieved through the National Youth Program. This program will be implemented with the assistance of the international organizations.

Ofcourse, youth issue is a crosscutting issue for all governmental agencies and non governmental organizations. Cooperation will be sought with all concerned partners nationally and internationally.

Developing professional skills is one of the most effective means to reduce unemployment of the young generation. The ministry of culture will seize any occasion to encourage youth to go through training courses available and to encourage government agencies and non governmental organizations to provide such trainings.

Afghan youth shall be closely associated in the local, provincial and national governance. For this aim to be met, youth associations and youth voluntarism will be encouraged through specific actions within the National Youth Program.

**Figure 3.** Afghan Youth Parliamentarian



#### E. The Role of Culture, Media and Youth in Economic Growth

The Afghan National Development Strategy has identified the following benchmark for the Educational sub-group: 'Media': "Media are independent, pluralistic, accessible throughout the country and produce high-quality information relevant to the lives of Afghans." While concurring with this general statement, the Ministry would like to propose that Media be considered a cross-cutting issue for consideration and benchmarks in all key areas of development. The reason for this has been clearly identified by the various groups and institutions working on the media, from the high level Policy Advisory Group to national journalists' and media professionals' organisations. Technological convergence as well as the targeted use of mass media and information technology by insurgent groups within Afghanistan and organisations and economic interests working to destabilise the country from abroad mean that the Ministry and media professionals have an important role in providing technical support to policymakers in the key areas of security, governance, natural resource management, education, health, rural development, agricultural extension, social protection and private sector development.

Considering the media as a cross-cutting issue within the ANDS will put it on a par with major programme areas above and the existing CCIs gender, counter narcotics, regional cooperation, institutional reform, capacity development and environmental protection. It will increase opportunities for donor funding for the sector in the light of the ongoing UN reform process; this will constrain opportunities for field-based funding for UN programmes as only those sectors considered within national development strategies and PRSPs will be eligible for core and centrally-generated EXB funding.

Efforts to address the complex linkages between culture and development have long pursued a two-track approach; on the one hand promoting the inclusion of minorities and disadvantaged

groups in social, political and cultural life, and on the other hand harnessing the potential of the creative sector for job creation, economic growth and poverty reduction efforts more broadly. This two-track approach remains both appropriate and necessary.

At the same time, culture can clearly facilitate economic growth through job creation, tourism and the cultural industries (i.e. culture as an economic sector for production, consumption, and access). Cultural and Creative industries are understood in this context as those which comprise the formation, production, commercialization, and distribution of cultural goods and services resulting from human inspiration and imagination. They include, among others, printing and publishing, visual and performing arts, cultural tourism and related heritage industries, cinema, music, radio, television and online industries, arts, and design and crafts. Creative industries are one of the fastest growing sectors in the global economy.

The promotion of viable creative industries in developing countries offers real possibilities to expand the economic and trade potential of local creativity, talent and expertise. The recently approved UNESCO 2005 *Convention on the Protection and Promotion of the Diversity of Cultural Expressions* recognized the importance of the sector in article 14 on Cooperation for Development, whereby Parties commit to support cooperation in order to foster the emergence of a dynamic cultural sector. In addition, creative industries can provide new approaches to improve dialogue between peoples, shared identities and social cohesion.

Furthermore, culture provides the social basis that allows for stimulating creativity, innovation, human progress and well-being. In this sense, culture can be seen as a driving force for human development, in respect of economic growth and also as a means of leading a more fulfilling intellectual, emotional, moral and spiritual life.

Actions linking culture and development should target disadvantaged groups that have fewer op-

portunities to participate in the cultural life of the societies they belong to due to economic, social or ethnic factors. The fight against poverty from a cultural standpoint has to go hand-in-hand with other cooperation for development actions.

Together, these accumulated policies, strategies and international undertakings provide a powerful framework linking culture and development to key policy issues of our time, making cultural policy a key component of development strategies, including the respect for cultural diversity, the promotion of social inclusion of minority and disadvantaged groups, and the promotion of cultural and creative industries. Culture and development has a critical role in assisting efforts to generate inclusive growth as well as for human rights, democracy, and peace-building, all of which are essential for achieving the Millennium Development Goals by 2015.

The tourism development will enhance the quality of life for the people of Afghanistan through promotion of livelihoods from sustainable use of natural and cultural resources including its tangible and intangible cultural heritage value. This will be achieved by establishing an inclusive provincial mechanism for the implementation of a broad based cultural policy, planning and strategy for sustainable tourism and development in Afghanistan. It will harness the potential for cultural industries and cultural tourism for job creation, economic growth and poverty reduction in the country. The key activities include creation of a Tourism Development Policy linking cultural and environmental conservation with existing and future plans, training and job creation in cultural and creative industries targeting disadvantaged groups, training and job creation for local people, mine-risk education and de-mining agricultural, commercial, populated areas and potential tourist sites for ongoing development of the World Heritage area. All activities are linked within a holistic development paradigm designed to address the Millennium Development Goals.



## Context

### A. Provide an overall assessment of the state of the sector

During the decades long war Afghan people suffered exile, lawlessness, poverty and foreign cultural invasion. Traditional social structures were weakened and even destroyed because of massive displacement of rural communities to urban centres and abroad. During these years, millenium social relationship of the Afghan society based on public legitimacy changed into a sysytem where legitimacy was replaced by the “Party superiority” and armament supremacy. Millions of Afghans who were forced into exile to neighbouring countries ended up living in refugee camps, where they were unable to establish stable lives or livelihoods. These refugees, who changed their small villages to gigantic concentratated settlements with no urban livlihood. In these camps, Afghan refugees could no more enjoy their traditional life-style and were not allowed (or able) to adopt a new urban life-style. Others found asylum in more developed and wealthier countries where, although they were economically better off, they were subject to extreme cultural dissonance. Therefore, even if Afghan culture remained very lively and strong in its fundamentals, almost all began to expand rapidly in the 1970s under conditions of light censorship; it catered to literate urban elites, and the monopoly government broadcast media aimed at consolidating a national identity and providing top-down educational and extension programmes. The Fomer Soviet invasion led to an increase in censorship in the state media, and partisan information systems operated by the Resistance. The Taliban regime in the 1990s banned all mass media except for Radio Sharia and some newspapers which were the instruments for exclusive propaganda of the Taliban. Meanwhile, Afghans in exile created dozens of publications abroad with very limited edition and audience.

After the fall of the Taliban regime, it was inevitable that support to independent and pluralist me-

dia, especially that which catered to women and young people, was high on the agenda of international development organisations.

The re-emergence of Afghanistan on the international stage has coincided with rapid growth and development of information technology. Media convergence and development as well as geopolitics have meant that regional centres of innovation have emerged and returnees have been crucial in mediating between the wider technological context and actors in Afghanistan. Surveys of the media environment in Afghanistan reveal that Afghan users have become sophisticated users of the media and there is a high level of trust in the media. Radio is currently the most accessible vehicle for information dissemination, although television is rapidly becoming more common among urban populations and different target audiences prefer different media and formats.

In the culture sector, preserving the country’s tangible and intangible heritage is an important task since cultural diversity of the Afghan people is the foundation of national cohesion and therefore shall be promoted and developed. Afghanistan will soon be part of the international Convention on UNESCO Declaration of Cultural Diversity and Convention for the Safeguarding of the Intangible Cultural Heritage. Afghanistan’s international obligations will be a core issue for the MoIC.

Tourism in Afghanistan has the potential to become a significant source of foreign exchange, especially Islamic and cultural tourism. According to estimates, tourism can generate 4 to 7 billion US dollars annual revenue. The country has sites of astonishing natural beauty and historical significance and vibrant traditional cultures. However tourism must be carefully managed. At the end of the 1970s decade Afghanistan had a thriving tourism industry. Nearly 200,000 people visited Afghanistan in 1977. But this picture needs to be nuanced. The speedy development of tourism brought Afghanistan out of its century long isolation in the international community. Many of those who visited Afghanistan, as simple tourists

during these years, became active supporters of Afghanistan and of Afghan people when the very existence of the country was at stakes. But tourism in the 1970s had also a dark face. Numbers of young “hippies” came to Afghanistan because of cheap high quality drugs. Would have this situation lasted for a few years, the moral disorder created by these tourists would run out of control.

Whatever the perspectives, this nascent tourism sector collapsed after the coup in 1978 and is unlikely to recover while Afghanistan’s international public image remains as one of a violent and dangerous locations.

Demographically Afghanistan is a very young nation. Nearly half of the population is under the age of 16 and 67 percent are under 25. Lack of educa-

tional facilities and a stable economy have meant that many young people have been deprived of education and employment opportunities.

In this context defining a long term and comprehensive strategic framework for Afghanistan’s cultural and media development will require a precise assessment of existing challenges and opportunities, an academic approach and high forecasting skills. Defining this long term strategy should be one of the major projects of the MoIC. Work on this will start in 1386 with technical assistance from international agencies, mainly UNESCO. In the meantime, the Ministry has identified short-and medium-term goals that are attainable within a period of five years.





# CHAPTER 1

## STRATEGY FOR THE MEDIA, CULTURE AND YOUTH SECTOR

### OBJECTIVES AND VISION

The first principle in the Afghanistan compact is a requirement to “respect the pluralistic culture, values and history of Afghanistan, based on Islam.” This should be the major objective in the culture sub-sector. In terms of the strategy this principle means that the diverse cultures of Afghanistan should be able to exist together in a spirit of tolerance

Museums, libraries, the performing arts, national sports, writing, poetry, music and film are all part of the complex mosaic of Afghanistan cultures that need to be preserved and developed in order to create a pluralistic culture with a full appreciation of the values and history of Afghanistan.

In the area of media, it follows from this basic first principle of the Afghanistan compact that media policy should allow freedom of expression. Afghanistan is a signatory of the Universal Declaration of Human Rights, whose Article 19 states that, “Everyone has the right to freedom of opinion and expression: this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.” The Afghan National Development Strategy requires that “Media are independent, pluralistic, accessible throughout the country and produce high-quality information relevant to the lives of Afghans.”

Media pluralism is one of the most important achievements of Afghanistan’s nascent democracy in the post-Taliban era. Developing Codes of Conduct to ensure that media professionals behave in accordance with high standards of discipline and responsibility in the legal framework provided by the Media Law will ensure a sustainable, socially responsible media system.

In the area of youth, the Afghanistan compact requires an increase in employment of youth by 2010.

In the area of tourism, the objective of further development is inextricably related to the improvement of the security situation to which the Government gives a high priority. Afghanistan. Tourism represents an important potential strategy for economic development of Afghanistan. This potential can only be achieved if there is an improvement in the security situation.

### CULTURE STRATEGY

The strategy should promote Afghanistan’s cultural diversity. Cultural diversity is both a prerequisite and a manifestation of a pluralistic society. The diversity of cultural expressions and practices to be found in Afghanistan is a living legacy of the country’s rich multicultural past.

The overall vision is that the cultural heritage of Afghanistan is preserved, protected and handed on to young generations of Afghans as a record of the rich human experience and aspirations in their country, so as to foster cultural creativity in all its diversity;

### Key issues:

1. First priority is to compile a comprehensive inventory of Afghanistan's cultural items. This will require development of a computerized data base that contains both text and graphic material. The data base should be adapted to allow for the presentation of a virtual Afghanistan Museum on the internet. Sponsorship of the internet site by private companies should be obtained.

2. Illicit traffic of cultural property makes Afghanistan's cultural heritage one of the most endangered in the world and fuels insecurity and economic exploitation of local populations. Much of Afghanistan's collection has been stolen. Some is being offered for trade between private collectors. Other material has been confiscated by foreign government authorities (e.g. UK Customs) and is available to be reclaimed by Afghanistan Museum authorities. There are also key items that are in the possession of well known figures, mainly resident in Pakistan. Requests for the return of these items by Museum authorities may be successful. After ratification of related international instruments in 2006, Afghanistan has been attempting to make legal claims for the return of stolen cultural property. Further work, not necessarily involving legal claims but rather negotiation, will increase the probability that these items can be returned.

3. Legal and policy frameworks related to culture are weak and incomprehensive. There is a need to guarantee respect of cultural rights for all Afghan citizens.

4. The country's cultural heritage (monuments, sites, but also audio-visual heritage, intan-

gible heritage) is in an overall situation of severe degradation or destruction. There is a need to restore and secure items.

5. There is a need to rethink and make effective the delivery of public cultural services throughout the country, by redefining the role of public cultural institutions and creating an enabling environment for the development of private cultural initiatives.

6. Artists and intellectuals have suffered repression – and to a certain extent continue to suffer from repression. This has meant that in some art forms (eg music and dance) the country is now facing a gap in the transmission of knowledge that is necessary to maintain Afghanistan's intangible cultural heritage alive.

7. Folklore, traditional knowledge's and the cultural assets of small communities which face the risk of disappearance need systematic academic assessment and documentation in order to preserve them

8. Discriminatory practices against women have impaired a more active participation from them thereby limiting the opportunity to enrich Afghanistan's cultural heritage. Women's role in arts and culture should be encouraged...

To achieve the overall vision, the main lines of action are:

1. Catalogue the existing collection. Compile a computer data base with text and graphics

2. Undertake a concerted diplomatic and legal effort to obtain cultural items that have been taken from the country.

3. Build the capacity of the staff of Kabul Museum to care, maintain the museum and restore its capacity to provide a public service.

4. Development of a strategic plan for the provincial museums

5. Investigate the possibility of displaying pieces abroad. (Note this has already been done in a very limited way)
6. Development of a strategy for thematic museums such as ethnology, anthropology, science and technology, handicrafts and community museums.
7. Capacity building and professional development at the Institute of Archeology
8. Undertake scientific interventions to safeguard maintain and restore Afghanistan's cultural heritage, in particular major historical and cultural monuments and sites along with preserving, archiving and developing local languages and tradition to support the establishment of gender sensitive cultural policies which protect Afghanistan's tangible and intangible cultural heritage, promote cultural industries, and value artists and intellectuals.
9. Document major items of cultural significance. This includes the controlled archeological exploration and documentation of the archeological sites that exist in Afghanistan. This could be done as joint projects with international universities and archeological agencies. The target is to achieve within the next 3 years is a 20 percent survey of all archeological sites, and a 60 percent survey of all historical monuments with a 20 percent restoration, however this could be accelerated by engaging in properly controlled joint ventures.
10. Construction of a building at the central archive Kabul
11. Search, identify and document Afghanistan's folklore heritage folklore heritage;
12. Document the languages spoken in Afghanistan
13. Document and record Afghanistan music
14. Encourage the growth of cinematographic productions and encourage the role of women in this area

15. Development of professionalism among men and women in the State run Afghan Film organization.
16. Enhance the capacity of Afghan Film to produce 12 films annually and private outlets to produce 100 films;
17. Reconstruction and rehabilitation of Kabul Theater
18. Activation of theater teams in provinces.
19. Development and expansion of circus arts starting with expansion of Afghan Mobile Mini Circus (AMMC)
20. Together with the support of the MoHE introduce figurative arts including painting, sculpture and calligraphy in the provinces and provide education courses for figurative arts.
21. Together with MoHE introduce museum studies at Kabul and other universities.
22. Rehabilitate and transform the country's public cultural institutions into modern, country-wide public services.

## MEDIA STRATEGY

The overall vision is to develop media - including national public information services - that are independent, pluralistic and accessible to Afghan women and men throughout the country. Issues associated with media expansion will need to be handled jointly with the Information and Communication Sector plans contained in their strategy.

### Key issues:

1. Most media infrastructure and equipment for both printing press and broadcasting media are out of-date have been damaged or deliberately destroyed.
2. During the Taliban era, independent media was banned and state-owned media were fully controlled by political power.

3. At this time the media profession experienced extremely difficult and instable working conditions. Female media professionals were denied access to their work. The profession suffers from a lack of adequate professional skills.

**To achieve the overall vision, the main lines of actions are:**

1. Transform state-owned media into editorially independent public services able to reach the majority of the population with international standard journalistic contents and a strong commitment to the strategic goals of the country in the fields of public health, education, security, cultural diversity, gender, national unity, specific Afghan values and homogeneous national development.

2. Facilitate the establishment of gender sensitive policy and legal frameworks supporting independent and pluralistic media.

3. Build capacities of the media of both professionals and media outlets

4. Monitor the operation of the new media law and review its operation in 2009. As part of this activity, prepare and implement a set of guidelines related to ethics of journalism among free media organs;

5. Launch global broadcasting of Radio Afghanistan through satellite, internet and other modern means. Private sector sponsorship of Radio Afghanistan, provided it does not affect the editorial independence of the agency should be encouraged

6. Expand radio coverage in the provinces

7. Provincial TV stations to expand local programs to a minimum of daily 10 hours

8. A complex to accommodate minis-

try's building, studios for TV and a grand convention center for international conferences will be completed by end 2009.

9. The number of state newspapers will be reviewed and if appropriate will be reduced to a fewer papers with enhanced coverage and better quality.

10. Preparation and implementation of an affirmative action plan for women and media;

11. Rationalization of the structure of Bakhtar News Agency (BNA) and expanding its services in provinces;

12. Develop principles and guidelines for the provision of information/news to free media outlets;

## **YOUTH STRATEGY**

Youth is the major component of Afghanistan's demography. Traditionally, Afghan society is based on "Adult prominence" but young talents have always been in a position to gain their due place in the social life. Therefore, Afghan Youth Empowerment is a very realistic and practical goal that will be achieved through the National Youth Program. This program will be implemented with the assistance of the international organizations.

Ofcourse, youth issue is a crosscutting issue for all governmental agencies and non governmental organizations. Cooperation will be sought with all concerned partners nationally and internationally.

- Developing professional skills is one of the most effective means to reduce unemployment of the young generation. The ministry of culture will seize any occasion to encourage youth to go through training courses available and to encourage government agencies and non governmental organizations to provide such trainings.

- Afghan youth shall be closely associated in the local, provincial and national governance. For this aim to be met, youth associations and youth voluntarism will be encouraged through specific actions within the National Youth Program.

Extensive reforms have been introduced within the education strategy that is designed to assist youth. These include expansion of the education system; rehabilitation programs for young people whose education may have been limited because of the security situation; and reforms to vocational education to provide youth with marketable skills and better employment opportunities. In addition a Joint National Youth Program is being implemented.

This program which has been produced with inputs from eight Ministries of the Government of Afghanistan and seven United Nations agencies is designed to increase the participation of youth in governance, recovery, development and peace-building of Afghanistan. It provides young women and men with enhanced capacities, education, and recreation and employment opportunities. The National Youth Program contains four main components:

- Strengthening the capacity of the Government to respond to the needs of the youth of the country.
- Promoting non-formal education, increasing awareness and developing skills (literacy, leadership, strategic planning, conflict resolution, peace-building, etc.) in young people so to provide better quality of life and livelihood opportunities.
- Engaging youth in governance, development and social-political processes at local, district, municipal, provincial and national level, ensuring the participation of young women and men in democracy and advocacy.

- Promoting voluntary efforts for peace and development and establishing a youth volunteer corps for Afghanistan.

### **Encouragement of NGO and private sector participation in both culture and media**

NGOs and the private sector have an important role in arts and culture. There are specialized NGOs that can make important contributions in arts, culture and media. As pointed out previously, the Aga Khan Trust for Culture (AKTC), the Society for the Preservation of Afghanistan's Cultural Heritage (SPACH), Society for the Preservation of Afghanistan's Cultural Heritage (SPACH), Delegation Archeologique en Afghanistan (DAFA), Centre Cultural Francais de Kaboul, Turquoise Mountain Foundation (TMF), Foundation for Culture and Civil Society (FCCS), Goethe Institute and others can make an important contribution. The private sector should have a role, as it does in many other countries, of sponsoring initiatives in the cultural and media sector. For example, the virtual online museum that has been proposed could easily find private sector sponsors. Similarly cultural events could be sponsored by the private sector. Some of the strategies to involve the private sector in sponsorship overlap into the sports strategy covered in the Education strategy. For example, there are private sector firms that would sponsor buzkashi tournaments and TV companies that would pay to have exclusive rights to film these events. It would be possible to engage the services of a promotions expert who could liaise with the private sector to develop private sector contracts designed to support activities in art culture and the media. These potential links between the private sector and NGO and culture and media interests should be encouraged and developed. In the media, private sector involvement as service providers should be supported.

## **OVERALL STRATEGIC OBJECTIVES**

Priority short term policies over the next four



years involve the establishment and maintenance of a cultural artifacts database; introduction of new Media Legislation; and launching global broadcasting of Radio Afghanistan through satellite, internet and other modern means. Other measures include: expansion of radio coverage in the provinces; Provincial TV stations to expand local programs to 10 hours per day; a complex to accommodate ministry's building, studios for TV and a grand convention center for international conferences to be completed by end 2009; the number of state newspapers to be reviewed and, if appropriate, to be reduced to a fewer papers with enhanced coverage and improved quality; improved security for Kabul museum; and building capacity building of women and men staff in the Ministry. Development of strategic plan for the provincial museums; recovery of the stolen artifacts through international and bilateral relations; and organizing, legalizing and regularizing exhibition of museum abroad.

Priority medium term policies over the next 3 to 5 years include development of a strategy for thematic museums such as ethnology, anthropology, science and technology, handicrafts and community museums; ensuring sustainability of the free media through aid assistance and commercial support; infrastructure development; development of museums in provinces; development of a system for the exchange of artifacts between in-country and abroad museums; introduction of museum studies at Kabul and other universities; 60 percent of all archeological sites to be surveyed; 40 percent of all historical monuments to be surveyed; 50 percent of all historical monuments to be rehabilitated; development of an archive for the minority languages of the country; research and development of languages; equipping of Afghan music with modern technology; implementation and monitoring of the affirmative action plan for women and media; Enhancement of Afghan Film and private outlets capacity to produce 250-300 films annually; introduction and development of mobile cinema; construction of new theaters in Kabul and provinces; and upgrading figurative arts to a national art level.

In the longer term (5-20 years), activities include development of museums of other cultures; infrastructure development for museum; 100 percent survey of all archeological sites; 100 percent survey of all historical monuments; 100 percent rehabilitation of all historical monuments; enhancement and achievement of plans and programs specified in the affirmative action for women and media; development of cinemas in provinces; construction of theaters in districts and villages; development, expansion and publicizing of circus; and higher studies courses in universities such as Masters and PhD in figurative arts to be offered.

### **A. Protect and Preserve Afghanistan's cultural Heritage**

War, exile, migrations, poverty, lack of educational infrastructure, weakening of traditional values and exposure to tremendous cultural importations has changed Afghanistan into a consumer country even in the field of cultural products. It will not be an exaggeration if we spoke about cultural invasion in the context of today's Afghanistan.

To survive as a country with millennium long cultural development, Afghanistan needs to reaffirm her cultural identity.

During the former Soviet occupation and, later, during the rule of the parties, national unity was put at stakes by foreign or partisan interests. Nation building is the utmost necessity of today's Afghanistan. To reach this goal, Afghan people need to reassert their national identity.

On the other hand, Afghanistan's most valuable archeological heritage was either destroyed or stolen. Unfortunately the international community who committed itself to Afghanistan's reconstruction rather underestimated the cultural reconstruction of the country although during the past five years, main effort in this regard was dedicated to the restoration of archeological assets and to the recovery of stolen artifact. In this regards, the

Afghanistan Compact Benchmark in the field of Culture was set as following:

A comprehensive inventory of Afghan cultural treasures will be compiled by end-2007. Measures will be taken to revive the Afghan cultural heritage, to stop the illegal removal of cultural material and to restore damaged monuments and artifacts by end-2010.

The ministry thinks that Afghanistan's cultural reconstruction both tangible and intangible is a really challenging issue which needs a holistic policy and strategy. Afghanistan's national identity is made of shared values by all its people but it is also made of the specificities of the various ethnic groups living in the country. Asserting Afghan national identity means that both shared values and the specific features of every single ethnic group are equally recognized and valued. For the Afghans to recognize themselves in the State, the State itself must be representative of all the components of the society. Experience has proved that sharing power on ethnic basis only is a failure when the major objective is « nation building ». While the ministry acknowledges the need of balance in this regard, it will reach this goal through administrative reform and decentralized approach based on the hypothesis that the skills and talents exist in all layers of the Afghan society.

The ministry will also pay due attention to promote cultural pluralism reflecting all ethnic groups living in this country. Afghanistan's state owned media, especially national radio-television networks, will play the prominent role in this regard.

The ministry will enhance collaboration with its international and domestic partners to preserve the nation's rich cultural heritage both tangible and intangible. A comprehensive inventory of Afghan cultural treasures will be developed.

Development of the book industry through a holistic approach (writers, translators, publishers,

book sellers, public and private libraries, institutional publications, readership,...) has been elaborated under the title of « Book Policy ». This policy is considered as a national priority.

Ancient art, archeological findings, anthropological material, modern art and national handicraft will be given due exposure in national and provincial musea. Kabul national museum will be modernized and many provincial musea will be created.

**Figure 4 on the next page: Afghanistan Handicraft (Rug and Gilim)**



Afghanistan's known archeological material will be preserved, cured and restaured. Besides, new explorations will take place.

In this regard, smuggling of archeological material and unlawful excavation constitute a major problem. Cooperation with international police authorities already exists. This cooperation will be reinforced. Preservation of unexplored, or partially explored, archeological fields is a real concern for the ministry. There is a small police force dedicated to the protection of archeological sites. This force should be strengthened and well equipped in order to become a dissuading tool against smugglers and looters.

Afghan theater, once flourishing in the 1970's has lost its vivacity during past 15 years. Reviving afghan theater, both in terms of playwriting and theater representation, is necessary.



National archives will be developed and have their capacity extended. The MoIC seeks increased support to counter looting and illicit traffic of cultural heritage. The ratification by Afghanistan of the 1970 UNESCO Convention and 1995 UNIDROIT Convention will be followed by a series of concrete measures, in particular:

- Increased presence on and security of archaeological sites;
- Public awareness campaign; and professional training (police, army, custom);
- Consolidation and restoration of damaged monuments/sites, with priority to emergency rehabilitation of Minarets of Jam, Bamyan and Herat;
- Inventory of country-wide needs;
- Creation of supportive environment for protection and promotion of cultural heritage;
- International Coordination Committee for the Safeguarding of Afghanistan' Cultural Heritage to be supported of advocacy and TA for legal protection;
- Material support to the rehabilitation of museums

Expected results would be up-to-date and comprehensive data on the state of the major cultural monuments, sites and museums is available. Major cultural monuments and sites preserved against irreversible deterioration. Museums are rehabilitated, starting by the Kabul Museum. Opportunities for Afghans are enhanced to access and practice their culture. Activities are to include a) tangible heritage: to devise legal policy framework and undertake technical assessment exercise and interventions to preserve and/or rehabilitate major monuments, sites and museums. Salvage excavations to be carried out by scientific teams as a means to prevent looting and irreversible damages. For intangible heritage, including fine arts, creation of an environment supportive and protective of Afghanistan' living culture (creative

activities, folklore, traditional knowledge's...), including rehabilitation of key public spaces for cultural activities and training of cultural professions.

## B. Cultural policies/legal frameworks :

The 1980 Law on Cultural Heritage was revised to meet international standards of legal protection against illicit traffic and entered into force in May 2004. One International Convention on illicit traffic (UNESCO -1970) was ratified in 2006 and the other is in the process of ratification (UNIDROIT 1995).

Under the auspices of the UNESCO Executive Board, an International Coordination Committee (ICC) for the Afghanistan' Cultural Heritage was organized with the task of advising the Director General on measures to better implement and reinforce international cooperation. A first Plenary Session was held in June 2003 at UNESCO.

## C. Recognition of Afghanistan's cultural heritage as part of the World Cultural Heritage:

In 2002, the Minaret of Jam (Ghor Province) was the first cultural and historical monument in Afghanistan to be inscribed on the World Heritage List. Subsequently, the historical site of Bamyan became World Heritage in 2003. As a result, both sites benefit from international attention and assistance to promote and protect cultural heritage.

**Figure 5. Minarat of Jam (Gor Province) inscribed on the World Heritage List in 2002**



#### **D. Scientific interventions to protect Afghanistan's cultural heritage:**

In an initial stage, focus has been on emergency interventions, including the commencement/continuation/completion of emergency projects: The Fifth Minaret in Herat was temporarily stabilized, and the Buddha niches in Bamiyan were consolidated. Most endangered fragments of the Buddha statues and cave mural paintings in Bamiyan were safely collected and documented. Emergency interventions which were initiated, but not yet completed included: 1. Stabilization of the Jam Minaret; 2. Rehabilitation of Timor Shah's tomb; 3. Rehabilitation of Babur Gardens; 4. Rehabilitation of Kabul Museum; 5. Excavations of archaeological sites begun in the Babur Gardens (remains of original Timurid garden) and through an excavations and geo-electromagnetic survey in Bamiyan valley (remains of Buddhist monastery), 6. Rehabilitation of Qala-e Ikhtyaruldin; 7. Restoration of Haji Pyada Mosque; 8. Rehabilitation of Ghazni Museum; 9. Rehabilitation of Gawhar Shad Mausoleum; 10. Archaeological Surveys in Bamiyan, Sari Pul, Balkh, Jawzjan and Faryab, etc.

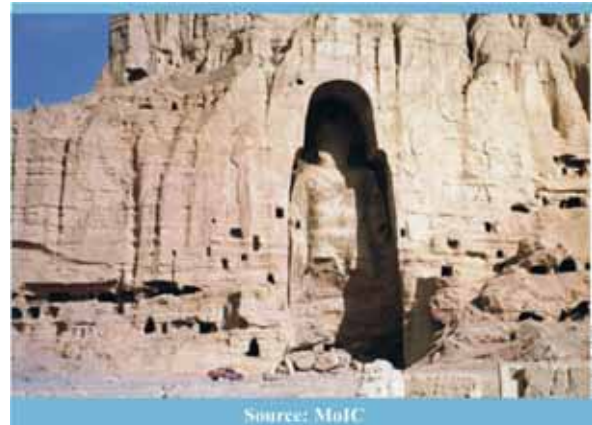
#### **Figure 6. Historical Site of Bamiyan Province Became World Heritage in 2003**

Rehabilitation/transformation of cultural institutions: Initial support has been provided to Afghan Film (revitalization of mobile cinema; digitalization of film archives), to the Main Public Library, to the National Gallery and to the school of fine arts. A needs assessment for comprehensive rehabilitation program of National Archives and Public Library was completed. A Culture and Civil Society Foundation has been established. Public Library Services have been rehabilitated. Management infrastructures have been established to rebuild records and archives.

#### **E. Support to Museums:**

As an initial focus on the reparation of the Kabul Museum, physical rehabilitation of the building

has been fully funded and expected to be completed by the end of 2008. UNESCO finalized the



inventories of approximately 75 per cent of the museum's holdings. It also proceeded with conservation interventions on numerous collections in the museum, including Ai Khanum, Tepe Sardar, Ghazni, Nuristan, Fondukistan, Bamiyan and a substantial amount of the large ceramics collection, covering various archaeological periods, as well as the ethnographic and other smaller collections.

A number of other initiatives have been undertaken in 2005 and 2006 including the construction of an inventory database. UNESCO is also providing modern photographic equipment and training in publications to assist in the promotion of the museum and disseminating information to the public. UNESCO will also implement further structural work and embellishments to the museum building in 2006 and 2007, in order to provide an environment conducive for the museum to fully realize its function within Afghan society.

A number of European Museums (British Museum, Musée Guimet, etc) have been supporting the conservation of museum artifacts in Afghanistan, and a number of societies for the preservation of Afghanistan's Cultural Heritage continue activities for safeguarding the collections of the Museum. In order to protect the cultural specificities of Afghanistan against unconscious harmful activities and against malevolent assaults a comprehensive set of laws and regulations shall be adopted :

- The copyright law will allow artists and creators to progressively make their living on their creative activities without being exposed to plagiarism. It will also enable Afghanistan to comply with WTO requirements.
- Laws and regulations on advertisements will ensure fair competition and avoid misuse of national and collective values for commercial purpose.
- Laws and regulations to prevent human smuggling, prostitution publicity and child pornography will set Afghan legislation in line with international norms and will protect the moral health of the population.

#### **F. Activities in Support of the Strategy:**

Target 1) A comprehensive inventory of Afghan cultural treasures will be compiled by end-2007.

Target 3) Measures will be taken to revive the Afghan cultural heritage, to restore damaged monuments and artifacts by end-2010.

#### **Ongoing activities in support of the strategy include:**

From 1385-1386 the priority in this sector will be the combined implementation of Targets 1 and 3, involving both inventory and conservation of Afghanistan's cultural heritage, including monuments, sites and artifacts. Enhancing the capacity of Departments and personnel within the MoIC will form an important part of these activities.

- Registration, conservation and restoration of sites and monuments: The MoIC will facilitate the efforts of donors (UNESCO, AKTC, Turquoise Mountain, Germany, Japan, USA, Italy, France, Switzerland, etc.) and implementing agencies in ongoing documentation, conservation and restoration activities of

sites and monuments in Kabul, Herat, Ghor, Ghazni, Bamiyan, Balkh 1385-1386.

- The MoIC will continue registration and conservation of monuments, sites and artifacts from its core budget from 1385-1389.
- Registration, conservation and restoration of movable cultural heritage in the National Museum from 1385-1389 and training and equipping departments (UNESCO, USA, Greek Government, Netherlands, Japan, France, India, SPACH).
- Publication of the collections of the National Museum of Afghanistan in 1385-6 (UNESCO, SPACH).

- Infrastructure Rehabilitation – This activity

will rehabilitate or build museums to house Afghan movable heritage in Kabul, Bamiyan and Ghazni between 1385 and 1386. MoIC and UNESCO will co-lead this effort with the support of the Governments of Greece, Italy and Japan.

- Establishing photographic and field conservation laboratories in the Institute of Archaeology (India)
- Inventory, conservation and infrastructure rehabilitation in the National Archives, including training for staff (NYU, India).
- Return of collection safeguarded by the Swiss (Bibliotheca Afghanistanica) and SPACH in 1385.
- Adopting international legal instruments to protect cultural heritage from destruction and illicit traffic – 1385-1386.
- A pilot project to begin inventory of intangible cultural heritage (Music) 1385.

## G. Priority:

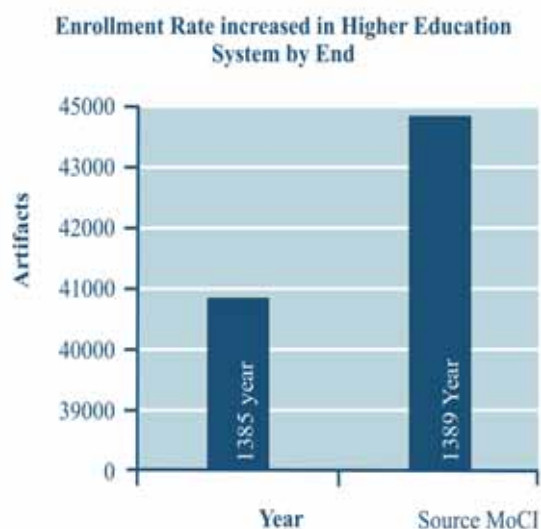
The Ministry, donors and implementing agencies in the cultural development sector will continue their work in the current inventory of monuments, sites and cultural property in different areas of the country while attempting to tackle the problem of illicit traffic of antiquities. Attention will be focused on the four principal departments of the MoIC (Museums, Historical Monuments, National Archives and Institute of Archaeology) responsible for inventory, conservation and restoration of tangible cultural heritage. New projects related to the inventory and promotion of the intangible heritage, mostly music traditions, folklore, traditional knowledge, languages and handicraft will start within adequate administrative and operational structures. Projects will include significant vocational training and capacity-building components while also achieving measurable inventory and conservation results against the Benchmark in order to enhance the ability of all four Departments to safeguard, preserve and manage cultural heritage resources in Afghanistan.

## H. Department of Museums:

**Inventory:** The National Museum has registered 41,000 artifacts of movable cultural property up to 1385 and will continue the registration of approximately 4,000 more objects up to 1389. The continuation of the inventory project has funding from UNESCO, the Governments of Greece, USA and India over the next year. Inventory work will proceed along with conservation and restoration of important collections and objects with funds from the same donors. Full conservation and restoration of the Museum's collections will take many years and require much more funding than is currently available. Illustrated in Figure 7.

**Restitution of Cultural Property:** The authorities will work with foreign governments and international organizations such as UNESCO, Interpol, ICOM, ICCROM, ICMOS, etc. to facilitate the return of cultural property to Afghanistan that has been confiscated by customs officials or sent abroad for safekeeping during the war in those foreign countries.

The first such return is scheduled before the end of 1385 from the Bibliotheca Afghanistanica (Switzerland) which has held and collected many items of Afghan cultural property in trust over the years. Negotiation has also begun with institutions and the governments of Great Britain, France, Norway and Japan for the return of cultural property illicitly trafficked to those countries.



**Infrastructure Rehabilitation:** This activity will rehabilitate or build museums to house Afghan movable heritage in Kabul, Bamiyan and Ghazni between 1385 and 1386. MoIC and UNESCO will co-lead this effort with the support of the Governments of Greece, Italy, and Japan. The governments of USA, UK and India will also support infrastructure rehabilitation in the sector. Functioning museums open to the public will play an important role in safeguarding the national heritage, educating the public on the art and archaeology of Afghanistan and in raising awareness on cultural heritage issues.

**Capacity-Building:** Training of museum staff in Kabul and from the provinces will continue over the next few years under the USA and Greek funded projects in the areas of conservation, collections care and management, restoration and museum management in general.



## J. Department of Historical Monuments:

The Department of Historical Monuments currently has 125 monuments registered for the national inventory and will register 20 more to the end of 1385 and 45 more to the end of 1389. Donors and implementing agencies will also contribute to the national inventory by providing documentation to the Department of their activities in relation to historical sections of Afghanistan's cities and their monuments. The Department may then also proceed to enter these new monuments on the official national register. AKTC is currently working on a project of registration, conservation and restoration of buildings in the City of Herat and on several monuments in Kabul. UNESCO, AACHEN University and ICOMOS are currently working on inventory and conservation of monuments within the World Heritage Site of Bamiyan with funding from the Governments of Germany and Japan. UNESCO is also working on conservation of monuments in Herat (Jam) with the financial assistance from the government of Italy and Switzerland. UNESCO and DAFA are in the early stages of a project to conserve and scientifically document the important monument of Haji Piyada in Balkh. Turquoise Mountain is operating two schools to train craftsmen in traditional building techniques in support of conservation and restoration work in the sector. Activities such as these will all make a contribution to achieving the Benchmark.

Historically, Afghanistan has played a pivotal role in the development of the Islamic art. Survey, inventory and eventually preserving this heritage is among the top priorities of the MoIC.

Afghanistan's most important monuments must be singled out for enhanced protection through being entered on the national register of monuments by the end of 1386. Further funding should be sought for capacity-building and vocational training for professionals within the Department to enhance its capacity to document, conserve and restore Afghanistan's historical monuments.

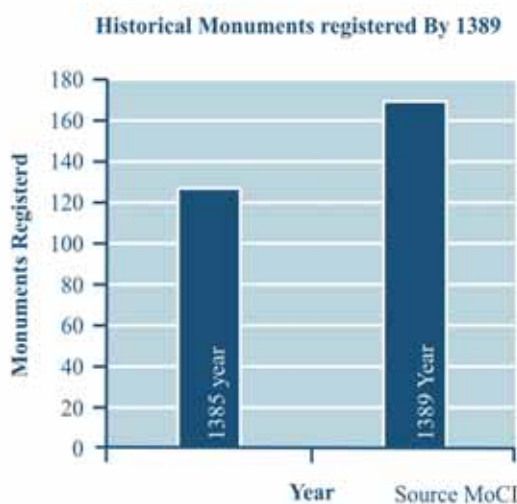
## I. Institute of Archaeology:

The Institute of Archaeology currently has 1271 archaeological sites on the national register. However, registration of sites in itself cannot protect them from looting across all regions of the country. The need for trained and well equipped security force is generally understood by government authorities. During the past few years a special security unit was in charge of committing illegal excavations. Though proved quite effective in some regards, this small force is hardly capable of protecting all threatened zones. In the coming years effective means to protect and preserve archaeological areas shall be sought in cooperation with the security organs.

However, the efforts of the Institute must also be supported by strengthening the legal framework and the enforcement of the law in relation to archaeological sites, through regional cooperation to stop illicit traffic at the borders, and awareness-raising at both the national and the international level. The Institute will aim to develop greater cooperation with other relevant ministries in order to see a decrease in the looting of sites around the country.

The Institute currently has funding from the EC for an archaeological survey in the southern part of Kabul and the government of India is support-

Figure 8. Historical Monuments Registered



ing the set-up of field and photographic laboratories in the Institute.

More funding to survey and excavate sites must be secured in order to identify the most important areas for protection and also to salvage important sites that will simply disappear if left to the looters and smugglers.

*Target 2) Measures will be taken to revive the Afghan cultural heritage, to stop the illegal removal of cultural material*

A multi-layered strategy will be employed to address Target 2 and the complex problem of illicit traffic of antiquities.

1) The MoIC will begin immediate procedures for the return of Afghan movable heritage with those governments that hold Afghan material in trust, resulting from both illicit traffic from Afghanistan and objects sent abroad for safekeeping during the war. This will be achieved through bilateral agreements and with the assistance of UNESCO;

2) The MoIC will take immediate steps to build stronger connections with other Ministries such as MoD, MoFA, MoI, to raise awareness of the problem and to seek cooperation of these Ministries in the prevention and control of looting by enforcing the Afghan “Law on the Protection of Historical and Cultural Properties 2004”. This will be achieved through conducting regular meetings/seminars, sharing information, raising awareness of the officials, entering into agreements for specific service provision, etc.;

3) Training and expansion for a CULTURAL HERITAGE POLICE force with donor support to increase protection of important sites and monuments throughout the country;

4) National / International awareness rising: the MoIC will raise awareness at the local level and

seek to engage local communities and Councils in protecting archaeological sites from looting and destruction. The MoIC, with the assistance of donors and international organizations, such as INTERPOL, ICOM, ICCROM and ICOMOS will engage the media in raising general awareness of the importance of preserving cultural heritage and of the scale of the problem in Afghanistan. At the international level the MoIC with donors assistance will continue to raise awareness of the scale of the leakage of Afghan antiquities into foreign countries and seek their cooperation to control imports of movable cultural heritage from Afghanistan; and

5) The MoIC will seek to strengthen the legal framework and Afghanistan’s international standing on the issue of illicit traffic by Afghanistan’s ratification of relevant international laws protecting cultural heritage (two conventions have been already signed and other international conventions will be signed in the future).

#### **K. Rehabilitation of the National Museum:**

The rehabilitation of the National Museum has focused on three important areas of concern, including infrastructure, inventory and capacity-building and has thereby made a significant contribution to the reconstruction of cultural heritage infrastructure in Afghanistan. Activities have included the reconstruction of the building destroyed in the civil war, registration of 41,000 objects combined with ongoing capacity-building programs and initiatives. The inventory, conservation and restoration projects in the National Museum have been very successful over the past few years because they not only focused on measurable outcomes in terms of the collections protected and registered through the process, but also because the project has focused on capacity-building and training of Museum staff in better collections care and management. The project has involved the cooperation of many international institutions and experts and thereby helped to develop strong

links between Afghanistan and foreign cultural institutions. The projects are ongoing.

Developing the National Museum activity and creating provincial museum will require new infrastructure facilities. Construction of a new building for the National Museum with necessary security and technical means is a priority.

#### **L. National Archives:**

The National Archives houses a collection of important Islamic manuscripts as part of the national cultural heritage. From 1385-1387 the archives will be digitally inventoried, receive conservation treatment and the environmental conditions of the Archives improved to enhance the conservation of important documents. Funding will be provided by NYU with the assistance of the Government of India.

National archives will also extend their activity to keep and preserve archive material about Afghanistan's recent history and its intangible cultural heritage.

#### **M. Policy for preservation of the local languages & expansion of foreign languages**

Besides the major linguistic communities in Afghanistan (as stated in the constitution) there are many other linguistic groups with small numbers. Our commitment to cultural diversity will require that special attention is paid to these languages and cultures since ethnic and cultural communities shall have the right to practice their beliefs, use their languages and develop their cultures within their customs. Archiving linguistic, artistic and anthropologic material for safeguarding the memory of these communities is considered as a priority.

#### **N. Media Goal and Desired Outcomes (Policy Framework and Objectives)**

**To promote an Afghan-run independent media requires:**

- Development of a truly editorially independent public service broadcasting and of a high standard educational radio-TV production centre
- Provision of Legal frameworks for free and independent media
- Development of new self-sustainable electronic and printed independent media
- Provision of equipment production and broadcasting infrastructures
- Skills training. Continuous training for journalists, with special emphasis on women journalists, and regional representatives and including training-trainers program and capacity building at faculties of journalism.
- Promoting the media as an educational tool in addition to entertainment. Key priorities include a country-wide coverage of public Afghan media (radio and television), an increased number of hours of public broadcasting, and improved quality of programming. These objectives need to be met urgently in order for public media to play a significant role in increasing understanding among Afghan citizens on the constitutional and electoral processes. In addition, the finalization of an amended press law will aim at creating a positive environment for the further development of independent media, thus allowing Afghans to have access to diversified sources of information. Expected results are for state-owned print and audio-visual media to be transformed and upgraded into truly editorially independent public information services. Afghan media professional have gained new technical knowledge and program production skills. Expanded public radio pro-



grams are accessible to Afghans throughout the country. Women participation in Afghan media and cultural development is strengthened. Main activities would include devising and operationalizing change strategies to help state owned media institutions in Kabul and the provinces in providing high standard, adequately equipped and trained public information services. For the protection of independent media, develop policy frameworks which support the continuous development and protection of free flow of information and independent media in Afghanistan.

## FREEDOM OF EXPRESSION

### A. Media infrastructure rehabilitation:

In an effort towards the reconstruction and development of infrastructure for independent media, including technical support and training, the Radio Television Afghanistan television headquarters has been entirely re-equipped with a substantial in-kind contribution from the Japanese government. Different governmental and inter-governmental donors (India, Japan, Germany, Italy, France, UNAMA, UNESCO) have also teamed up to extend RTA broadcasting coverage and/or showed interest in providing training for what is considered as one of the main weaknesses of RTA, namely upgrading staff professional skills. As part of the updating of the Education Radio Television Service, a two year project implemented by UNESCO was funded by the Government of Italy, which includes the rehabilitation and re-equipping of former headquarters of the ERTV and an extensive training strategy to upgrade production and managerial skills of the staff. Bakhtar News Agency (the national Afghan News Agency) has been revived and a Media Resource Centre has been opened in Afghanistan. The BBC's World Service Trust is active in raising a generation of media professionals committed to the principles of independent broadcasting journalism providing training -together with the Associated Press-, to 500 Afghan journalists. The Trust oversees the

Afghan Education Projects (AEP) which comprises several key projects, including: "New Home, New Life", Radio Educational Features, Afghan Publishing House, Radio Education for Afghan Children etc. UNESCO has also providing support to the training of the media workers, sending the teaching staff of the Faculty of Journalism at the University of Kabul abroad for training and working on refurbishing the faculty building.

Afghanistan is a signatory of the Universal Declaration of Human Rights, whose Article 19 states that, "Everyone has the right to freedom of opinion and expression: this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers." Media pluralism is one of the most important achievements of Afghanistan's nascent democracy in the post-Taliban era. Developing Codes of Conduct to ensure that media professionals behave in accordance with high standards of discipline and responsibility in the legal framework provided by the Media Law will ensure a sustainable, socially responsible media system.

### The Ministry sees its role in the sector as having several dimensions:

- Support to the professional development of the media sector. In collaboration with the national authorities, the Ministry of Information and Culture will seek technical assistance to develop a standard Media and Communication Curriculum for Afghanistan's universities. Academic courses will be provided at BA, MA and Doctoral level, and the universities and technical and vocational institutes will also provide short-term, on-the-job and refresher training for media professionals.
- Support to professional media associations. Self-regulation is at the heart of media independence; Afghan media professionals need to understand and advocate for responsible media development, and the Ministry sees its role as providing a supportive environment for independ-

ent media associations.

- **Access to information.** The Ministry will work with legal and technical experts to develop an Access to Information law to promote transparency, accountability and responsible journalism. The Ministry will provide, through its own institutions, databases and thinktanks, free, reliable services to the independent media to enable them to develop skills in analysis and reporting.
- The Ministry will develop a fair and transparent policy covering the issuance of broadcast licences, which includes consideration of commercial advertising and intellectual property.
- The Ministry will support the nascent national print industry, developing policy frameworks to ensure that printed material in national languages is accessible to all communities.
- The Ministry will support Afghan media professionals accessing information and media from abroad through the negotiating of scholarships and training programmes with donor institutions.
- The Ministry will support the development of a national broadcaster to ensure that it attains a national as well as international footprint through terrestrial and satellite technology.
- Freedom of expression depends on mutual understanding of social responsibility. The Ministry will engage in open dialogue with all professional media organizations.

The UNESCO 2006 'Colombo Declaration on Media, Development and Poverty Eradication' provides us with a clear consensus on two fundamental issues relating to development:

Press freedom is central concern to empowering people living in poverty; Current development policy, which aims at achieving the MDGs, needs a free and plural media engaged in issues of development. This Declaration is grounded in dec-

ades of debate on the role of a free and pluralist media as a catalyst for equitable and sustainable development.

In an era of exponential growth in ICTs, access to information and to means of expression is becoming more widely available, and the media is becoming recognized as a powerful tool to shape policy agendas. Freedom of expression is now acknowledged as a 'fundamental right which underpins all other human rights' (Panos, 2003), a 'cornerstone right – one that enables other rights to be protected and exercised' (Article 19, 2006) and 'the oxygen on which other liberties depend' (UNESCO, 2006).

With this in mind, it is needed to promote and monitor human rights, especially the cornerstone right of Freedom of Expression, provide technical input to the Afghan Independent Human Rights Commission work plan relating to its area of competence and help build the capacity of civil society, media professionals, parliamentarians and policy makers to understand, support and promote FEX and associated human rights.

## **B. Entertainment (music, theatre, etc.)**

Afghanistan's film industry has a huge development potential. Several TV stations need a considerable amount of cinematographic production, TV films, documentaries, serials and soap opera. Afghan cinemas are less developed but the need for more cinemas is obvious. National production being next to nothing, available space is occupied by "Bollywood" productions and some Iranian movies. Even western cinema gets limited exposure because of poor dubbing facilities.

Afghanistan has quite some artists who are able to give a new start to the film industry. Educating new actors and film makers will be made easier if the country resumes its activity in this field.

Since Afghan film makers do not have access to

reliable technical means in traditional cinematography, the easiest way to give an impulse to Afghan cinema production is to shift to digital technology. Producing at least one new movie every month using digital technology seems a realistic goal. “Afghan Film” will play a much more active part in making realistic regulations and in helping private film industry to find its right place in Afghanistan’s cinematography. Cinema halls are rather scarce in Afghanistan. The ministry will explore any possible means to help private investors to fill the empty space. State-owned cinemas will be progressively reoriented to the promotion of “Art and essay” productions. In this regard, ECO Cultural Institute in its 3<sup>rd</sup> Board of Trustees meeting in Islamabad (May 22, 2007) endorsed Afghanistan’s proposal for creating an ECO sponsored cinema development fund. Based on this tool and similar set-ups at a national level will help Afghan film makers to be less affected by financial constraints.

Afghanistan has a rich musical tradition. The two decades from 1970 to 1990 coincided with a flourishing music production. Unfortunately during the last decade many musicians left the country and new generation did not have the opportunity to find its due place in Afghanistan’s artistic landscape. Rehabilitation of national traditions along with developing new technics and skills inspired by international artistic trends will allow Afghanistan to renew its musical tradition.

Music schools shall be developed and steps should be taken towards introducing musicology in the curriculum of the Afghan universities. Afghan artists will be encouraged to perform in other countries in order to create a real cultural exchange with other people.

### C. Dissemination of Information

The strategy highlights the importance of building a culture of education and creating the infrastructure to support this. For example, UNESCO

CI’s work in supporting capacity building for distance learning, including helping to shape the Distance Learning component of the Ministry of Education’s Five Year Strategy, illustrates the important role of cross-sectoral work in an era of rapid technological development in the fields of ICTs and the urgent needs to reach communities constrained by gender, socio-economic status, religion, geography or ability from exercising their right to education.

Further support will be needed for the development of policy frameworks in the use of media for education/training, building on the expertise of the sector in media law and the development of locally appropriate content.

### D. State media

This Ministry considers that Afghanistan at this stage in its post-war development requires a state-owned media. Private media have their own interests and challenges.

For this very reason highly sensitive issues such as gender policies, public health, national security, Afghanistan’s cultural survival, safeguarding national values cannot be reasonably handed over to the private sector.

- State-owned media will be granted same guarantees of Freedom of Expression as the private media
- The editorial policy of state-owned media shall be determined under the guidance of the Legislative, Executive and the Judiciary branches of the Afghan State
- Radio and Television Afghanistan will create and broadcast high quality cultural and educational programmes and safeguarding Afghanistan’s intangible heritage will be

among its top priorities. RTA will also broadcast distance learning programmes.

- Bakhtar Information Agency will progressively extend its coverage area not only in Afghanistan but also internationally. To help private media to develop and gain in sustainability, it will be offered preferential treatment as for the information generated by BIA.
- The State-owned newspapers (eg Anis, Eslah, Hewad, Kabul Times) must review their editorial policies and distribution to gain information efficiency and financial autonomy. Developments in broadcast and electronic technology mean that the Ministry

will reconsider the need for State-run print media in the provinces.

## **E. Laws and regulations**

The Ministry will create a consultative body of lawyers and media professionals to make the drafting of laws an efficient process. The Ministry will take any opportunity to fully

discuss draft media laws and regulations with all stakeholders before presenting them to the Legislature. After ratification of laws and regulations the Ministry will seek cooperation from all stakeholders for their implementation in the best interests of all parties.



## CHAPTER 2

# CROSS CUTTING AND OTHER SECTOR RELATED ISSUES

### GENDER ISSUES

The Ministry of Information and Culture, being a key partner of the state owned media, will ensure that promoting women's empowerment, fighting against domestic violence, denouncing outdated backward traditions and preserving female respect and integrity will remain a core issue for all state owned media.

As for the private media sector, the ministry will develop needed legislative and regulatory tools in order to protect female image integrity and to avoid discrimination. At the same time, cooperative actions will be launched between the state owned media and the private media in order to create a national consent on these very fundamental issues.

Within the ministry staff, every possible means will be used to combat discrimination. In order to help female staff to make their claims easily heard by the hierarchy, the ministry will lead in developing and implementing an affirmative action plan for women and media. A package of gender briefings for media will be developed, consisting of guidenotes on gender sensitive reporting, non-sexist language, and interviewing.

### ENVIRONMENT

Most of MOIC's activities are closely related to the environment. Preservation and rehabilitation of historical sites and artifacts makes an important

contribution to the environment. The MoIC will participate, along with other government agencies, NGOs and civil society, in developing effective strategies for protecting and preserving the environmental assets of the country.

### REGIONAL COOPERATION

MoIC can further enhance the effectiveness of its programs through active regional cooperation. Tourism, culture and media can be further developed through an effective and fruitful cooperation with regional partners. Regional cooperation can also support and ensure the efforts of MoIC by strengthening the legal framework and the enforcement of the law in relation to archaeological sites to stop illicit traffic at the borders, and awareness-raising at both the national and the international level.

### ANTI-CORRUPTION

The first step here is institutional strengthening at MoIC. Given the value of many items held on behalf of the museum, it is recommended that an internal audit department be established within MoIC as part of the institutional strengthening.

The Ministry will review its security procedures as part of the institutional strengthening project. The Ministry will also make legal and diplomatic efforts to retrieve missing artefacts.

## COUNTER NARCOTICS

The Ministry of Information and Culture will work closely with the Ministry of Counter Narcotics and seek advice from them about the incorporation of an anti drugs message in all forms of media. This can include communicating information on the damage caused by the drugs industry to the nation as a whole, as well as to communities and individuals. Themes and messages can creatively cover different aspects of the National Drug Control Strategy

The National Youth Program, through all its components (from capacity building to local governance and educative programs) will have a special focus on providing awareness about the effects of drugs and show the benefits of a drug-free society.

MoIC should use the existing Afghan Government information assets (newspapers, TV and radio), and can also produce or commission theatre plays, dramas & films on CN themes, arrange mobile cinema screenings in villages, and organize community and youth events.

The Ministry is responsible for activities to prevent drug abuse among youth and to promote de-

mand reduction among the general Afghan community through mass media, both

radio/TV and press. MoIC can also reach out to young people in other creative ways such as sponsorships of sports or music events with CN messages, or the involvement of local celebrities into the campaign.

## MONITORING AND EVALUATION

Table 1 shows the planned targets and the indicators of success for these targets. It should be noted that the preparation of the cultural inventory is already behind schedule. This is the top priority project. The early introduction of an IT department within MoIC will greatly assist in the completion of this

project and will enable the inventory to be compiled into a data base that will mean that the inventory has many more applications.

In the media area it is important to monitor the operation of the new media laws and to plan for a review in 2007.



# ANNEX I. ACTION PLAN MATRIX

Pillar : Education Sector : Media, Culture and Youth					
Objectives or Outcomes	Policy Actions or Activities	Category	Time frame	Responsible Agency	
Afghanistan's cultural Heritage Protected and Preserved	Rehabilitation of Kabul theater, Ministry complex, 20 historical monuments, building for MoIC provinces Dept. libraries in provinces, music institute in ...Kabul construction of museum in Nangarhar, Bamyan etc	Development	(2007-2010) 1386-1389	MoIC	
	Comprehensive inventory of Afghan cultural treasures	Development	(2007-2010) 1386-1389	MoIC	
	Measures to be taken to revive the Afghan cultural heritage, to stop the illegal removal of cultural material and to restore damaged monuments and artifacts	Legislation	(2007-2010) 1386-1389	MoIC	
	Registration, conservation and restoration of sites and monuments	Development	(2006-2010) 1385-1389	MoIC	
	The MoIC will continue registration and conservation of monuments, repair and preservation of museum, archeology items and historical monuments	Development	Continue	MoIC	
Free and independent media	Pass Media Law	Legislation	(2008) 1387	MoIC	
	(Inventory of intangible cultural heritage (music	Development	(2008) 1387	MoIC	
	(Take appropriate measures to promote Live Culture (Music, Cinema and Arts	Development	(2007-2012) 1386-1391	MoIC	
	Development of a truly editorially independent public service broadcasting of a high standard educational radio-TV production centre	Development	(2010) 1389	MoIC	
Empowerment of Youth	Sensitizing media about the issues related to gender, anti-corruption, counter-narcotics, environment and regional cooperation	Development/ Cutting Issues	(2010) 1389	MoIC (Youth Affairs Deputy (Ministry	
	Promoting non-formal education, increasing awareness and developing skills (literacy, leadership, strategic planning, conflict resolution, peace-building, etc.) in young people so to provide better quality of life and livelihood opportunities	Development	(End 1389 (2010	MoIC (Youth Affairs Deputy (Ministry	
	Engaging youth in governance, development and social-political processes at local, district, municipal, provincial and national level, ensuring the participation of young women and men in democracy and advocacy	Development	(End 1389 (2010	MoIC (Youth Affairs Deputy (Ministry	

PILLAR : EDUCATION SECTOR : MEDIA, CULTURE AND YOUTH				
Objectives or Outcomes	Policy Actions or Activities	Category	Time frame	Responsible Agency
	Promoting voluntary efforts for peace and development and establishing a youth volunteer corps for Afghanistan and also in the fields of gender, anti-corruption, counter-narcotics, environment and regional cooperation	Development	(End 1389 (2010	MoIC (Youth Affairs Deputy (Ministry
	Sensitizing youth about the issues related to gender, anti-corruption, counter-narcotics, environment and regional cooperation	Development/ Cross Cutting Issues	(End 1389 (2010	MoIC (Youth Affairs Deputy (Ministry

## ANNEX II. MONITORING MATRIX

PILLAR: EDUCATION AND CULTURE SECTOR: MEDIA, CULTURE AND YOUTH				
Expected Outcomes	Indicators	Baseline	Targets	
Afghanistan's cultural Heritage Protected and Preserved	completion of cultural heritage inventory/registration	artifacts registered 41000 (1385)	Inventory of Afghan cultural artifacts prepared by 2010	
	of rehabilitated historical monuments #	up to 1386) 1271 archeological sites)	All historical monuments rehabilitated and protected by 2010	
	of rehabilitated/constructed museums #	Reconstructed 4	TBD	
	Index on progress of taking measures to revive the Afghan cultural heritage, to stop the illegal removal	TBD	Measures will be taken to revive the Afghan cultural heritage, to stop the illegal removal of cultural material and to restore damaged monuments and artifacts by end-2010	
Free and independent media	Index on progress of creating an environment for free and independent media	Media law is drafted, needs amendments	Media Law to be passed and implemented by 2008	
Empowerment of Youth	of youths registered as volunteer corps # for welfare activities like rural health care campaigns etc	TBD	TBD	
	of youth clubs registered #	LYC (Local Youth Councils) established in 60 Vil- lages of 6 Provinces	TBD	
	Index on the progress of providing legal, policy, institutional and systemic framework for empowerment of youth	both Male and female received training 34925	Legal and Institutional framework for youth empowerment will be in place (2013	

# ANNEX III. LIST OF PROJECT 1387 NATIONAL BUDGET

S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		(Breakdown of Requirements (US\$ Millions)						Total Require- ment US\$ (Million)	Total Fund- ing US\$ (Million)	Gap (US\$ (Million)	Major Donors	External Core	Respon- sible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
Culture, Youth and Media Core Development Budget																
1	/A F G 0309101	Upgrading of MOIC Premises in Kabul and the Provinces and capacity building of MOIC	1382	C a r r y Forward	0.400						0.400	0.0	0.400	AFG	Core	MoIC
2	/A F G 0803801	Developing the culture of reading and book industry	1387	New	0.100						0.100	0.0	0.100	AFG	Core	MoIC
3	/A F G 0803901	Rehabilitation, registra- tion and maintenance of historical monuments	1387	New	0.250						0.250	0.0	0.250	AFG	Core	MoIC
4	/A F G 0814801	Construction of surrounding wall of Kabul Museum located in Bagh-i-Ali Mardan Garden	1387	New	0.150						0.150	0.0	0.150	AFG	Core	MoIC
External Development Budget																
5	/A F G 0308301	Public library in Kabul & Provinces	1386		0.10						0.100	0.1	0.000	UNES- CO	External	MoIC
6	/A F G 0308502	Supply of equipment to Kabul Times News- paper	1387		0.05						0.050	0.1	0.000	IND	External	MoIC
7	/A F G 0308702	Restoration/revmp- ing of information set up/downlinking facility for 10 TV stations	1387		0.07						0.070	0.1	0.000	IND	External	MoIC
8	/A F G 0308704	Preparatory Activities for the transformation of RTA into a public service broadcaster	1386		0.07						0.070	0.1	0.000	EC	External	MoIC
9	/A F G 0704701	Building Independent Media in Afghanistan	1387		2.00						2.000	2.0	0.000	USAID	External	MoIC
10	/A F G 0783701	Afghan Radio Connect	1386		0.13						0.134	0.1	0.000	EC	External	MoIC

S/N	AFG Budget Ref	Programs / Project title	Project Duration		(Breakdown of Requirements (US\$ Millions						Total Requirement US\$ (Million	Total Funding US\$ (Million	Gap (US\$ (Million	Major Donors	External Core	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
11	/A F G 0817701	Conservation and restoration of National Museum objects, National Archives manuscripts & historical buildings & monuments at Kabul	1387		0.17						0.170	0.2	0.000	IND	External	MoIC
12	/A F G 0817801	Gift of Bamiyan Archives to Min/Info & Culture	1387		0.01						0.010	0.010	0.000	IND	External	MoIC
13	/A F G 0829801	Support to Radio TV (Afghanistan (RTA	1387		4.20						4.200	4.2	0.000	EC	External	MoIC
14	/A F G 0763001	Afghan Voices: Promoting education and Sustainable Livelihoods on the airwaves	1386		0.25						0.250	0.3	0.000	EC	External	MoIC
New Proposed Project																
15		Rehabilitation of Kabul Theatre	1/1/1387	31/12/1387	1.00						1.000	0.0	1.000			MoIC
16		Construction of Ministry of Information and Culture Complex	1/1/1387	31/12/1388	6.00						6.000	0.0	6.000			MoIC
17		Rehabilitation of Historical Monuments (20	1/1/1387	31/12/1387	1.00						1.000	0.0	1.000			MoIC
18		Inventory and registration of Museum items, repair and preservation of museum, archeology items and historical monuments	1/1/1387	31/12/1387	0.10						0.100	0.0	0.100			MoIC
19		Construction of Institute of Tourism	1/1/1387	31/12/1387	0.30						0.300	0.0	0.300			MoIC
20		Construction of ten Tourist villas	1/1/1387	31/12/1387	1.00						1.000	0.0	1.000			MoIC
21		Construction of buildings for MoIC Provincial Departments	1/1/1387	31/12/1387	0.60						0.600	0.0	0.600			MoIC
		Book Policy	1/1/1387	31/12/1387	0.15						0.150	0.0	0.150			MoIC

S/N	AFG Budget Ref	Programs / Project title	Project Duration		(Breakdown of Requirements (US\$ Millions						Total Requirement US\$ (Million	Total Funding US\$ (Million	Gap (US\$ (Million	Major Donors	External Core	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
22		Improving production capacity of Afghan Film	1/1/1387	31/12/1387	1.00						1.000	0.0	1.000			MoIC
23		Construction of Museums in Nangarhar and Bamiyan	1/1/1387	31/12/1387	0.60						0.600	0.0	0.600			MoIC
24		Construction of three Libraries in provinces	1/1/1387	31/12/1387	0.30						0.300	0.0	0.300			MoIC
25		Construction of Music Institute in Kabul	1/1/1387	31/12/1387	0.50						0.500	0.0	0.500			MoIC
<b>Total for the Sector</b>					<b>20.50</b>						<b>20.50</b>	<b>7.05</b>	<b>13.45</b>			

## ANNEX IV. LIST OF PROVINCIAL DEVELOPMENT PROJECT

S/No	Project Name	Province	Respon- sible Agency	Project Dura- tion		Fund- ing USD (Million
				Start	End	
1	Construction of Museum	Nangarhar	MoIC	1388		
2	Creation of Nangarhar university printing press	Nangarhar	MoIC	1388		
3	Establishment of the Kandahar Printing Press in the .centre of province (200,000 beneficiaries	Kandahar	MoIC	1388		
4	Construction of radio station with building in Nilli. .(One station (25 rooms	Daikundi	MoIC	1388		
5	Construction of radio station building in centre of province	Punjshir	MoIC	1388		
6	Construction of the wall around Takht Rustam in the .centre of Aybak	Samangan	MoIC	1388		
7	Equipping of the Azadi printing press in the centre of .(the province (50,000 beneficiaries	Samangan	MoIC	1388		
8	Establishment of civil library at provincial level in pro- .vincial centre	Hirat	MoIC	1388		
9	Establishment of cultural assembly for men and wom- .en in 15 districts	Hirat	MoIC	1388		
10	Maintain and repair of the historical minarets in the .centre of the province, two minarets	Ghazni	MoIC	1388		





# **Health & Nutrition Sector Strategy**

## **1387 - 1391 (2007/08 - 2012/13)**





### **Pillar III - Economic & Social Development**



# Health & Nutrition Sector Strategy

Approved by  
Sector Responsible Authorities

Ministry/Agency	Name of Minister/Director	Signature
Ministry of Public Health (MoPH)	H.E. The Minister, Dr. Said Mohammad Amin Fatimie	
Ministry of Agriculture, Irrigation and Livestock (MAIL)	H.E. The Minister, Mr. Obaidullah Ramin	



# EXECUTIVE SUMMARY

## HEALTH AND NUTRITION SECTOR STRATEGY

Afghanistan has taken a devastating toll during more than the past two decades with the human and socio-economic indicators still hovering near the bottom of international indices. Human resources (HR) in health have been decimated, leaving behind scarce qualified health professionals, who are predominantly male where it is more difficult to employ qualified female staff in districts/remote areas. Life expectancy at birth (LEB) is 47 years for Afghan men and 45 years for women, slightly more than half that of the wealthiest countries of the world.

The country suffers greatly from very high levels of Infant Mortality Rate (IMR) at 129/1000 live births, Under 5 Mortality Rate (U5MR) at 191/1000 live births and the Maternal Mortality Ratio (MMR) is estimated at 1600 for every 100,000 live births, the highest in the world except Sierra Leone. By all measures, the people of Afghanistan fare far worse, in terms of their health, than any other country of the region.

The mission of the Ministry of Public Health (MoPH) is to improve the health and nutritional status of the people of Afghanistan in an equitable and sustainable manner through quality HCSs Provision (HCSP) and the promotion of a healthy environment and living conditions along with living healthy life styles.

The goal of the Health and Nutrition Sector (HNS) is to work effectively with communities and development partners to improve the health and nutritional status of the people of Afghanistan, with a greater focus on women and children and under-served areas of the country.

In order to develop the HNS to the point that it can realize this mission and goal, the MoPH will continue to develop and implement nine broad

Programs that will add strength to its ability to create a favourable policy environment and to manage and deliver a wide array of Health Care Services (HCSs) at all levels of the National Health Care System (NHCS), from the remotest rural communities through to tertiary care hospitals in the major urban areas.

However, the long process of recovery has begun and, rather than dwell on the past, it is now time to take aggressive action to address these problems in a way that can both bring about rapid and demonstrable improvement in the health status of the population and lay the groundwork for longer-term development in the HNS.

In order to achieve these objectives, and to bring order and cohesion to what had been a chaotic and non-functional HNS only a few years ago, the MoPH, in consultation with Government of Afghanistan (GoA) officials, external donors, United Nations (UN) agencies, and other stakeholders, has adopted the following eighteen strategies.

### a) Reducing morbidity and mortality

- Implement the Basic Package of Health Services (BPHS)
- Implement the Essential Package of Hospital Services (EPHS)
- Improve the quality of maternal and reproductive HCSs
- Improve the quality of child health initiatives
- Strengthen the delivery of cost effective integrated Communicable Disease Control (CDC) Programs

- Establish prevention and promotion programs
- Promote greater community participation
- Improve coordination of HCSs
- Strengthen the coverage of quality support programs
- Reduce prevalence of malnutrition and increase access to micronutrients.

## **b) Institutional development**

- Promote institutional and management development at all levels
- Strengthen health planning, monitoring and evaluation (M&E) at all levels
- Develop Health Care Financing (HCF) and national health accounts
- Strengthen HR Development (HRD), especially of female staff
- Strengthen provincial level management and coordination
- Continue to implement Priority Reform and Restructuring (PRR)
- Establish quality assurance (QA)
- Develop and enforce public and private sector regulations and laws

The MoPH recognises that long term sustainable improvements in the health status of the peoples of Afghanistan will require a long term multi-sectoral approach to addressing the causes of ill health along with improving health care and prevention interventions. There is also the recognition that the current capacity of the MoPH must be further strengthened to enable the ministry to take a lead in these public health issues.

While the MoPH has attained significant achievements in addressing key health issues across a number of priority areas, strategies are in place or are under development to expand services and interventions at a pace that does not over stretch the growing capacity of the government to organise and oversee a

continually broadening of interventions and the improvement in quality in their delivery.

Highest priority, greatest impact interventions have seen the focus on primary health care services and prevention. A longer term approach will address population health issues as that capacity increases.

Recognising the above considerations, and by overcoming the many current challenges and resolving existing problems, the goal of the MoPH to achieve the following results by the year 2013 are possible:

# Table 1: Desired Results for 2013

Results	2000 Baseline	Achievement by 2006	High Benchmark 2010	HNS 2013	2015 (Afghan MDGs)
"BPHS will cover at least 90% of the population by 2010"					
Increased access to Primary HCSs (PHCSs) within two hours walking distance	9% of population with nearby access to PHCSs	65% of population with nearby access to PHCSs	90% of population with nearby access to PHCSs	90% of population with nearby access to PHCSs	
"Maternal Mortality Ratio will be reduced by 15%"					
Reduction of MMR	1600 deaths per 100,000 live births		Reduction by 15% to 1360 deaths per 100,000 live births	Reduction by 21% from the baseline (1264)	Reduction by 50% from the baseline (800)
"Infant and under five mortality will be reduced by 20%"					
Reduction of U5MR	257 deaths per 1000 live births	191 deaths per 1000 live births	Reduction by 20% to 205 deaths per 1000 live births <sup>1</sup>	Reduction by 35% from the baseline (167)	Reduction by 50% from the baseline (128)
Reduction of IMR	165 deaths per 1000 live births	129 deaths per 1000 live births	Reduction by 20% to 132 deaths per 1000 live births <sup>2</sup>	Reduction by 30% from the baseline (115)	Reduction by 50% from the baseline (82)
"Full immunization coverage"					
Increased national immunization coverage with three doses of Diphtheria, Pertussis & Tetanus (DPT) vaccine among children under one year of age	31%	77%	Achieve above 90% coverage	Achieve and sustain above 90% national coverage	Sustain above 90% national coverage
Increased national immunization coverage with measles vaccine among children under one year of age	35%	68%	Achieve above 90% coverage	Achieve and sustain above 90% national coverage	Sustain above 90% national coverage
<b>Source:</b> IMR and U5MR-2006 Afghanistan Health survey showed this target already surpassed.					

1 U5MR – 2006 Afghanistan Health survey showed this target already surpassed.

2 IMR – 2006 Afghanistan Health survey showed this target already surpassed.



In order to provide equitable HCSs of acceptable quality, the development of a sustainable and efficient NHCS is vital. Consequently, the MoPH analysed how to redress the deplorable situation that existed at the time the interim GoA was constituted. It came to the early realization that it could not simultaneously concentrate on putting its administrative and managerial houses in order and on being responsible for delivering quality HCS to the population. An early decision to take on a stewardship role allowed the MoPH to move vital reform processes forward and to infuse newly created organizational structures with a culture of “management for change”.

Based on the recent proposal of Ministry of Finance (MoF) on Program Budgeting Reform, it has become clear that the earlier economic approach of the administrative budget lines was found deficient on many counts, and a programmatic approach is now preferred to address the financing and accountability issues in a more coherent and integrated manner.

Therefore, the strategies of the HNS will be discussed in terms of nine core programs (Refer Annex III) – five related to HCSP and four related to institutional development:

### Health Care Services Provision Programs

1. Primary Health Care Program;
2. Hospital Care Program;
3. Disease Control Program;
4. Reproductive Health (RH) and Child Health Program;
5. Public Nutrition Program

### Institutional Development Program

6. Policy and Planning Support Program;

7. HRD and Research Program;
8. Pharmaceutical Management Support Program; and
9. Administration Program.

The HCS Programs have developed specific program related national strategies to provide guidance for the provincial health offices to address priority issues in their areas.

To date, the implementation of these Programs has made a demonstrable difference. The recently conducted Afghanistan Health Survey (AHS) in 2006 (1385) shows a 25% reduction in the under five mortality rate (U5MR) over 2001 (1380) levels (from 257 to 191 deaths of children per 1000 live births) and in under one child mortality (from 165 to 129 deaths of children per 1000 live births). These estimates provide evidence that infant and child mortality has decreased in Afghanistan in recent years. Childhood vaccination coverage has also improved, especially for the most dangerous of vaccine-preventable diseases, measles. Impressive increases have also been documented for RH, with more women receiving pre-natal care, more deliveries being assisted by professional health care providers, and more families using modern contraceptive methods to determine the size of their families.

However, despite the progress that has been made to date in the HNS, many problems and challenges remain. These include: inadequate financing for many of the key Programs that should be, but are not yet, being fully implemented. Reliance on external sources of funding will be required for many years to come, but GoA prioritization of the HNS also needs to be encouraged and a higher proportion of the Gross Domestic Product (GDP) invested in HCSP to the population. Also, in order for even well-designed Programs to be implemented, health staff needs to be able to do what is being asked of them. Currently, an inadequately

trained health staff at all levels, including a general lack of female health staff, poses significant problems.

Because of the dependence on Non-Government Organizations (NGOs) for the actual delivery of HCS, the potential for problems of coordination with GoA staff at peripheral levels is great. Substantial investments at the Provincial level, primarily in the form of Provincial Public Health Strategic Planning, and Budgeting and to an even greater extent at district level, need to be made to provide the MoPH with a greater capacity to oversee the implementation of its strategies and programs. A new category of management personnel, the District Health Officer, will be developed, trained, and deployed. As mentioned above, limited geographical access to HCS is a real problem in Afghanistan. Many cannot reach even the Basic Health Centre (BHC), the most peripheral level of implementation of the BPHS. The recently approved proposal to Global Alliance for Vaccines and Immunizations (GAVI) will help greatly to expand the reach of the BPHS, but the challenges associated with doing so will have to be met.

In addition, the security situation has an important effect on the ability of the population to access available HCS. Utilization of services in more secure provinces has been shown to be more than three times greater than that in areas where conflict continues. Finally, in order to continue to be able to develop and manage appropriate health policies and programs on the basis of objective performance data, important investments will have to be made in the further

development and maintenance of health management information systems (HMIS) and M&E mechanisms.

Finally, it needs to be mentioned that continued progress in public health and nutrition is difficult to achieve in the face of insecurity and growing violence. Ultimately, the health of the Afghan

population, in addition to its continued social and economic development, will depend as much on the ability of it's and the world's diplomats and politicians to forge a lasting peace in the country and region as on the policy-makers and technicians of the MoPH.

The Afghanistan National Development Strategy (ANDS) is a five-year Program that lays out the ways by which Afghanistan will progress toward the achievement of the Millennium Development Goals (MDGs). Based on the Afghanistan Compact 2006 (1385), the strategy is intended to chart a path of broad-based and equitable economic growth that will result in substantially lower levels of poverty and an improved political, social and economic status of the Afghan population.

The MoPH of the GoA has developed a clear statement of its mission. This is "to improve the health of the people through quality HCSP and the promotion of healthy life styles in an equitable and sustainable manner". It intends to achieve this ambitious, but appropriate, goal by implementing eight broad Programs that will strengthen its ability to create a favourable policy environment and to manage and to deliver a wide array of HCS within communities and at all levels of the NHCS, from sub-Basic and BHCs located in the most peripheral and hard-to-reach areas of the country to the tertiary care hospitals in the more populated and accessible urban areas.

Improving the health status of the population is an essential component of Afghanistan's development strategy. Poor health is a substantial drag on the ability of a country to develop economically. Although health care is free under the terms of the Constitution, the AHS suggested that substantial household expenditures are being made by families for transport to health facilities and for the purchase of drugs and other medical supplies. In some instances, in the case of serious or catastrophic illnesses, families may be forced to use an exceedingly high proportion of their disposable income in search of appropriate care. In some countries unacceptable levels of "iatrogenic

poverty” people being thrown below the poverty line by HCS costs that exceed their ability to pay – have been documented and this might be the case in Afghanistan as well. In addition, work days lost to illness and a general depletion of the work force due to the kinds of diseases that are highly prevalent in Afghanistan has a measurable impact on productivity. For example, consider that in Afghanistan there are 70,000 cases of Tuberculosis (TB). If these were left untreated, with a potential result that those affected would be incapacitated for one year and therefore unable to earn even wages as low as United States Dollar (USD) 1-2 per day), the economic loss would be USD350-700 per annum (pa) per person. The total loss will be per person loss multiplied by 70,000. In general, just as ill health can be a factor in “poverty production”, improved health plays an important role in poverty reduction.

The relationship between health and economics has been debated for decades at the international level. Whether poverty is a contributor to poor health and economic development is the solution, or whether poor health is a contributor to poverty and disease control a prerequisite for

economic development, is not a useful argument. It has become increasingly clear, as accumulated data have been analyzed, that there is a two-way relationship between health and economic development and that each contributes to the other. Like the establishment of a secure environment, good education and the creation of economic opportunities for its population, the provision of public health interventions, health education and services is considered a core function of the State which is accountable to its population for execution. The MoPH considers that access to essential HCSs is a right of the people of the Afghanistan and it sees the fulfilment of that right as its obligation. Its strategies and programs are designed in such a way that a package of essential HCS can be made available to each and every Afghan man, woman, and child. The successful achievement of its targets and objectives will result in accelerated economic development for Afghanistan and vastly improved human development for its people. The HNS has made major measurable strides since 2003 (1382) and this document presents a blueprint for how further progress is to be achieved by the year 2013 (1392).



# CHAPTER 1

## BACKGROUND

Years of conflict in Afghanistan have taken a devastating toll, as measured by dramatic drops in human, social and economic indicators. Extensive public sector inefficiencies following the long years of armed conflict have not spared the HNS.

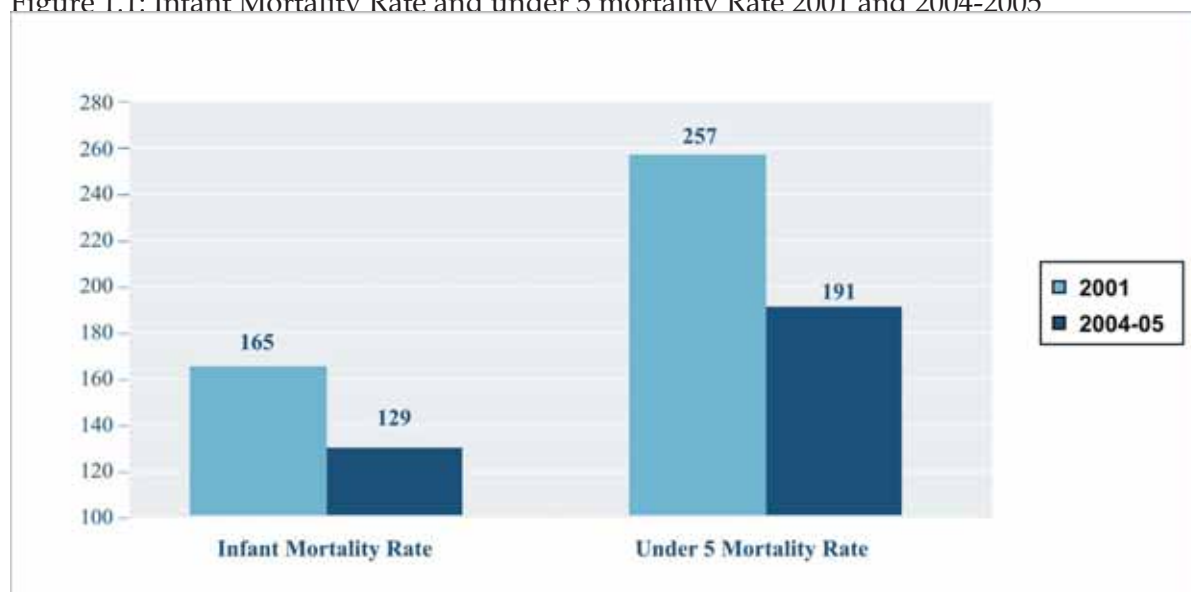
The general health situation of the Afghan people remains overwhelmingly poor and is exacerbated by the dismally deficient determinants of health; vector caring mosquito, inadequate water supplies, poor sanitation and hygiene practices, security issues, lack of public policy on harmful goods (cigarettes, unfortified flour, non-iodized salt), unsafe public places, uncontrolled waste disposal, air and noise pollution, unsafe drug practices, poorly designed houses, food insecurity, substance abuse and HIV potential. According to recent

data, LEB at birth is a distressing 47 years for men and 45 years for women. Mortality rates for children and for women are unacceptably high – U5MR was estimated to be 257 deaths per 1,000 live births in 2000 (1379) – more than one in four children died before reaching their fifth birthday.

The MMR was estimated to be among the highest in the world - 1,600 per 100,000 live births, with estimates in some provinces ranging much higher.

However, as indicated in the figure 1.1 the AHS in 2006 (1385) shows a 25% reduction in the under five mortality rate (U5MR) over 2001 (1380) levels (from 257 to 191 deaths of children per 1000 live births) and in under one child mortality (from 165 to 129 deaths of children per 1000 live births).

Figure 1.1: Infant Mortality Rate and under 5 mortality Rate 2001 and 2004-2005



Source: MoPH

Three preventable diseases cause child mortality: acute respiratory infections (ARI), diarrhoea, and measles. Chronic malnutrition, developed at a young age, translated into extraordinarily high prevalence rates of underweight children (40%) and of stunting (54%). The country carries a high burden of communicable diseases such as TB and malaria. Human Immune-deficiency Virus/Acquired Immune Deficiency Syndrome (HIV/AIDS), while still at an acceptably low level, is a menacing threat, the extent of which is not yet known. In addition, as a direct consequence of the years of conflict, Afghanistan has a large number of disabled and mentally ill people for whom treatment and rehabilitation services need to be developed and for whom assistance will be required in order to re-integrate them into the daily life of the country.

After the establishment of the interim GOA, the MoPH had to assume great responsibilities with limited capacities. The long conflict resulted in few qualified health professionals, who are predominantly male where it is more difficult to employ qualified female staff in districts/remote areas. Tremendous efforts have been made to transform the MoPH into a functional institution, one capable of formulating evidence-based policies and strategies aimed at addressing the most pressing needs. Its principal purpose is to effectively and efficiently reduce the high levels of morbidity and mortality that have affected the ability of the population to develop socially and economically. At an early point during the post-conflict period, the MoPH, with its development partners, made a number of key decisions that allowed rapid progress to be made toward the adoption of HNS reforms and basic HCSP. Most importantly, the MoPH recognized the need to work within its limitations by focusing on the development of a restricted number of functions, with a singular focus on providing leadership and direction to the many different aspects of the HNS, including that of M&E of HCS delivery. A critical decision regarding the actual delivery of those services was to contract out that major re-

sponsibility to non-state providers. This strategy, while remaining somewhat controversial, has proven to be quite successful.

An interim NHP and Strategy was developed for the years 2002-2004 (1381-1383). That was followed by the development of the NHP 2005-2009 and NHS 2005-2006. The initial strategy was centred on the development and early implementation of a set of interventions to be delivered at PHCS facilities, the BPHS. The BPHS includes a defined set of cost-effective interventions aimed at addressing the principal health problems of the population, with an emphasis on the most vulnerable groups, women and children, but with provisions made for the eventual incorporation of interventions targeting other vulnerable groups as well. More recently, the EPHS has been developed in an attempt to develop a functional referral system for more severe cases of disease.

The BPHS and EPHS represent the clear and well-described content of the MoPH strategic program for service delivery. Much more work is required to develop strategies to address the many public/population health issues of the country. These points are an important part of the answer to the question, "What does the MoPH do?" The question of "How should they do it?" was the subject of a key policy decision in its early days. As mentioned above in 2003 (1382), the MoPH adopted the strategy of contracting out the delivery of basic HCS to non-state providers in order to be able to concentrate fully on its role as steward of the HNS. Under three different contracting mechanisms, under-written by the World Bank (WB), United States Agency for International Development (USAID), and the European Commission (EC), representing three different philosophical approaches to the relationship between the host country government, donor, and population, the BPHS is currently being delivered on a contractual basis with NGOs in 31 of the 34 provinces in Afghanistan. In the remaining three provinces, the MoPH is undertaking an experiment called the "Strengthening Mechanism" by which it is,



essentially, contracting with its own staff, on the same terms as it contracts with NGOs under the WB mechanism.

A key strategic process that vastly enhanced the ability of the MoPH to manage many large NGO contracts was the establishment of the GCMU in 2003 (1382). Situated within the MoPH, the GCMU has expanded rapidly with the BPHS, currently managing, both technically and financially in conjunction with the MoF, about USD125m worth of grants and contracts. The success of this experience has and should convince other donors, including USAID and the EC, to channel funds through the GoA rather than developing bilateral programs with their own duplicative management systems.

One of the crucial questions to be asked at this juncture is whether to continue with the somewhat controversial policy of contracting out the delivery of HCS to NGOs or to try to return to the more traditional scheme of providing HCS through the civil service. As can be seen in the following section and throughout this document, the gains achieved by the existing mechanisms have been impressive. While there are pressures to make the HNS more “Afghan”, whatever that might mean, it seems to be in the best interests of the further development of the sector and of the Afghan population to adhere to the current policy for the foreseeable future. The strengthening mechanism strategy should be carefully and objectively evaluated against comparable contracting-out outcomes (coverage, quality and cost) and, if it continues to prove to be as robust as it has been to date, utilized for further sector development beyond the next five years.

An important element of the context in which the HNS has developed to the present has been the high degree of coordination that existed among the MoPH’s many partners, both external/international and internal/national. As early as 2002, the MoPH had responded to the GoA recommen-

dation to establish an internal consultative group mechanism within the HNS for coordinating both technical efforts and the input of donors. Since then, Consultative Group for Health and Nutrition (CGHN) meetings have been held weekly. The CGHN includes donors, major NGOs, the International Security Assistance Force, UN agencies, and other line ministries, as appropriate. All relevant technical issues are presented and discussed in this forum and recommendations for action are forwarded to the Technical Advisory Group (TAG), another group of internal and external advisors that submits recommendations to the Ministry’s Executive Board for endorsement.

The MoPH has also formed a number of Task Forces (TFs) and Working Groups (WGs) to address important cross-cutting issues that have not customarily received adequate attention. The formation of these groups, and the excellent record of the MoPH in following up on their recommendations, has made coordination a functional strategy within the MoPH and not just something “that has to be done”. The ability of the MoPH to support its positions with hard evidence, and present that evidence to external partners in a convincing manner, has also contributed to raising the level of dialogue between the MoPH and its partners.

## STRUCTURE OF THE HEALTH CARE SERVICES DELIVERY SYSTEM

The structure of the HCS system in Afghanistan is traditional. At the most peripheral level, community health workers (CHWs) who are non-health professionals with limited but highly targeted training are the initial point of contact for individuals seeking HCSs. The BHC, a formal structure maintained by the MoPH, is staffed by health professionals and provides, at a minimum, all of the services that comprise the BPHS. Comprehensive Health Centres (CHCs), the next level of the system, provides the BPHS and additional services including minor and essential surgery. The District and Provincial Hospitals offer a broader



array of more sophisticated medical care and, at the pinnacle of the HCS pyramid, tertiary hospitals in the major urban areas provide the most sophisticated care available in Afghanistan's public HNS. There is a large private and traditional HCS sector in Afghanistan as well, about which relatively little is known. The MoPH is in the process of developing regulation and process to fulfil its stewardship role this aspect of the NHCS as well.

## **TYPES OF HEALTH FACILITIES USED BY THE NHCS:**

**Health Post (HP):** At the community level, basic HCS will be delivered by CHWs from their own homes, which will function as community HPs. A HP, ideally staffed by one female and one male CHW, will cover a catchment area of 1,000-1,900 people, which is equivalent to 100-150 families.

**Sub-Centre:** Sub-centres will be established to cover a population from 2,000 to 15,000. The MOPH decision is to establish these sub-centres in the private houses and try to avoid construction. A Sub-Centre is staffed by one male nurse and one community midwife (CMW).

**Basic Health Centre (BHC):** The BHC is a small facility offering the same services as a HP but with more complex outpatient care. The BHC will supervise the activities of the HPs in its catchment area. The services of the BHC will cover a population of 15,000-30,000 people, depending on the local geographic conditions and the population density. The minimal staffing requirements for a BHC are a nurse, a CMW, and two vaccinators. Depending on the scope of services provided and the workload of the BHC, up to two additional Health Care Workers (HCWs) can be added to perform well defined tasks.

**Comprehensive Health Centre (CHC):** The CHC covers a larger catchments area of 30,000-100,000 people, offering a wider range of services than the

BHC. The facility will have limited space for inpatient care, but will have a laboratory (lab). The staff of a CHC will also be larger than that of a BHC, including both male and female doctors, male and female nurses, midwives, and lab and pharmacy technicians.

**Comprehensive Health Centre plus (CHC+):** This type of health facilities aim to provide maternal health care services particularly Comprehensive Emergency obstetrics Care services. These facilities have 10 beds.

**District Hospital (DH):** At the district level, the DH will handle all services in the BPHS, including the most complicated cases. The hospital will be staffed with doctors including female obstetricians/gynaecologists; a surgeon, an anaesthetist and a paediatrician; midwives; lab and X-ray technicians; a pharmacist; and a dentist and dental technician. Each DH will cover an approximate population of 100,000-300,000 people in one to four districts.

**Provincial Hospital (PH):** The PH is the referral hospital for the Provincial Public Health (PPH) Care System. In essence, the PH is not very different from a DH: it offers the same clinical services and possibly a few additional specialties. In most cases, the PH is the last referral point for patients referred from the districts. In some instances, the PH can refer patients to higher levels of care to the regional hospital or to a specialty hospital (SH) in Kabul.

**Regional Hospital (RgH):** The RgH is primarily a referral hospital with a number of specialties for assessing, diagnosing, stabilizing and treating, or referring back to a lower level hospital. The RgH provides professional inpatient and emergency services at a higher level than is available at DHs and PHs, yet the overall objective remains the reduction of the high MMR, IMR, and U5MR, and of other diseases and conditions responsible for Afghanistan's high mortality and morbidity.

**National Hospitals (NH):** NHs or SHs are referral centres for tertiary medical care and are located primarily in Kabul. They provide education and training for HCWs and act as referral hospitals for the PHs and RgHs.

**Comparison with Countries of the Region:** It is quite difficult to compare the health parameters of Afghanistan with those of its neighbouring countries. One might think of Pakistan and Iran as the closest neighbours, but neither has endured very recent conflict of the magnitude or duration that Afghanistan has. In particular, Iran is lauded for its longstanding commitment to the development of its HNS, while

Afghanistan has a NHCS that is not yet fully functional. Afghanistan's neighbours to the north were part of the USSR and, although their NHCSs may have deteriorated some since the dissolution of the Soviet Union, they also have not suffered from the destruction and total breakdown of public administration that will continue to exercise detrimental effects in

Afghanistan for some years to come. Nevertheless, it is worth presenting some of the officially recognized international data from the region. The data presented in figure 1.3 is drawn from the United Nations Children's Fund

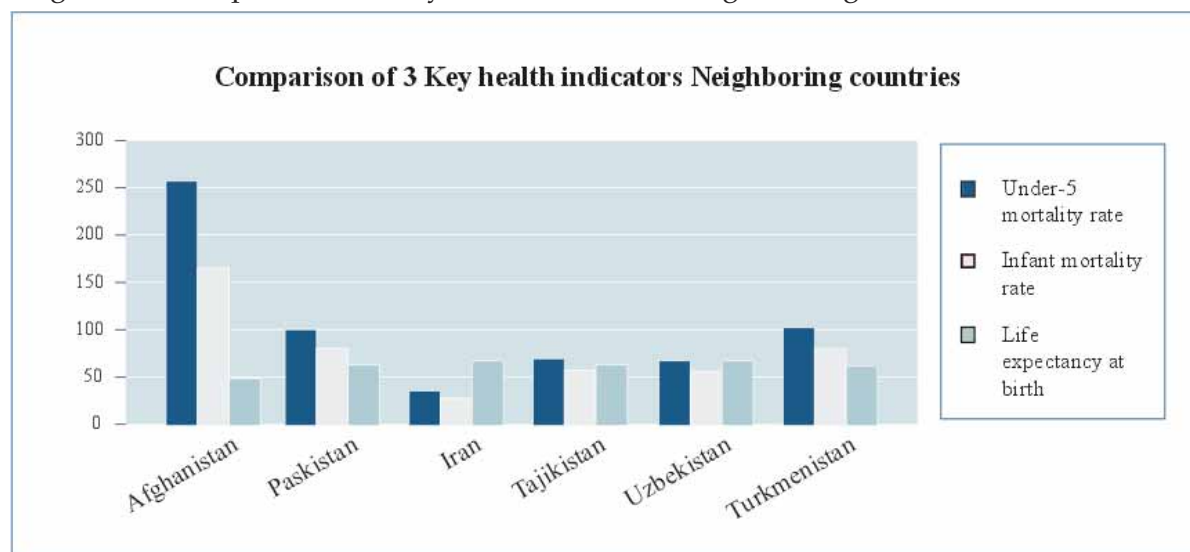
(UNICEF's) annual publication, State of the World's Children, 2007 edition (data in the document is from 2005):

Figure 1.2: Types of Health facilities used by the NHCS:



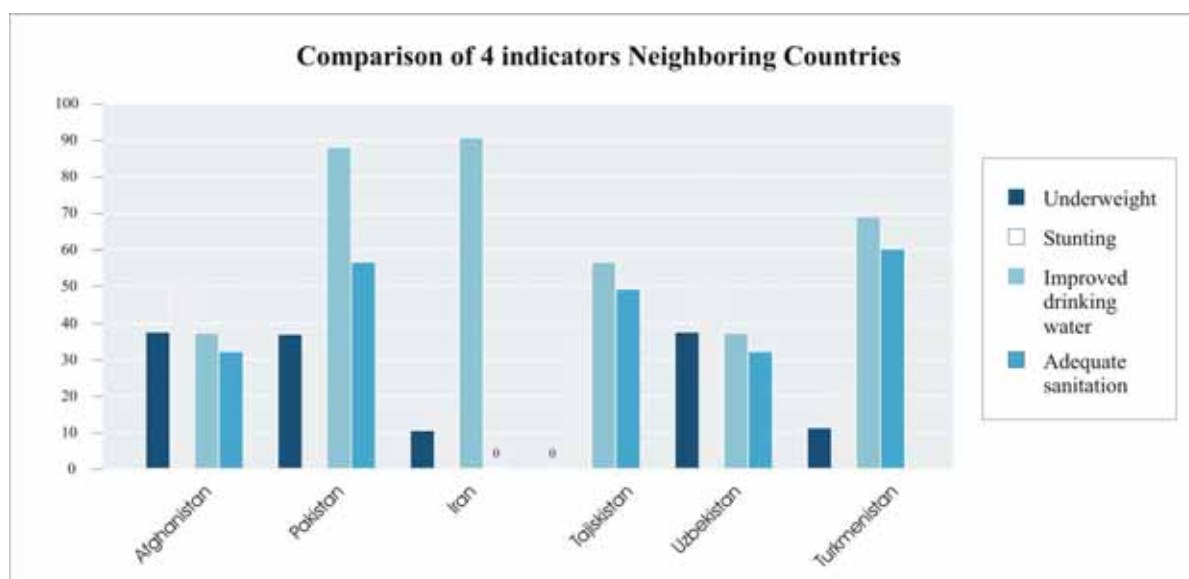
Source: HMIS/MoPH (2007)

Figure: 1.3 Comparison of 3 Key health indicators Neighbouring Countries



Source: UNICEF, State of World's Children (2007)

Figure: 1.4 Comparison of 4 indicators Neighbouring Countries



Source: UNICEF, State of World's Children (2007)

Afghanistan not only trails the other countries in the region by a considerable margin, but its progress stalled completely over the last fifteen years, whilst the other countries in the regions were making reasonable advances. However, over the last few years of collecting data through active methods such as health surveys and the Balanced Scorecard (BSC), it is evident that important health indicators in Afghanistan are no longer stagnant; in fact, the gains have been impressive. Refer to the AHS 2006 and Afghanistan Health Sector BSC.

## BROADER ROLE OF HNS;

The broader role of the MoPH in addressing the health needs of the Afghan people has yet to be fully defined. While a large number of public and population health issues have been identified in specific program strategies, the attention to achieving immediate results remains the immediate and medium term focus until management capacity, infrastructure development and sound inter-sectoral mechanisms have been developed to enable cooperative planning, resource sharing and joint monitoring to take place. These points

will be given strategic consideration as immediate term targets are achieved.

## CURRENT INSTITUTIONAL, FINANCING AND MANAGEMENT SET-UP OF THE HNS;

Afghanistan's economic outlook has improved significantly since the fall of the Taliban regime in 2001 (1380). This is due to the receipt of over USD2billion in foreign assistance, combined with recovery of the agriculture sector and, to a degree, the re-establishment of a functional market economy. However, despite this progress Afghanistan remains quite poor with the path to progress likely to be arduous and prospects limited some for years to come. Afghanistan is situated in a "difficult neighbourhood", one marked by political instability and unstable international relationships. Whilst it will undoubtedly remain reliant upon international aid for the foreseeable

future, there is potential for optimism when one considers that the mining sector is almost unexplored and undeveloped. However, continued

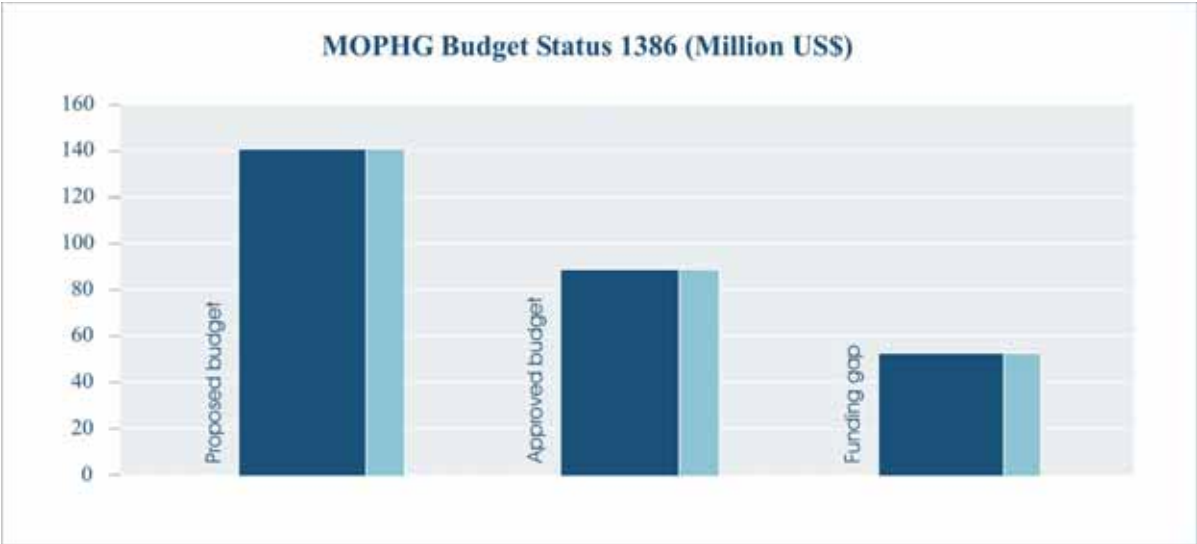
insecurity within its borders and the continued existence of a “poppy culture” in large parts of the country will contribute to Afghanistan’s problems until brought under better control. With its current gross GDP per capita of USD329, Afghanistan is one of the poorest countries in the world.

The HNS receives only a small portion of GoA resources, accounting for only 3% of the overall operating budget and 5% of the development budget. The discrepancy with education, the other major social sector, is particularly noteworthy, with the latter being allocated 20% and 9% of the operating and development budgets, respectively.

had proposed 54 projects to the MoF for the Core Budget at an estimated cost of USD149.27 million (m); of these, 33 projects totalling USD92.77m (62%) were approved. As a result, the HNS is heavily dependant on its external budget, especially donor funds not channelled directly through the MoF. However, although tracking of donor resources is quite difficult, it can be estimated that about 60% of MoPH funding comes from the external budget based on MoF figures. It should be noted that Afghanistan has not yet established National Health Accounts (NHA) although it is planned for the near future. As demonstrated in the graph below, the funding gap represents 38%.

As shown in figure 1.5 In 2007 (1386), the MoPH

**Figure1.5** on the next page: MoPHG Budget Status, 1386 (Million US\$)



**Source:** Health Care Financing Department / MoPH (2007)

## ROLE OF THE NGOS AND THE PRIVATE SECTOR WITHIN THE HNS:

After the collapse of the public health care system during the years of conflict, NGOs played a major role in the HNS by providing a range of services in accessible areas, even without having the resources, technical capacity or intention to systematically develop a coherent and externally supervised network of structured health facilities, guided by strategic guidelines for HCS delivery and linked by a referral system. The availability of donor funding at the end of the war created the opportunity to address the health situation in a systematic way through the introduction of the BPHS and EPHS schemes. The Ministry assumed a stewardship role of the HNS, creating the coherence that had been missing, and HCS delivery was contracted out to those most familiar with it, the NGOs.

The MoPH has adopted many of the principles of modern Public Management through strategies such as contracting and the promotion of competition. Using donor funds, the MoPH has contracted NGOs, both national and international, to deliver the BPHS via different mechanisms. A prominent feature of many of the contracts, one that has been championed by the WB, is performance-based incentives for performance. In Cambodia, where a similar Program was supported by the Asian Development Bank (ADB), contracting out HCS to the private sector, and specifically to NGOs, is reported to have resulted in improved HCS delivery, increased transparency in the HNS, and reduced overall HCS costs, including significantly reduced costs to the poor.

As the NHCS has developed in Afghanistan, it has become increasingly clear that the addition of a planning and policy actor, the MoPH, has had a unifying effect on HCS delivery standards. Differences in contractual

arrangements with NGOs, between the three main donors, have had only a limited impact on the effectiveness and efficiency of HCS delivery. To a considerable extent, this may be due to the establishment of the Grants and Contracts Management Unit (GCMU) within the MoPH, a Unit that serves as the focal point for the three donors. The GCMU established itself as a strong steering and coordination agent for all the contracted NGOs, independent of their specific contractual arrangements. Contracting out has thus become a successful approach to HCSP, supported by a strong partnership between the Ministry, the donors and the implementers. Through NGO intervention and documentation such as surveys, assessments and the collection of baseline data, the MoPH has been able to develop a more precise overview about the epidemiological situation of the country. It might be added that the system has benefited from the fortunate but real fact that many of those who worked valiantly for NGOs during the conflict period are now working for the State. Although in many countries, the public sector and the NGOs are in a competitive situation, in Afghanistan these contrasting cultures are well understood by all.

In addition, most NGOs have shown a remarkable commitment to implementing the new health strategies; indeed, they have participated fully in their development and provided feedback through their participation in MoPH workshops and TFs.

The contracting-out scheme has allowed for a rapid expansion of the NHCS, contracts which now cover geographical areas in which eighty-two percent (82%) of the Afghan population lives. The concept of “performance-based partnership contracts” (PPCs), measured against established benchmarks and indicators, exerts a permanent pressure on NGOs to provide services of the highest quality standards possible. Lump-sum service contracts, such as those funded by the WB contracting scheme, provide NGOs with



considerable freedom to meet their targets according to the demands of the field, and bonus payments give them a further incentive to do so. USAID funded NGOs receive considerable technical assistance through Tech Serve, a follow-on to the previously funded Management Sciences for Rural Expansion of Afghanistan Community based Health Care (REACH) project. EC funded NGOs are signing grant contracts based on their own “proposals”, which are then monitored against their logical framework indicators. All these NGOs are required to provide a full range of services to enable them to do so. The introduction of provincial level planning and budgeting will have a significant impact on the planning and operations of NGOs as the MoPH takes up the stewardship role even further. National program strategies will form the basis for strategic and operational plans jointly developed by all local stakeholders with common targets and indicators.

In this new role the MoPH, through the PHOs will actively participate in service and intervention monitoring to ensure that adequate medical supplies and commodities are available. In some provinces, NGOs are also contracted for the provision of the EPHS. In sum, NGOs have become an active partner of the MoPH, contributing to institutional strengthening at the central and provincial levels as much as they have to the delivery of HCS to the Afghan population.

As mentioned above, NGOs were historically accustomed to delivering HCS when and where they could. In these more stable times, assuming responsibility for all HCSP within a province is a new experience for the NGOs, and one that makes them more subject to social and political pressures than previously. It should also be noted that, as GoA contract holders, NGOs risk losing some of their ability to “represent” multi-sectoral community interests, a feature that has helped to define them in the past. Fortunately, in some ways, some more “traditional”, non-contracted

NGOs still exist in some provinces. Even these, to the benefit of all, are seeking to have their activities integrated into the official NHCS through information sharing and increased coordination.

After a few years of operation it has become clear that many NGOs have achieved remarkable results due to their intimate knowledge of the area in which they are working (and had been working, even during the war years), and the attention and support they have received from the new MoPH. It seems that, on the basis of this success, donors are presently willing to support the HNS for the foreseeable future. Based on this positive investment climate, the MoPH is working to help build the capacity of both new and more established indigenous NGOs in order to improve the prospects for long-term sustainability of the existing system. Whether future contracts are with NGOs that are more familiar with the regions and communities in which they are working, or whether they are NGOs that are expanding their successful work into new areas, it is clear that continued financial support and training will be required. This will be especially related to community health and outreach, in addition to quality improvement, and the MoPH remains committed to helping in all aspects.

The for-profit private sector in Afghanistan is considerably less developed than the NGO not-for-profit sector. Private pharmacies, practices (for medical, diagnostic or therapeutic services) and hospitals are relatively plentiful, which are increasingly more regulated by the MoPH. Below the level of professionally trained and recognized service providers, there is a layer of non-professionals, such as drug sellers who operate primarily in rural areas, and these are of concern to the overall HNS. However, initiatives are underway that actively encourage the primary level of the private sector to engage in specific services listed in the BPHS.



The private sector can be seen as playing both a complimentary and, at times, a competitive role; its regulation needs to be further strengthened through current HNS policy and future unwritten legislation. The MoPH has recently decided to appoint one officer in each district who among other duties will be responsible to implement health legislations at the district level. Many valuable contributions and accomplishments of the private sector, especially in rural areas, are not accessible to the Ministry and NGOs. Consequently, they are not currently recognized in the National Health Statistics and, it is well recognized, that the data reflecting those interventions supported by the public sector do not provide a full picture of HCS delivery in Afghanistan. The addition of the district health officer is hoped to co-ordinate the private sector contributions at the village level and to provide data to MoPH on the activities of private sector at village level.

## OUT-OF-POCKET EXPENDITURE:

Out-of-pocket spending on health is considered both significant and an issue in Afghanistan, supported by a survey conducted by the JHU/IIHMR team. It found that, within the catchment areas of health facilities, household out-of-pocket expenditure ranged as high as USD29 per capita per annum. The most commonly used source of HCS was the nearest public health clinic, as is intended. In fact, although more than 90% of those seeking care paid something, the mean expenditure was USD17.50 and the median a potentially affordable USD 4. Whether or not this amount is actually affordable to the distressingly poor rural population of Afghanistan is not clear; the survey found that for nearly 30% of visits to a health facility, the ability of a household to pay depended on borrowing or on the sale of assets or land. Although there are no clear data, there is a strong likelihood that out-of-pocket expenditure on health, especially

when as high as that mentioned above, is responsible for dragging a substantial number of families who can afford to pay below the poverty line. In this sense, the high cost of HCSs may contribute more to poverty production than to poverty reduction. The MOPH has recently confirmed the commitment of the constitution to providing primary care services free of charge.

As Afghanistan rebuilds its health sector, the financing of health services and their financial sustainability in this post-conflict setting are becoming increasingly important. There are several major challenges in financing public health services in Afghanistan. Donor funds currently provide much-needed support for the delivery of basic health services, however these funds may decrease in the future and alternative sources will need to be identified. Because of this, along with the increased utilisation rates, the cost of broader coverage and higher quality care, there is the potential for increased difficulty in providing free health care for all, including to the poor and other vulnerable groups, as well as the provision of free preventive and promotive interventions. This situation makes it crucial to identify effective alternative and supplemental ways to ensure reduced reliance on donor funding of the health sector, particularly through sustainable local financing mechanisms. A second challenge is the high out-of-pocket payments for health care presently being faced by Afghans, making high quality health care either inaccessible to a large segment of the population or else leading to unaffordable health expenditures.

These and other issues motivated the MoPH to develop a pilot project to test the feasibility and utility of various modes of health financing, including user fees and community-based health funds. This project started in May 2005 and was implemented in eleven provinces. The results will provide valuable inputs on the different community financing mechanisms and will also provide lessons on

how to improve the implementation of these financing mechanisms. The MoPH aims to use these and other evidence-based results from tests of alternative health financing schemes to inform future decisions about health financing options for Afghanistan. In introducing new financing mechanisms the MoPH will follow a step-by-step approach starting by an experimental process through which different options will be tried within Afghanistan context. This will allow the most appropriate options to be extended countrywide in the medium- and long-term.

## HEALTH AND NUTRITION SECTOR DONORS

The major donors to the HNS are USAID, the WB, and the EC, figure 1.1. Donor funds are used to finance all of the major Programs of the MoPH, including the delivery of the BPHS, EPHS, Programs aimed at controlling malaria, TB, HIV/AIDS and other communicable diseases. In addition, donor funds have been applied to activities that fall under the rubric of

institutional development. In all, the donors have provided financial and technical support for the renovation or construction of 763 health facilities over the past four years, without which the extension of the BPHS to at least 65% of the population would not have been possible. Most of the construction donation was made by USAID. Of these, 312 (40.9%) of health facilities have been newly built. The annual amounts of donor funding devoted to delivery of the BPHS are as follows:

**Table 1:** Health and Nutrition Sector Donors

Donor	Provinces Funded	USDm	Funds available until
EC	10	20.161	2009
USAID	13	24.100	2011
WB	11	20.825	2008
<b>Total</b>	<b>34</b>	<b>65.086</b>	

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Total	34	65.086	

**Source:** GCMU/MoPH (2007)

An additional USD9.85m is being spent on implementation of the EPHS with the majority again provided by the donors.

As discussed in a previous section, little of the progress made to date by the MoPH and few of its successes would have been possible without the financial and technical support of external donors. For the purposes of expansion of the BPHS, the WB, USAID, and the EC have been instrumental. Each has provided substantial assistance to the MoPH albeit in different ways. The WB has provided funding directly to the GOA to establish the GCMU, and technical assistance to help it acquire the capacity to tender and manage contracts of substantial size. It provided funding to contract NGOs to deliver services under PPAs. It has also funded the BSC M&E contract discussed above. USAID initially provided funds through a US-based contractor to manage a different form of BPHS contracting program known as Performance-based Partnership Grants (PPGs). In addition, it funded a large amount of technical assistance at the central level, especially to the development of the HMIS, at provincial level to increase the managerial capacity of PPH Directors, and directly to the contracted NGOs to ensure that the quality of service delivery was acceptable. The EC has also funded NGOs to implement the BPHS in several areas, and has provided needed technical assistance to the GCMU. These donors have also funded other activities in the HNS.

Some 'vertical' Programs, such as the Expanded Program on Immunization (EPI), the National TB Program, the National Malaria Program, the National HIV/AIDS Control Program, and others, also receive funding from external donors, including the GFATM and GAVI. Other bilateral donors and the UN agencies, especially the World Health Organization (WHO), UNICEF, UNFPA and Japan International Cooperation Agency (JICA) make substantial financial and technical contributions to these areas. Finally, it should be noted that some NGOs operating within the Afghanistan HNS receive funding from sources other than the contracting schemes mentioned here.

However expedient in the short term, reliance on external funding is never an optimal strategy. The unpredictable availability of required funding, combined with frequent policy shifts of donors, has the potential to leave the HNS in a very precarious and unstable situation. With this uncertainty of medium to long term funding, and despite planning and assurances given, MoPH still has little surety of being able to implement its plans and programs as set out in this core strategic and supporting program strategies. However, any substantial reliance on internal sources of funding at present is unrealistic, evidenced by the insufficient proportion of the operating budget currently being allocated to health. Realistically, external sources of funding will be required for many years to come. The MoPH is actively initiating systems and process that will eventually set conditions

for a Sector Wide Approach to longer term funding/service partnerships with donor governments and banks. Further and continuing improvement, of the demonstrable success of the HNS to date, will provide an important incentive to the donor community to continue its substantial investment for the long-term. With this in mind, MoPH will address inefficiency fraud and corruption with vigour and commitment to make it a leading ministry in the public sector.

## FUTURE CHALLENGES

The achievements have been many, but MOPH has also faced setbacks in its goal to improve health and wellbeing of the people of Afghanistan through the deliver of accessible, quality, health care services to the people of Afghanistan. Without doubt, one of the largest challenges to the HNS is that of security. In an environment where HCWs are being killed, and where M&E activities such as the BSC cannot be conducted, the delivery of HCS is certainly threatened. In the year 2006 (1385), for example, female HCWs represent staff in 30% of health facilities in insecure areas, compared with more than 50% in more stable settings. Coverage of pregnant women with two doses of tetanus toxoid and attendance of skilled HCWs at deliveries in conflict-ridden areas are one-third and one-half respectively the proportions in secure areas. In Helmand Province, seventeen (17) clinics are closed and nine (9) clinics in Kandahar are totally dysfunctional. Security is not only a challenge to HCS delivery, but a precondition.

Investment of government-controlled funds, as discussed above, will also be a challenge. Almost 100% of the PHCS is currently being supported by external funds, as is about 40% of hospital care. The predictability of external funding cannot be ensured and current allocations from the national budget are grossly insufficient to sustain the current rate

of expansion in the sector, both in terms of geographic coverage and in terms of services being offered. Training and financial incentives, especially for female staff and in rural areas, are potential issues that will require attention.

It is difficult for people living in remote, hard to reach areas to access health facilities. We need to get HCSs out to these citizens of Afghanistan. So far BPHS has brought basic HCSs to the districts where 82% of the population lives. But even in those areas a portion of the population live in relatively disbursed communities and are separated by geographic barriers from the available facilities. It is estimated that around 35% of the population has either no access or difficulties in accessing even basic HCSs. Children remain unimmunized, there is no care for the mothers delivering their infants and medical emergency cases must travel long distances before finding appropriate services. The MoPH must contend with the anxieties of the members of these remote communities demanding the services promised to them. Fulfilling these promises will improve the chances for stability and development in the remote areas.

There is considerable development required in the tertiary sector. While the majority of intervention to combat high levels of morbidity and mortality will take place in the primary care level, especially among women and children, an effective referral system to good quality hospitals must be established to meet the needs of those cases that require higher level treatment. The ongoing hospital assessment will assess the performance of hospitals and identify areas of priority attention.

There is a need to increase the supply and mobilisation of qualified HCWs, particularly female HCWs. It is assumed that the presence of a female HCW in a facility will contribute to an increase in the utilization of maternal HCSs and contribute to the goal of



reducing maternal mortality.

While there have been many capacity building activities, these efforts need to be expanded to the provincial and sub-provincial levels.

There are many private health facilities that are not accountable to the MOPH. Laws need to be instituted and strengthened to regulate both public and private health sectors.

With counterfeit and ineffective drugs in the market, there is need to ensure the availability and quality of essential drugs. A national drug study recently conducted will provide us information on these issues. The public-private partnership which has characterized the delivery of HCS to date, and specifically the performance-based contracting out of service delivery to Afghan and international NGOs, has been a successful formula. Should a transition occur in the mid to long term future, it needs to be carefully planned and implemented. For the immediate future, continuing the current strategy appears to be the most appropriate.

Further challenges include increasing the capacity of the health sector to address the causes of ill-health and poor wellbeing in Afghanistan. While this is recognised in current strategies it remains a longer term objective that will require intersectoral approaches and support of cadre of health workers who can address environmental health issues, regulation compliance and strong liaison skills. The control and regulation of the private sector has yet to be addressed. Registration of facilities and practitioners, integration of their service statistics into HMIS, joint initiatives to combat priority health issues, either through regular services or in cases of public health outbreaks will be required.

More comprehensive methods of understanding and addressing demand side issues

remains a key agenda item that requires attention in the decentralisation of strategic and operational planning at the provincial and services levels.

The whole aspect of providing guidance within the stewardship role of MOPH hinges on achievable, costed and budgeted program strategies forming the basis for intervention and service planning where funding, human resources, infrastructure, consumables and utilisation match the anticipated growth expected from increased services target thresholds.

And to bind all initiatives to address these existing and future challenges is the challenge to strengthen the MOPH systems and process that will enable a SWAp approach to funding/ service delivery partners. This includes the realisation of the need to harmonise a broad range of processes, plans and the like between participating partners.

## DEVELOPMENT PROCESS OF THE HNSS

This Sector Strategy incorporates feedback and comments from the Sub National Consultations (SNCs) and as such is a response to the people of Afghanistan's vocalized needs and development goals, both nationally and with provincial emphasis. The Sub National Consultations ensured public participation in the country's development process. Provincial representatives were invited to ask for their perception of the state of development in the HNS in their province, and were presented with HNS Strategy to get constructive local input on their content and process. With representatives from all levels of Afghan society, including 47% participation by women, the Sub National Consultations and the resulting Provincial Development Plans have contributed public support to the de-

velopment of the Strategies (See Annex IV for the results of the SNCs on HNSS).

For the HNS ANDS pillar, provincial projects have been selected by the working groups during the SNCs in line with existing Ministry Strategy and planned national programmes. The Provincial Development Council's Provincial Development Plans from the previous year were used as a basis, in combination

with input from local governance structures comprising Community Development Plans from Community Development Councils, and District Development Plans from District Development Assemblies (DDAs). The resulting identified potential activities were prioritised into ten project ideas per sector, per province. These have been further ranked into three tiers of descending order of urgency and impact on numbers of beneficiaries.





## CHAPTER 2

# OVERALL STRATEGY FOR THE HEALTH AND NUTRITION SECTOR

### STRATEGIC VISION, MISSION, GOALS AND OBJECTIVES

#### Vision

Better physical, mental and social health for all Afghans.

#### Mission Statement

The mission of the HNS is to improve the health and nutritional status of the people of Afghanistan through quality HCSP and the promotion of healthy life styles in an equitable and sustainable manner.

#### Goal

The goal of the HNS is to work effectively with communities and development partners to improve the health and nutritional status of the people of Afghanistan, with a greater focus on women and children and under-served areas of the country.

#### Objectives

##### National objectives

- To reduce maternal and newborn mortality

- To reduce under 5s mortality and improve child health
- To reduce the incidence of communicable diseases
- To reduce malnutrition
- To develop the health system

##### Program objectives

- Improving access, utilization, and quality of PHCSs in an equitable and sustainable manner;
- Improving access, utilization, and quality of hospital services in an equitable and sustainable manner;
- Increasing the coverage and quality of services to prevent and treat communicable diseases and malnutrition among children and adults;
- Improving access to and utilization of quality emergency and routine RH and MCH Care Services;
- Strengthening organizational development and management at central and provincial levels to ensure the effective and cost-efficient delivery of quality HCSs;

- Further developing the capacity of health personnel to manage and better deliver quality HCSs and to facilitate evidence based decision making through co-ordination of relevant and useful research;
- Harmonizing system of procurement of essential medicine for health facilities;
- Developing and maintaining equitable, affordable and sustainable quality support services, including those for LAB services, blood safety, radiology, pharmaceuticals, equipment and medical supplies.

## DESIRED RESULTS BY YEAR 2013

The MoPH has modified the targets set in previous documents - Afghanistan MDGs, Afghanistan Compact 2006, and program-specific targets, for TB, EPI and Malaria, for example, in order to develop a set of "desired

**Table 2.1 Desired Results for 2013**

results" that it seeks to achieve by 2013.

The high benchmark for the HNS in the Afghan Compact had four components, which are shown in the table below beside the 2000 baseline, achievement in 2006, established 2010 target and new 2013 target. The program-specific targets (desired results) are given within each program description in sections further below.

Results	2000 baseline	Achievement by 2006	High Benchmark 2010	HNS 2013	2015 (Afghan MDGs)
"BPHS will cover at least 90% of the population by 2010"					
Increased access to PHCSs within two hours walking distance	9% of population with nearby access to PHCSs	65% of population with nearby access to PHCSs	90% of population with nearby access to PHCSs	90% of population with nearby access to PHCSs	
"Maternal Mortality Ratio will be reduced by 15%"					
Reduction of MMR	1600 deaths per 100,000 live births		Reduction by 15% to 1360 deaths per 100,000 live births	Reduction by 21% from the baseline (1264)	Reduction by 50% from the baseline (800)
"Infant and under five mortality will be reduced by 20%"					
Reduction of U5MR	257 deaths per 1000 live births	191 deaths per 1000 live births	Reduction by 20% to 205 deaths per 1000 live births <sup>1</sup>	Reduction by 35% from the baseline (167)	Reduction by 50% from the baseline (128)
Reduction of IMR	165 deaths per 1000 live births	129 deaths per 1000 live births	Reduction by 20% to 132 deaths per 1000 births <sup>2</sup>	Reduction by 30% from the baseline (115)	Reduction by 50% from the baseline (82)
"Full immunization coverage"					

Results	2000 baseline	Achievement by 2006	High Bench-mark 2010	HNS 2013	2015 (Afghan MDGs)
Increased national immunization coverage with three doses of DPT vaccine among children under one year of age	31%	77%	Achieve above 90% coverage	Achieve and sustain above 90% national coverage	Sustain above 90% national coverage
Increased national immunization coverage with measles vaccine among children under one year of age	35%	68%	Achieve above 90% coverage	Achieve and sustain above 90% national coverage	Sustain above 90% national coverage

1 USMR – 2006 AHS showed this target already surpassed.

2 IMR – 2006 AHS showed this target already surpassed

## PRIORITY POLICIES

In line with the Afghanistan Compact of July 2006, the over arching strategic objective of the MoPH is to obtain nearly universal coverage of a standard BPHS through the Contracting Out initiative and the SM.

As mentioned above, in 2003 (1382), the MoPH adopted the strategy of contracting out the delivery of the BPHS to non-state providers in order to be able to concentrate fully on its role as steward of the HNS.

The BPHS is currently being delivered on a contractual basis with NGOs in 31 of the 34 provinces in Afghanistan. In the remaining three provinces, the MoPH is following a SM strategy by which it is, essentially, contracting with its own staff, on the same terms as it contracts with NGOs.

The corollary key policy and strategy is for the MoPH to maintain and strengthen its stewardship role for HNS. For that purpose, a new organizational chart of the MoPH has been defined (Refer Annex I). The number of General Directorates has decreased to correct the existing fragmentation of some departments (e.g. finances, procurement, M&E).

This allows a comprehensive approach of HCS in having BPHS, EPHS, all hospital services and the referral system, under the same Healthcare Service Provisions General Directorate. The MoPH will focus on the following main fronts:

- Leadership at all levels in policy formulations and translating these policies into concrete actions to ensure that these actions are geared towards attaining the specified goals.
- M&E of the implementation of HCSs in order to ensure quality, equity and efficiency of the health system.
- Coordinating both the multi-sectoral contribution of all national institutions involved in the HNS and the MDGs (Ministry of Defence, Ministry of Higher Education (MoHE), Ministry of Interior, MRRD, Ministry of Women Affairs, Ministry of Education and Ministry of Counter Narcotics) and the development and external assistance from a large number of health supporting agencies, to ensure aid effectiveness through upholding standards, mapping services to avoid duplication and gaps. Other coordination mechanisms will be looked at.
- Decentralisation through the delegation of responsibility and authority to PHOs for provincial level strategic planning and budget-

ing, improving the provincial level through activities (i.e. training, provision of equipment, performance-based bonus for the staff, networking among provincial teams).

- Developing legislations and regulations and ensuring that the health laws and regulations are adhered to both in the public and private sectors.



# HEALTH AND NUTRITION SUB-SECTOR STRATEGIES

### CONTEXT

According to the NHP 2005-2009 and NHS 2005-2006, MoPH has been following eighteen (18) sub-sector strategies to achieve the general objectives of reducing morbidity and mortality and institutional development. These have been undertaken jointly or singly by different Directorates and, over the past two years, several new strategies have also been developed.

Barring unforeseen events, the continued economic and political development of Afghanistan will, and must, contribute to the creation of conditions favourable to the development of the social sectors of which health is one of the most important. Perhaps the biggest constraints to the further expansion of health and nutrition services, and the ones over which the HNS has the least control, are the availability of adequate financial resources and the growing threat to internal security. Both donors and the national-level decision-makers should give careful consideration to the needs of this sector by making a major effort to ensure its continued progress and success.

### CONSTRAINTS

The main constraints of the HNS sub-sector strategy are:

1. Insecurity in some provinces making it difficult for program implementation, monitoring

by provincial and central level, and recruitment of Provincial Public Health Officers and health facilities staff.

2. Dispersed population and geographical problems; cultural barriers
3. Uncertain commitment of donors in supporting implementation, capacity building programs, logistics and functioning.
4. Unwieldiness of MoPH and MoF bureaucracy and administration responsible for delays in recruitment of staff, budget disbursement and procurement of medicine and equipment.
5. Law and regulation missing or not adapted to the current situation (e.g. lack of regulation for private practice).

### PROGRAMMATIC BUDGET APPROACH

Based on the reforms proposed by the MoF on Program Budgeting Reform, the earlier economic approach of the administrative budget lines was found deficient on many counts, and a programmatic approach is now preferred to address the financing and accountability issues in a more coherent and integrated manner. Costing of the programs in the HNS has been carried out by the MoPH in collaboration with the partners for health. Although the cost is the best possible estimates which derived from the limited data available at the time of the exercise, the figures subject for refinement (See Annex IIC). Therefore, the strategies of the HNS will be discussed in terms of

nine core programs (Refer Annex III) – five related to HCSP and four related to institutional development:

#### (A) Health Care Services Provision Programs

1. Primary Health Care Program;
2. Hospital Care Program;
3. Disease Control and Nutrition Program;
4. RH and Child Health Program;
5. Public Nutrition Program.

#### (B) Institutional Development Programs

1. Policy and Planning Support Program;
2. HRD and Research Program;
3. Pharmaceutical Management Support Program; and
4. Administration Program.

Strategies developed for the NHP 2005-2009 and NHS 2005-2006 have been assigned to the nine core programs, the current context and new strategic directions are discussed, and finally the 2007 objectives and desired results are mentioned.

## HEALTH CARE SERVICES PROVISION PROGRAMS

### 1. Primary Health Care Program

**Strategy 1.1** The HNS will ensure that all the principles of Primary Health Care, especially community participation, inter-sectoral collaboration, prevention, and the use of appropriate technology, will be implemented countrywide.

The BPHS has two main objectives:

- To provide a standardized package of basic services which forms the core of service delivery in all PHCS facilities; and

- To promote the redistribution of HCSs by providing equitable access, especially in underserved areas.

#### Components of the Basic Package of Health Services

- Maternal and newborn health
- Antenatal (ANC), delivery and postpartum care; family planning; care of the newborn

The main components of the BPHS are outlined in the following box: As physical rehabilitation services are almost entirely supported by NGOs in separate, vertical programs, the aim is to include services within the general EPHS and BPHS packages; as a consequence this must be included in budgets of HCS providers.

#### Child health and Immunization

- -EPI (routine, outreach and mobile); integrated management of childhood illness (IMCI); promotion of exclusive breast feeding for the first 6 months
- Public nutrition
- -Micronutrient supplementation; treatment of clinical malnutrition, fortified flour
- Communicable diseases
- -Control of tuberculosis, malaria, and HIV-AIDS
- Mental health
- -Community management of mental problems; health facility-based treatment of outpatients and inpatients
- Disability
- Physiotherapy integrated in PHCS; Orthopedic services expanded in hospitals
- Supply of Essential Drugs

**Strategy 1.2** The HNS is committed to increasing the active participation of communities in the management of their local HCSs through developing strong, active participatory links with shura (community committees) and training and supporting CHWs.

**Context:** Development of a BPHS was one of the 12 priorities in the Interim Health Strategy 2002-2004, and BPHS became the official policy of the MoPH in March 2003. As a result of subsequent experience, BPHS was further revised in the latter half of 2004 and approved. Community-based



HCS is an integral part of the BPHS, where around 13,000 CHWs are presently deployed in close to 5,000 villages, providing vital services to some of the most disadvantaged communities. The plan is to recruit around 25,000 CHWs to reach all corners of Afghanistan. CHWs carry out family planning, vaccination activities, refer self-reported TB patients, promote bed net use and help evaluation surveys. The objective is not only to expand access to services but to lay down a solid foundation for a sustainable NHCS.

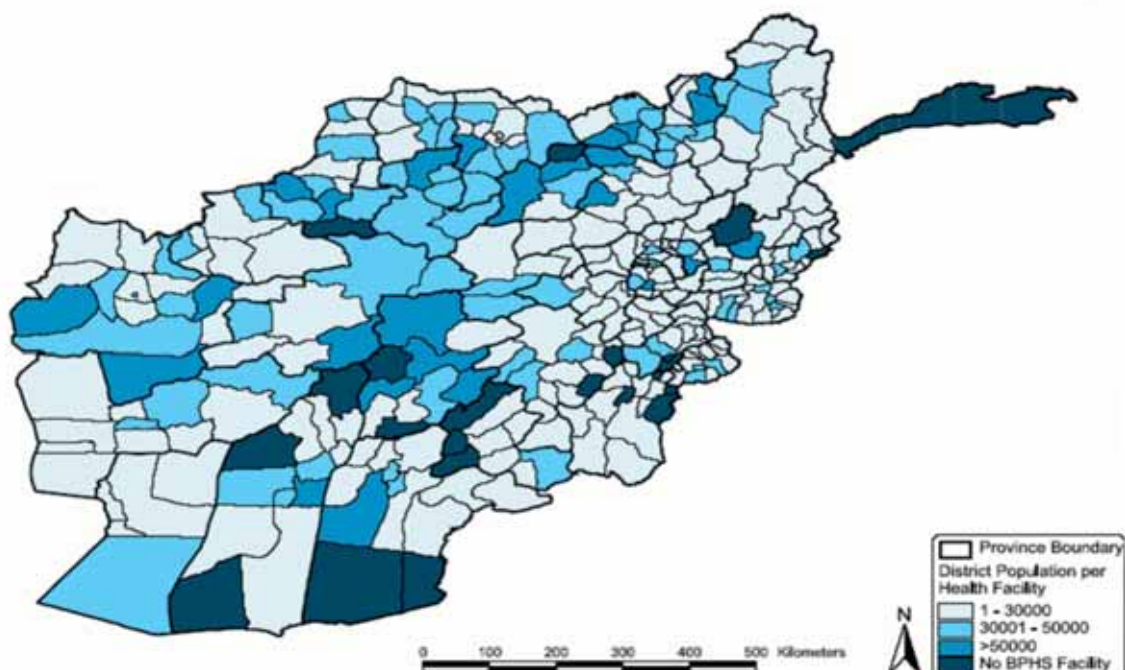
**Some of the sub-Programs** in the Primary Health Care Program are: BPHS Contracting Out, Health System SM; Nomads Health Program; Provincial Coordination; and non-BPHS Clinics.

**New strategic directions:** From being available to 9% of the Afghan population shortly after its implementation began, the BPHS is currently being offered in districts in which 82% of the population lives. As mentioned elsewhere, due to limitations of geographical access, financial access, and insecurity, not everyone in these districts can benefit from the availability of the BPHS. It is estimated

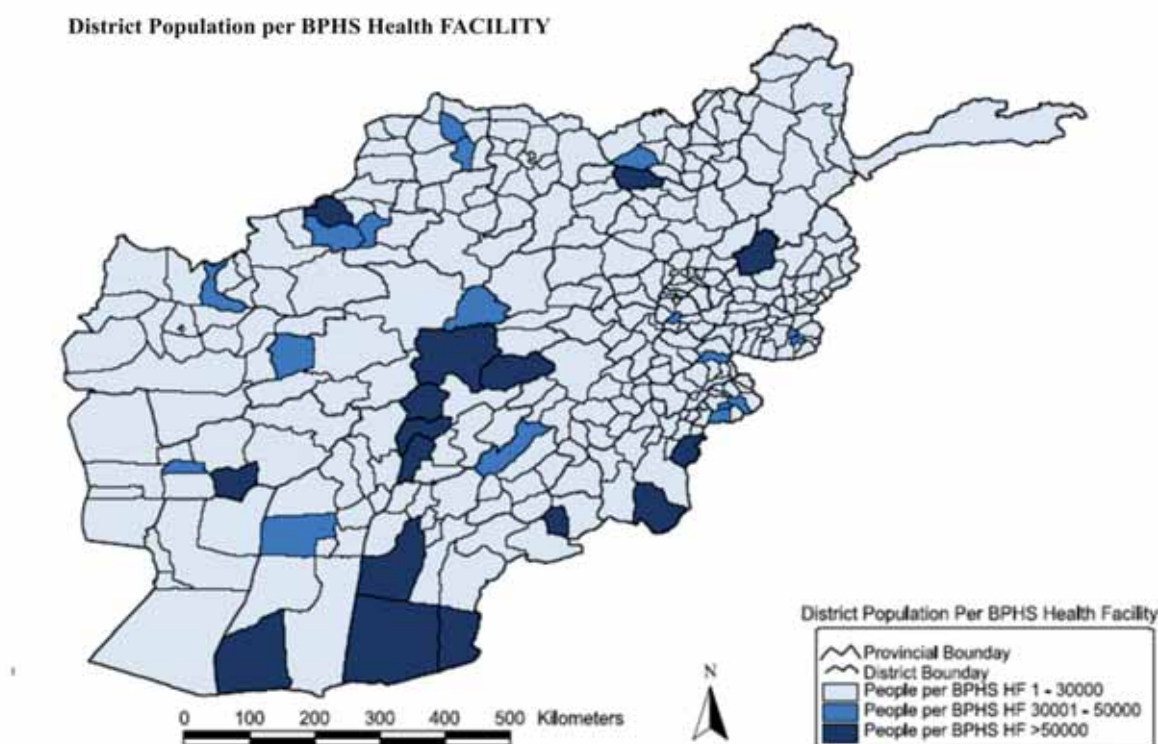
that the BPHS currently reaches about 65% of the total population, and MoPH plans to expand its reach through:

- Outreach services from the existing of BHCs, CHCs, and DHs;
- Increasing the number, utilization and quality of HPs and CHWs;
- Addition of a layer of HCS facilities, called the Basic Health Sub-Centres;
- Addition of mobile health teams to reach remote villages at least four times pa;
- District Health Officers; and
- Evaluation of SM in remote areas

**Map 3.1 District Populations per BPHS Health Facility**



**Map .3.2:** District Population per BPHS Health Facility: Source: National Health Resources Survey ,September 2002,MoPH and USAID/ AHSEP, prepared by REACH



**Objective :** Improving access, utilization, and quality of PHCSs in an equitable and sustainable manner

## 2. Maintenance and Extension of Hospital Care Program

**Strategy 2.1** HNS will ensure the provision of a comprehensive referral network of secondary and tertiary hospitals that provide, as a minimum, the EPHS and do so within a framework of agreed, set standards to improve clinical and managerial performance.

The EPHS has three main objectives:

- To identify a standardized package of defined clinical, diagnostic and administrative services for district, provincial, regional and national hospitals.

- To provide a guide for the Ministry, NGOs and donors on how the hospital sector should be staffed, equipped and provided with drugs for the defined set of services at each level.
- To promote a health referral system that integrates the BPHS with the hospitals.

The maps below show the district population per BPHS facility in 2003 and 2006, respectively.

As seen by the changes from one map to the other, the number of BPHS facilities per population has increased substantially from 2003 to 2006. This shows the progress achieved in establishing a nationwide network of primary care facilities in Afghanistan.

#### Standardized provision of services to be offered by hospitals

##### **District Hospital:** 30-75 beds

Serves a population of 100,000-300,000 in one to four districts.

Basic surgery, medicine, obstetrics and gynaecology, paediatrics, mental health, dentistry, plus support services for nutrition, pharmacy, physiotherapy, LAB, radiology, blood bank and physiotherapy clinics/outreach.

##### **Provincial Hospital:** 100-200 beds

All the above clinical and support services, plus rehabilitation services and infectious disease control

##### **Regional Hospital:** 200-400 beds

All of the above plus surgery for ENT, urology, neurology, orthopaedics, plastic surgery; medicine to include cardiovascular, endocrinology, dermatology, lung and chest, oncology and forensic medicine.

Expanded support services including full rehabilitation centres with Orthopaedic Workshop

NB: Physiotherapy clinics and outreach are/will be included in CHC, DH and PH, whilst Rehabilitation Centres, including Orthopaedic Workshops, exist at RgHs.

**Context:** The development of EPHS was one of the twelve priorities in the Interim Health Strategy 2002-2004. Upon its completion in February 2005, the EPHS became official policy of the MoPH.

The purpose of EPHS is to establish a mutually supportive HCS delivery system where both basic and essential services are gainfully interacting. Indeed, without having an effective secondary care and tertiary care, the benefits of the widespread PHCSs will be limited; trend of mortalities due to, for example, complicated pregnancies will not change and conditions beyond the Primary Health Care level will continue to be the leading cause of mortality.

**Some of the sub-programs** in the Hospital Care program are: EPHS, Blood Bank, Nursing Care, Disability and Rehabilitation; and SMs for Speciality and Training Hospitals.

**New Strategic Directions:** Studies elsewhere as well as current findings at the MoPH, prove that expansion of hospital services at the secondary and tertiary level care is a costly exercise. Even at the current rate, the hospital sector with curative, diagnostic and rehabilitative components consumes nearly 50% of the core budget. However,

hospital sector plays a pivotal role in the overall HCSP. To reduce costs, in addition to pilot different mechanisms (e.g. user-fee, contracting out NGOs, focus on specific areas like emergency obstetric care, creation of hospital network, telemedicine), MoPH has carefully chosen the concept of strengthening existing infrastructures rather than building new facilities. Furthermore, progressive measures will be taken to address the common gaps in the hospital sector e.g. lack of standards from hospital management and for clinical care, disproportionate availability of hospital beds in the major urban areas, lack of qualified staff, of appropriate equipment which lacks maintenance, of supplies (consumables and non-consumables) and weakness of the record-keeping system. Regulations will be developed and an accreditation system will be put in place, in particular in the private sector.

**Objective :** Improving access, utilization, and quality of hospital services in an equitable and sustainable manner

### 3. Disease Control Program

**Strategy 3.1** Communicable Disease: The HNS will, as a priority, better control communicable diseases, especially malaria, TB, cholera and HIV and other sexually transmitted infections (STIs), through strengthening the management of integrated, cost-effective interventions for prevention, better definition of vulnerable groups

targeted, training, control and treatment. The prevention and management of outbreaks will also be strengthened further through raising public awareness and responding more rapidly through the Disease Early Warning System.

**Strategy 3.2 Disease Surveillance System:** The HNS is committed to developing and maintaining an effective and efficient surveillance system for certain diseases and health risks and to responding to health emergencies in a timely manner.

**Strategy 3.3 Emergency Response:** The HNS is committed to developing and institutionalising a Comprehensive Health Preparedness Plan at the national and provincial levels and to allocating appropriate resources in order to be able to respond to natural and man-made emergencies in an effective and timely manner. This work will be undertaken in close collaboration with other ministries.

**Strategy 3.4 Health Promotion and Prevention:** In collaboration with other relevant ministries, the MoPH will, as a top priority, have promotion and prevention programs that address key emerging public health problems, such as illicit drugs and their use, smoking, HIV/AIDS, blindness, and road traffic accidents. Through the development and implementation of comprehensive programs covering prevention, treatment, care and rehabilitation, the Ministry will enhance and strengthen its capacity to address chronic conditions such as cardiovascular disease, diabetes and, as control of illicit drugs is a GoA priority, especially to address the problem of substance abuse. Methods used will vary depending on the nature of the target group and the current level of awareness or knowledge about a particular issue.

**Strategy 3.5 Environmental Health:** In collaboration with other relevant GoA ministries and departments, the National Environmental Protection Agency (NEPA) in particular, the HNS will increase awareness and understanding of

potential adverse health consequences of environmental factors, such as poor water supplies; lack of adequate sanitation facilities; inadequate rubbish disposal and collection, particularly of plastic bags; health facility waste; poor food handling and hygiene; and high levels of air pollution. Various mechanisms will be used to raise awareness and understanding, including during Cabinet meetings and inter-ministerial meetings and through the media. The Ministry is developing an environmental health policy and strategy in co-ordination with the National Environmental Protection Department, that defines where and how it can be most effective in preventing illness due to adverse environmental factors. It will also develop and distribute guidelines on good environmental health practices. The MoPH will work together with other relevant government departments in implementing its strategies.

**Strategy 3.6 Mental Health:** HNS will work with the social and other sectors to develop a flexible range of integrated mental health support and care services at all levels of the health system. Particular attention will be given to post-traumatic counselling through the training of more community mental HCWs and psychologists and their placement in accessible community health facilities.

**Strategy 3.7 Disability, Accidents and Injuries:** HNS is committed to ensuring that the disabled and those injured through violence or accidents in traffic, at home, or at work will have access to relevant HCSs when needed. In collaboration with other relevant ministries, the HNS will develop a cross-cutting policy on disability to ensure access to economic and social development. In collaboration with the police, Ministry of Transport and other relevant ministries, the HNS will develop, implement and enforce laws and regulations to reduce the risks of accidents, especially road accidents.

**Strategy 3.8 Information, Education, Communi-**



cation (IEC) and Behaviour Change Communication (BCC): While BCC/IEC is a cross-cutting intervention; the HNS will initially focus on IEC/BCC issues related to the basic package of health services and to the priority promotion and prevention programs. All IEC/BCC health messages should follow the national guidelines and convey messages that do not conflict with one another .

**Context:** The MoPH's priorities are to better control and prevent communicable and non-communicable diseases through strengthening the management of integrated, cost-effective interventions for prevention, treatment and control, including emergency preparedness and management of outbreaks.

Some of these control sub-Programs are part of the existing BPHS/EPHS but, because of the country's international commitments and/or being recognized as public health main issues, have distinct 'vertical' administrative and managerial structures from central level to at least the provincial level. They need thus special attention and commitment. Examples include the TB Control, Malaria Control, HIV/AIDS Control, EPI, nutrition, environmental health, emergency preparedness & response, mental health and drug demand reduction, eye care; oral health and BCC, which above list is not exhaustive.

**Objective :** Increasing the coverage and quality of services to prevent and treat communicable diseases and malnutrition among children and adults.

#### 4. Reproductive & Child Health Program

**Strategy 4.1** Reproductive and Maternal Health: HNS is committed to ensuring that development partners deliver the different components of RH as an integrated package. In maternal health, the HNS is committed to increasing the accessibility of mothers and women of child bearing age to quality reproductive HCSs, including ANC, in-

trapartum care routine and emergency obstetric care and post partum care, counselling and modern family planning services, through skilled birth attendants working with community and other HCWs.

**Strategy 3.2** Child and Adolescent Health: HNS is committed to significantly reducing child mortality, morbidity and disabilities and improving child growth and development by promoting exclusive breast feeding, introducing IMCI and enhancing the control of vaccine preventable diseases. Issues in adolescent health will particularly address potential public health problems posed by smoking and by communicable diseases, such as STIs and HIV/AIDS. In addition, puberty-related issues will be raised. All these adolescent issues will mainly be addressed through school health programs, which initially will focus on raising awareness among teachers.

**Context:** The expansion and improvement of RH – with its main components, maternal and neonatal health (MNH), birth spacing/family planning and gender and reproductive right – services has been a major activity of the MOPH and partner agencies in its National RH Policy and Strategy for 2006-2009. This has been under the direction of the National RH Strategy (2003-2005) and the national priorities set by the MOPH. That strategy, written in late 2002, was in recognition of Afghanistan's unacceptable RH statistics mentioned in previous sections.

#### Priority Sub-Programs:

1. Maternal and neonatal health;
2. Birth spacing and family planning;
3. Gender and Reproductive Rights;
4. Capacity Building; and
5. Other programs, STIs, Infertility, and Non-Infectious RH problems.

**New Strategic Directions:** In 2006, however, the way forward is clearer. More is understood about the application of key RH interventions in Afghanistan and about what works. Greater emphasis is needed on quality and the best use of community resources and accessibility of RgH services. Accessibility is a big problem nowadays in the provision of RH services throughout the country or even worldwide, therefore HNS is following the commitment made in the World Summit 2005 by the heads of state and government which is "Achieving Universal Access to reproductive health by 2015".

#### **Specific challenges and constraints to be addressed by the RH Program.**

6. Lack of management skill at various levels of policy and service delivery; lack of coordination; lack of IEC materials in health facilities and communities; problem in family planning supply in health facilities.
7. Lack of skilled HCWs especially female HCWs; problem with having low salaries and slow governmental procedures.
8. Lack of health standards and their utilization; M&E and supervision need to be improved; quality of works need to be improved among all partners; changing attitude of the health providers.
9. Lacking evidence and mechanism for tracking maternal mortality and other impact indicators; lack of delivery registration in health facilities; HMIS to be further improved.
10. Poor referral system; need for high community awareness.

#### **Goal of the Reproductive Health Program:**

To establish and define a framework for the implementation of the National RH and MCH program and to set forth clear guidance for program implementation, in order to improve health and

reduce mortality and morbidity and to achieve universal access to RH by 2015.

**Objective :** Improving access to quality emergency and routine reproductive and child HCSs.

#### **Desired Results by 2013:**

- Percentage of deliveries attended by Specialized Birth Attendance (SBA) will be increased to 40% by 2013.
- Percentage of women receiving ANC at least once will be increased to 50% by 2013.
- Contraceptive prevalence rate will be increased to 40% by 2013.
- MMR will be reduced by 21% by 2013.
- Total fertility rate will be reduced to 4.5 by 2013.
- Access to reproductive HCSs will be 90% of population by 2013.

**Table3.4 : List of Reproductive Health Program Indicators**

Process Indicators		
1. Percentage of population have access to RH services	65.0 <sup>1</sup>	90.0
2. Number of health facilities providing basic EOC	309 <sup>2</sup>	386
3. Number of health facilities providing Comprehensive EOC	82 <sup>3</sup>	107
4. Percentage of health facilities with SBA	60.0 <sup>4</sup>	90.0
5. Percentage of health facilities providing 2 modern contraceptive methods	29.0 <sup>5</sup>	90.0
6. Percentage of caesarean section of all births	2.6 <sup>6</sup>	5.0
Output indicators		
7. Percentage of deliveries at health facilities	14.6 <sup>7</sup>	20.0
8. Percentage of pregnant women receiving 2TT	54.0 <sup>8</sup>	86.0
Outcome Indicators		
10. Percentage of deliveries attended by SBA	18.9 <sup>9</sup>	40.0
11. Percentage of women receiving ANC at least once	32.2 <sup>10</sup>	50.0
12. Contraceptive prevalence rate	15.4 <sup>11</sup>	40.0
Impact Indicators		
13. Maternal Mortality Ratio	1600 <sup>12</sup>	↓ 21.0
14. Total Fertility Rate	6.60 <sup>13</sup>	4.50

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- 1 *Health Sector Strategy 2007 (Unpublished)*
  - 2 *HMIS 2007*
  - 3 *HMIS 2007*
  - 4 *MICS 2003*
  - 5 *MICS 2003*
  - 6 *HMIS 2007*
  - 7 *AHS 2006*
  - 8 *EPI Database, MOPH, 2006*
  - 9 *AHS 2006*
  - 10 *AHS 2006*
  - 11 *AHS 2006*
  - 12 *Maternal Mortality Survey 2002*
  - 13 *Multiple Indicator Cluster Survey (MICS) 2003 and Best Estimates, UNICEF 2005*



## 5. Public Nutrition Program

**Strategy 5.1** In collaboration with development partners, the MoPH will take the lead in preventing, identifying, and reducing malnutrition by strengthening and expanding the Therapeutic Feeding Units (TFUs), uplifting knowledge and skills base of the health professionals including NGO staff at health facility and community level and disseminating messages on nutrition to mothers in particular.

**Strategy 5.2** The Ministry will promote food and nutrition security for all by adopting a public nutrition approach involving multi-sectoral interventions that address the underlying causes of malnutrition, including food insecurity, poor social environment, and inadequate access to HCSs. This work will be undertaken, partly through the BPHS and a close link with food security analysis and other social development programs. Quality salt iodization, flour fortification, diarrhoeal interventions and the therapeutic feeding of hospitalized malnourished children will receive focused attention.

### Strategic Directions

The HNS is committed to taking a public nutrition approach that;

- Recognizes the multi-causal nature of malnutrition: The causes of malnutrition are multi-fold and are context-specific. They can be broadly categorized into three groups including food security, social and care environment and health (access and environment). There is significant interaction and synergistic effects between the different causes. While health interventions are an important component, malnutrition cannot be effectively addressed through health interventions alone but require broad-based interventions.
- Reflects an understanding of political, economic, social and cultural factors: The categories of underlying causes, are determined in turn by economic, agricultural, and trade policies. Ad-

ditionally, cultural and social norms influence people's ability to access food as well as their food consumption patterns.

- Focuses on populations not individuals: Analogous to the difference between curative and public health, public nutrition does not focus only on treatment of individuals but emphasizes an approach that addresses population needs.
- Places nutrition firmly in the public domain: Public nutrition does not belong to any single sector or expertise. Professionals from a broad range of sectors – including health professionals, agriculturists, economists, anthropologists, educators, community development workers in addition to nutritionists - need to contribute to the design and implementation of programmes in public nutrition. Public nutrition needs to be integrated into communities, legislation, the private sector and the political domain.
- Focuses on action-oriented strategies: Assessment to describe the extent and severity of the problem of malnutrition, including a description of the risks and causes, are conducted in order to inform the design or revision of interventions. This process is a dynamic one, i.e. Assessment, Action and Analysis (Triple A) concepts are applied throughout the implementation process. This assumes a dynamic process of ongoing review and analysis of process, effectiveness and impact. This understanding will determine appropriate action to be taken.
- Reflects universally accepted best practice and knowledge and reinforces learning: Programme design reflects demonstrated understanding of universally accepted best practice from scientific and non-scientific literature. A process of learning is required, which is evidence-based, involves wide dissemination of lessons learnt and demonstration of translating policies into practice.

## INSTITUTIONAL DEVELOPMENT PROGRAMS:

### 6. Policy and Planning Support Program

**Strategy 6.1** Organization and Management of the NHCS: The HNS is committed, as a top priority, to organizing and managing the national health system to reduce inequity and improve efficiency, effectiveness, quality and accountability at all levels. Decentralization and delegation will be enhanced in order to have more responsive and efficient health systems and services. Delegated powers will be used with transparency and according to norms of good governance.

**Strategy 6.2** Provincial Level Strengthening: HNS is committed to strengthening the health service management capacity of the provincial level and to the decentralization of operational responsibilities and authorities to the provincial level. This will be achieved through various mechanisms, such as the implementation of PRR and of MoPH-SM; more effective functioning of PPH coordination mechanisms and donor focal points; development of PPH planning, M&E capacity; quarterly PPH Directors' meetings in Kabul, where issues such as delegation can be addressed; and the effective functioning of the relevant PPH Liaison Department at central level.

**Strategy 6.3** Health Planning, Information, and M&E: The HNS is committed to enhancing evidence-based, bottom-up and participatory strategic planning in all levels of the NHCS. As a priority, emphasis will initially be given to developing annual, costed business plans in all departments; strengthening the links and communication channels between the different levels of the health systems; and ensuring that recommendations from research and practical experiences are incorporated into policy formulation and health planning.

As part of quality strategic planning, the HNS will ensure the availability, coordination, distribution and use of accurate, reliable, user-friendly health information in the design, implementation, M&E of HCSs and other related activities. Annual M&E and planning cycles will be developed at both the national and provincial level. A system will be developed to ensure that checks for the accuracy of information are in place. In addition, a particular emphasis will be placed on ensuring that reliable baseline data is obtained for various initiatives, for example, when commencing QA work. See also M&E Section at end of document.

**Strategy 6.4** Health Care Financing: The HNS will coordinate closely with the MoF on the National Development Budget and on the development of mechanisms to improve total public expenditure from internal and external resources, development of alternative HCF schemes that protect the poor and on development of a medium-term expenditure framework.

The HNS will also undertake health advocacy to increase funds and resources to the health sector; to ensure spending is in line with priorities and coordinated across sectors; to strengthen transparency in the allocation of financial resources and financial management; to strengthen coordination of different sources of funding; to monitor different mechanisms of financing the delivery of HCSs for their cost-efficiency and acceptability; and to work toward obtaining more relevant baseline information, including on household expenditure on HCSs.

**Strategy 6.5** Quality Assurance: The HNS is committed to introducing a culture of quality throughout the organization, and especially in health facilities, through leadership and good examples set in day-to-day work. The Ministry will develop and utilize even more quality standards under a closer supervision. The

first priority is to improve the culture in public sector facilities and in those contracted out to NGOs. Work will initially focus on improving the attitudes of staff towards patients and clients and on developing user-friendly quality management and quality clinical care tools and promoting their use. As part of improving quality of care, the Ministry will also develop a program designed to change the expectations of clients, who often believe that they need and should receive numerous different types of drugs any time they are ill. At a later stage, the Ministry will also work on quality issues with the private-for-profit sector, especially pharmacies and drug sellers.

**Strategy 6.6 Public Health and Private Sector Law and Regulation:** In order to safeguard the public and, in particular, to ensure quality of clinical services the HNS will focus on reviewing, developing and enforcing relevant legal and regulatory instruments (e.g. accreditation systems) that govern health and health related work. The 2004 Constitution encourages the development of the private sector. The HNS will develop constructive relationships with private and non-government health care providers and ensure adherence to laws and regulations. (Note: “Enforcing” belongs in the Administration Program, see below).

**Strategy 6.7 Coordination of HCSs:** The MOPH, in its role as steward of the health sector, is committed to set policies, standards and guidelines in coordination with all departments within the MOPH, all partners, implementing NGO’s, and donor agencies. In line with national GoA policies, the MOPH has created the CGHN. The large CGHN, which includes representatives from other ministries, donors, the UN, and selected NGOs, meets once a month, chaired by the MOPH. A working CGHN, chaired by the Deputy Minister for Technical Affairs, meets weekly and serves as a venue in which to discuss technical and policy issues. All partners in the health sector are welcome

to participate in this meeting, and key recommendations for policy formulation are referred here for review. A review of the different coordination meetings will be conducted to ensure that they are more action oriented.

In addition to the CGHN, the MOPH has established TFs around specific technical issues. Currently there are 24 TFs, which allow focused technical input on specific topics. Their objective is to provide policy and implementation guidelines, intervention strategies, or program recommendations. These recommendations are then forwarded to both the CGHN and the TAG for review prior to being forwarded to the Executive Board for approval. PPH Coordination Committees (PPHCC’s) have been created within each province to coordinate the activities of all stakeholders in achieving MOPH priorities at the provincial level. In any given province, multiple partners are involved in implementing health programs, including the MOPH; hospitals; NGO’s; other ministries, for example, the MRRD or Ministry of Women Affairs to ensure a multi-sectoral approach; provincial government; and the military. Under the direction of the PPH Director, the PPHCC’s will play a critical role in ensuring effective implementation of HNS priority programs at all levels throughout the province.

**Strategy 6.8 Coordination of Partner Organizations:** The HNS is committed to working in partnership with other stakeholders, such as NGOs; UN agencies, especially WHO, UNICEF and the UN Population Fund (UNFPA); bilateral and multilateral donors; USAID, EC; WB; ADB; and the private sector. The HNS holds effective coordination to be important and it will sustain it through both formal and informal mechanisms. The HNS will also encourage stronger donor coordination, especially when undertaking assessment and planning missions and in supporting particular health priorities, such as maternal health.

**Strategy 6.9 Construction and Maintenance:** The HNS will ensure that any newly constructed health facilities are well designed and resistant to potential damage from natural disasters such as earthquakes and floods, are built at an affordable cost and meet the needs of patients and staff. A maintenance program will be developed and implemented. (New Construction is the responsibility of GDPP i.e. PPSP)

**Context:** The Policy and Planning Support Program (PPSP) will maintain the responsibilities to support and control, through policies, laws and regulations, quality HCSP, which are accessible and sustainable at all levels of the NHCS. The program strategies include:

- Development and implementation of HNS policies;
- Coordination of donors;
- Establishment of the MoPH budget and action plans;
- Supervision of public and private HCS providers to ensure they follow governmental health rules and regulations;
- M&E of quality of HCSs; and
- Control of norms and standards with regard to health facility infrastructure.

**Sub-programs:** PPSP will ensure the stewardship role of the MoPH through the following main sub-Programs.

- Planning and law enforcement
- M&E and QA
- HMIS
- Contract Management Unit (CMU), coordination body for contracting out NGOs and other HCS providers
- Construction
- Health Care Financing (HCF) elaborating on ways for sustainable and accessible HCSs

**New Strategic Directions:** As a top priority, the HNS will focus on mobilizing the human and financial resources necessary to accelerate the implementation of the BPHS; work towards the most effective, efficient ways to ensure sustainability of services; and further develop the equitable availability of the basic package, especially for women and children.

PPSP role will be supported by TA projects: Support to Institutional Development and Health System Strengthening Projects.

**Objective :** Strengthening organizational development and management at central and provincial levels to ensure the effective and cost-efficient delivery of quality HCSs.

## 7. Human Resource Development & Research Program

**Strategy 7.1 Human Resources Development:** The HNS is committed as a top priority to using a comprehensive approach to HRD in addressing the issues of how to produce, deploy and retain an appropriately trained health workforce possessing the variety of skills needed to deliver affordable and equitable packages of HCSs as the basis for health care. The selection, training, deployment and retention of staff in rural areas, particularly female staff is important to the HNS.

Recognizing the detrimental effects of more than twenty years of conflict on health professional education, the HNS will assess the capacity and training needs of existing staff to raise quality performance. (Note: HR Management – HRM - including PRR recruitment will be through Administration. Please refer section below.)

**Strategy 7.2 Health Research:** HNS is committed to encouraging relevant, useful research that can assist evidence-based decision making and the formulation of new policies, strate-

gies and plans. Nationally led health systems research, conducted in collaboration with international bodies, is a priority. The research should be related to the many reforms the HNS is introducing in areas such as the institutional development of the HNS, service delivery, the financing of HCSs, the education and training of health personnel, and the development of a quality culture.

**Context:** The lack of qualified HCWs, inadequate staffing distribution patterns and false credentials are common. In response, the MoPH will establish a HRD and Research Program, which will deal with HRD and research with the following aims:

- Develop HR through Public Health Training sub-Program;
- Develop HR through Ghazanfar Institute of Health Sciences;
- Conduct necessary research to assess the existing health situation, health system performances and their impact through Public Health Research Sub-Program;
- Serve as a centre for QA and control for prescribed drugs, foods, safe drinking water, beverages and cosmetic materials in the country through Public Health Laboratories sub-Program; and
- Provide quality testing of specimens with public health importance for reference and referral.

**New Strategic Directions:** A system of HCW registration and the early maintenance of a HR database, a preliminary national testing and certification examination process (in collaboration with MoHE) to identify training needs and an upgraded pre-service curriculum for nurses and midwives, are already in place. Standards for accreditation of training institutes and programs as well as for medical doctors registration will also be put in place.

## Objectives :

Further developing the capacity of health personnel to manage and better deliver quality HCSs

## 8. Pharmaceutical Management Support Program

**Objective:** To harmonize the system for procurement of essential medicines for Health Services facilities.

**Strategy 8.1** Essential Medicines: HNS is committed to

- 1) Ensuring the accessibility, availability, safety, efficiency, effectiveness and affordability of medicines; and
- 2) Having a functional drug quality control lab at the central level.

**Strategy 8.2** Procurement and Logistics: The HNS will establish and use standard international level procurement, stocking and logistics systems to enable international contracting, bidding, stocking and transportation.

**Context:** Currently the MoPH faces considerable challenge with supply and delivery of QA controlled drugs through numerous private pharmacies. QA of drugs imported and sold is not ensured, resulting in a lack of confidence by the population in the NHCS. Moreover, the country cannot rely on external supply only in the future; the re-institution of some national production by Foreign Direct Investment (preferably with a local partner) should be considered.

**New Strategic Directions:** To meet these challenges and ensure regular and appropriate distribution of safe, effective, cheap, and acceptable medical drugs to the population, the



program will work on effective mechanisms to:

- distribute internal productions with assurance of quality;
- import effective and QA medicine according to national and international standards;
- assess regularly drug requirement in the country, in order to avoid any shortage at health facility level; and
- Assess local use of herbal and tradition medicine and assurance of quality.

#### Objective :

Harmonizing system for procurement of essential medicine for BPHS facilities by the implementation of a Pharmaceuticals Management Plan.

### 9. Administration Program

**Strategy 9.1** Support Services: HNS will aim to have equitable, affordable and sustainable quality support services, including those for LAB services, blood safety, radiology, pharmaceuticals, equipment and medical supplies. It will establish capacity for the maintenance of facilities, equipment and transport.

**Strategy 9.2** Procurement and Logistics: The HNS will establish and use standard international level procurement, stocking and logistics systems to enable international contracting, bidding, stocking and transportation.

**Strategy 9.3** Communications and Information Technology (CIT): The HNS is committed to establishing, maintaining and further developing an affordable, useful and functioning communications network using modern information and technology systems at both national and provincial levels. This effort should improve the decision making process.

**Strategy 9.4** Continue to implement PRR: The HNS is committed to working closely with the Civil Service Commission (CSC) to implement the National PRR competitive recruitment processes for placing the most highly qualified Afghan health professionals in established HNS posts throughout all levels of the HCSs. Approximately 3,000 personnel of the 14,000 staff have already been recruited through this process with the balance expected to be completed within the next 3 years.

A Reform Institutional Management Unit (RIMU), reporting to the CSC, is being developed within the MoPH to ensure the implementation of the reform. This reform process is also designed to strengthen implementation of MOPH services by reemploying highly qualified Afghan HCWs currently working outside the government services. While HRD is the responsibility of the HRD and Research Program, HRM is the responsibility of the Administration Program.

**Strategy 9.5** Enforcing Public Health and Private Sector Law and Regulation: In order to safeguard the public and, in particular, to ensure quality of clinical services the MoPH will focus on reviewing, developing and enforcing relevant legal and regulatory instruments that govern health and health related work. The 2004 Constitution encourages the development of the private sector. The Ministry will develop constructive relationships with private and non-government HCS providers and ensure adherence to laws and regulations.

**Context:** Currently this program faces:

- Fragmentation of procurement units;
- Fragmentation of financial units;
- Weak inter-sectoral co-ordination and communication between various units;
- Lack of maintenance of equipment and buildings;

- Lack of CIT, proper database and absence of MIS within the administration, notably for procurement, finance and stock management (data provided are incomplete and unreliable).

**Strategic New Directions:** This situation is negatively affecting the performance of the overall system. It is logical to merge these financial and accounting and procurement units into the MoPH, as it would result in further savings, efficiencies in procurement procedures to provide the necessary supply for health facilities to deliver HCSs and certainly assist to provide information on the actual cost of health for the country from all sources.

These improvements will require considerable training. In the short term, it is intended that existing system adherence with improvements as necessary be a priority to ensure future discipline in following procurement, finance, maintenance and logistics procedures.

Moreover, the MoPH has already concentrated on the Independent Administrative Reform (IAR) CSC, to lead the implementation of a model for HRM, which could be used for Public Administration Reform (PAR) within other ministries. This PRR process shall continue though it is yet another challenge, albeit a welcome one.

#### **Objective :**

To develop and maintain equitable, affordable and sustainable quality support services.





# CROSS-CUTTING AND OTHER SECTOR RELATED ISSUES

The MoPH has given attention to the cross-cutting issues specified by the ANDS. Whilst there is considerable room for improvement, policy statements have been formulated and in some areas significant activity has taken place.

### SECTOR-RELATED ISSUES

#### 1. Capacity Building

A report concerning capacity building was submitted by the JHU/IIHMR project in December 2006, based on the interviewing of key staff at Central and Provincial levels.

A Capacity Building WG, chaired by the Director-General of The General Directorate of HR (GDHR), and assisted by civil servants, consultants, and external advisors exists within the MoPH. It was formed to address the enormous deficiency in numbers and skills of a work force decimated by decades of conflict.

An aggressive program of training has been undertaken for MoPH staff with good results. Donors, UN Agencies, NGOs, and academic institutions alike have offered training. Some training, especially for high-level Ministry officials, has taken place abroad. Most of this training has been in various aspects of health system management.

#### Problems identified with capacity building activities

High level courses are often delivered in English. Most of the employees of the MoPH are not adequately proficient in English and thus cannot obtain the potential benefits of the courses. Translation, when organized, is often judged poor by participants.

#### Lack of coordination

The lack of coordination works in both directions. Many agencies that provide training programs do so without informing the MoPH and the selection of participants can be undertaken without MoPH approval. On the other hand, the MoPH has not provided a clear training needs assessment (TNA) to which agencies that offer training can refer when preparing their training plans.

#### Curriculum

Courses are often organised in a workshop format with a one-time program of a few days to a few weeks; few, if any, agencies involved in capacity building have a progressive training plan with courses structured sequentially from fundamental to more advance. Very often, the content of the courses is fully adapted to the Afghan context.

## Recommendations

The aforementioned report on capacity building, which was submitted by the JHU/IIHMR project in December 2006, made the following recommendations which will be adopted:

1. The GDHR develop a systematic and routine TNA mechanism.
2. Certain core skills be acquired by all MoPH employees working at certain levels; they include English language proficiency, report writing, basic computer skills, basic management and introductory public health.
3. There is a need for sequential training programs offering different levels of training courses that are better adapted to the Afghan situation.
4. Improved coordination between MoPH and its partners in the implementation and revision of the MoPH training plan.
5. Determination of unmet training needs based on the job description of the employees. The GDHR has made great progress in providing job descriptions for all positions in the organizational chart of the Ministry. However, revisions will probably be necessary before the PRR process.
6. A cadre of Afghan trainers should be established within the MoPH in order to better implement the above recommendations.

## 2. Gender Equality

There is perhaps no more important determinant in regard to improving the HNS than both the health status of women and their status in society. The extent to which the interventions of the BPHS are aimed at women, and children for whom women are the primary caretakers, is ample proof of this statement.

Although deep-seated cultural customs and traditions (religious, social, etc) in Afghanistan may initially appear to be in opposition to interventions required for the improvement of women's (and children's) health, a deeper analysis will reveal that this is not the case. What is required is the adoption of goals, objectives and targets such as those outlined in this strategy focussing the attention of the HNS on the condition of women in Afghanistan. For example, MoPH's emphasis is on significantly reducing the MMR. Because this is a target that is measured, and on which the performance of the sector will be judged by internal and external observers, significant effort will be directed towards its achievement. However, regular M&E should be undertaken of the strategy that has been adopted for addressing the problem, on how the level of MMR will actually be measured, and at what intervals.

The MoPH has also placed considerable emphasis on having female health staff employed at every health facility, from a female CHW in the village to female doctors at the hospital level, with trained midwives occupying important posts in-between.

Staffing patterns are an indicator of performance in implementation of the Basic Package of Health Services and a basis for incentive awards that are part of some of Basic Package of Health Services delivery contracts.

**Table 4.1 : Percentage of Basic Package of Health Services facilities with at least one female doctor, nurse or midwife, 2004-2007**

	2004	2005	2006	2007
Basic Health Centers	35.6	53.0	66.0	73.0
Comprehensive Health Centers	42.8	79.8	90.2	93.3
District Hospitals	41.2	83.7	100.0	97.9
TOTAL	38.9	64.4	76.0	81.5

On a more general note, women's health has been consistently categorized as "maternal or RH". Without denying the importance of these categories, it should be noted that women are more than mothers and bearers of children. Their general and mental health concerns have been, for the most part, neglected.

For this reason, the most important recommendation that can be made to ensure the mainstreaming of women's health within the HNS is that all data collected through the many data collection mechanisms being put in place be disaggregated by gender. This would include HMIS, routine monitoring, population-based surveys, etc. The need for gender disaggregating ranges from looking at childhood mortality rates, because girls may be subjected to considerable bias when household level decisions are made regarding whether or not HCS should be sought outside the home, to gender-specific prevalence rates of chronic communicable diseases such as TB, again because health-seeking behavioural patterns may differ considerably between the sexes. In addition, there is a need to take a special look at gender differences in the areas of mental health, where the consequences of domestic violence may be considerably greater among women than is currently thought, and both mental and physical disability.

In fact, the MoPH should not only ensure that its data collection exercises emphasize separate analysis of data collected for men and women, but also that its Programs accurately reflect any discrep-

ancies in access to HCS, utilization patterns, and health status that might be found. Furthermore, the MoPH should be a leader in emphasizing to other line Ministries, the need for gender disaggregating of data and for service delivery Programs to take the needs of women into account.

The MOPH had a major breakthrough in establishing Gender and Reproductive Rights Unit (GRRU) within the RH Department structure. The GRRU will continue to play a key role in addressing gender equality and equity in the national health policies and guidelines.

### **Key Strategic Areas:**

Advancement of gender equality and equity, and the empowerment of women, should not be an isolated policy goal. Its achievement is closely related to the integration of gender perspectives into national health goals, in particular RH policies and programs such as:

#### **1. Increase the general awareness of gender, RH and rights -**

Gender, RH, Reproductive Rights concepts and approaches in health can be new to most of the HCWs in Afghanistan. It is necessary for them to understand these concepts before putting them into practice.

Training materials are already in place, which need to be officially endorsed by the MOPH. The training, which will create awareness about gender issues in the framework of RH and rights, will be incorporated into program planning and implementation at the facility level. The results of the past gender training activities show that close monitoring after the implementation of the training is critical in putting the visions into action. Detail planning for training, indicators to measure the impact, and a monitoring checklist need to be developed separately.

Coordination with the Ministry of Women's Affairs on this activity will also enhance the quality and impact of the training at provincial levels.

## **2. Enhance women's decision making role in relation to health seeking practices -**

The evidence in Afghanistan shows that the fact that female CHWs comprise more than half of all CHWs has increased access to HCSs for rural women. The establishment of women's Community Health Committees at HP and health facility levels in some parts of Afghan communities has also facilitated more women to seek HCS. In conjunction with the MoPH's continued effort in the deployment of female CHWs and female health facility staff, and the existence of female community health committee members, empowerment of women in making decisions regarding own and their family's health need to be strengthened continuously.

Learning for Life, an integrated health and literacy program, which was implemented in twelve provinces of Afghanistan, is a good model in empowering women in providing not only literacy skills but also basic health messages, mathematics, social studies, and skills in communication, negotiation, and conflict resolution. This should eventually enable them to make decisions on healthier behaviour for their own and their family's health.

Again, this will not be an isolated strategy. In order to achieve this goal, this message and these activities must be integrated within the BCC components of the RH Strategy.

## **3. Involvement in activities of RH and rights**

After the International Conference on Population and Development in 1994, more attention has been paid to the role of men in women's RH due to growing recognition that men's attitudes, knowledge, and behaviour can strongly influence women's health choices. This is particularly true in male dominant society such as Afghanistan.

Men, as fathers and husbands, are more intimately involved in their wife's pregnancy and childbirth than are other male family members. Besides which, they are often the decision-makers, the mahrams (spouses, close relatives, etc) who accompany their wives to a clinic and the ones who pay for care.

As partners of women, men should be encouraged to learn birth preparedness, ANC, delivery and postnatal care. In addition, they can play a supporting role, which no one else can play. For example, they can encourage the wife to rest and help reduce her workload, encourage a nutritious diet, and follow-up on care as prescribed. Men can be positive mediators between their parents and wife since parents may put pressure on the couple to have many children soon after marriage.

## **3. Regional Cooperation**

Afghanistan as the member state of the World Health Assembly is fully committed to the implementation of International Health Regulations 2005 (IHR 2005). Based on IHR 2005, all public health emergencies of international concern should be detected, reported to WHO and effectively responded.

Afghanistan has increasingly become a full participant in all health activities regarding the South Asia region. Its role in international organizations, including the WHO and UNICEF, has strengthened over the past few years. On an inter-country basis, its relationships in the HNS with its closest and largest neighbours, Pakistan and Iran, have been quite strong. A formal Memorandum of Understanding was signed between the three countries in 2005 calling for collaboration in the control of cholera, TB, malaria, and poliomyelitis. In February 2007, a meeting of the UN country Teams of these three countries reviewed the commitment made by all the Ministers of Health in the Kabul Declaration of April 2006. This Declaration, on Regional Collaboration in Health, was signed by seven countries with Iraq, Tajikistan, Turkey and Turkmenistan joining the three mentioned above in an agreement to collaborate on all pertinent aspects of health, and especially on the control of HIV/AIDS, avian influenza, malaria, TB, cholera, and poliomyelitis. The Kabul declaration manifested the following commitments:

- Mobilize and maintain political will at the highest level of each country;
- Harmonize health messages conveyed to the public;
- Establish uniform criteria of quality surveillance and timely exchange of essential information;
- Identify high risk and mobile populations;
- Develop and follow standardized organization and management guidelines; and
- Develop and apply evidence-based approaches.

The regional co-operation will be exercised at the following levels of the health care system:

- international level,
- regional level,

- national government level, and
- individual participant level

The vision for further collaboration between Afghanistan, Pakistan, and Iran is for a strong partnership that will:

- provide a platform for dialogue to address health issues of mutual concern, including sharing of information, technical expertise, and best practices;
- ensure joint actions for addressing critical cross-border health issues;
- enhance cross-border efforts to reduce the negative impact of insecurity on the health and well-being of the populations of each of the countries; and
- directly contribute to the achievement of MDG 8 (develop a global partnership), MDG 6 (combat HIV/AIDS, malaria and other diseases), and MDG 4 (reduce child mortality).

#### 4. Anti-corruption

The MoPH will adhere to policies and agrees with all GoA recommendations made for addressing and limiting corruption. The existing Road map to fight corruption proposes some strategies to solidify the GoA's commitment against corruption and to clarify the institutional framework.

The achievement of having a free-access feedback mechanism on MoPH services and staff will be a decisive step. The Chair of the Petitions and Complaints Committee, of the National Assembly of Afghanistan, is currently the closest and only example in the country similar to the traditional Ombudsmen position that directly guarantee the rights of complaint and information of citizens regarding the activities of governmental institutions. Although initially originated in Western European countries – the Swedish ombudsmen is



a 200-year-old institution - ombudsmen have become in the last years a regular fixture within the Central Asian Region institutional frameworks (the first First International Conference for Central Asia Ombudsman held recently in Bishkek, Kyrgyz Republic represented a landmark in that direction).

The establishment of the Health Service Ombudsmen (HSO) unit, as a fully-autonomous entity within the MoPH, is to play a key role in improving transparency and integrity standards. The fixed-term, non-removable appointment of the HSO will follow a standard high-grade recruitment process under the supervision of the IARCSC. At the request of individuals, MoPH employees or civil society organizations, the HSO will ensure that HCS are provided with the utmost regard for equity, efficiency, professionalism and respect for human rights. Complaints or queries submitted to the HSO will be investigated independently and impartially and, when upheld, the HSO will recommend to the relevant MoPH department or unit the necessary amendment of its regulations and/or procedures. When a civil or criminal offence is detected, the HSO will inform the General Independent Administration of Anti-Corruption and Bribery (GIACC) or relevant judiciary bodies.

In a timely manner, a HSO public awareness campaign will be launched. The HSO will also publicize its commencement through the network of MoPH and HCS providers' organizations staff.

Echoing the fact that corruption cases usually tend to concentrate in those department/units (and with administrative procedures) that offer better chances of illicit personal gains, the strengthening of professional standards in key MoPH entities will ensure that existing financial management and procurement regulations are implemented. The CSC Code of Conduct, recently approved by the IARCSC, is definitely a step in the right direction to increase integrity standards among civil servants. Therefore, it will be disseminated in the

MoPH as soon as the necessary administrative arrangements are completed.

Finally, to have long-term strategies in the fight against corruption (comprehensive anti-corruption plans and forum), collaboration agreements with the GIAAC, and any other governmental agency that may hold responsibilities in these areas, should be achieved.

The existence of many cross-cutting issues, in dealing with transparency and integrity issues, makes it advisable to establish a permanent MoPH Transparency WG (TWG) to gather information, share experiences and produce common analyses. The TWG will coordinate the implementation of overall governmental policies in this area throughout the MoPH. Representatives of the GIAAC and any other relevant agencies will be invited to participate as permanent TWG members. This should enable the development of a Vulnerability to Corruption Assessment to be supported.

## 5. Counter-Narcotics

The MoPH is the line GoA agency with primary responsibility for delivery of treatment and rehabilitation services to drug users throughout Afghanistan. The MoPH is also responsible for developing and implementing programs for drug use and HIV/AIDS prevention.

Technical monitoring of implementation of these services will be undertaken by implementing partners, usually NGOs. The Drug Demand Reduction WG (DDR WG) of the MoPH will oversee this process. In order to be able to carry out its responsibility in the monitoring process, this WG will undergo training on monitoring techniques.

Expert opinion recognizes a general increase of drug misuse and dependence in the country since 2001. Contributing demand factors include



vulnerability from trauma of war and extreme poverty. A further contributing demand factor is social dislocation of Afghan refugees; historically to refugee camps in Pakistan and Iran that were influenced by local drug consumption trends, followed by the return of drug dependent refugee populations to Afghanistan within the past three years. The demand trend is also supported by the ready supply of locally produced opium. This is especially evident in provinces of Badakshan, Nangahar, Balkh, Herat, Kandahar and Kunduz.

A National Drug Use Survey (2005) conducted by Ministry of Counter Narcotics (MCN) and United Nations Office on Drugs and Crime (UNODC) estimated a total of 920,000 users of psychotropic substances in the country, of which approximately 740,000 were males and 120,000 females. The study estimated 60,000 child drug users. Some 500,000 are estimated hashish users with another 180,000 taking prescribed drugs. Almost 150,000 of the total estimated number of drug users were opium users, with the majority of them consuming daily (86%). An estimate of 50,000 heroin users was also established. Inhaling the fumes of heated heroin (*chasing*) was the predominant method of administration, mostly taken on a daily basis (86%). Heroin use is often associated with comparatively higher risks to public health because of dependence liability and method of administration that is often by injection that facilitates transmission of blood born infections such as HIV and Hepatitis B and C. The 2005 survey identified about 15% (7,500) of all male heroin users as injectors.

The estimated level of drug use of most drug types is much higher in Central and Northern Zones than other areas of Afghanistan for both men and women. The highest level of drug use in the Central Zone is found in Kabul City and surrounding rural areas. In the Northern Zone, the highest estimated level of drug use occurs in the provinces bordering Turkmenistan and Uzbekistan. In other regional zones, drug use is more evenly distributed across provinces, with higher levels found in

provinces that border Iran or Pakistan. Treatment admissions in Kabul and elsewhere generally reflect access by opium using populations, but not heroin using populations.

Afghanistan has a National Drug Control Strategy (January 2006) to ensure the achievement of the following four national priorities:

- Disrupting the drugs trade by targeting traffickers and their backers;
- Strengthening and diversifying legal rural livelihoods;
- Reducing the demand for illicit drugs and treatment of problem drug users; and
- Developing state institutions at the central and provincial level vital to the delivery of the GoA Counter Narcotics Strategy.

A Counter-Narcotics Implementation Plan also supports the strategy. The 2006 version of the plan emphasizes eight pillars including DDR, alternative livelihoods, eradication, public awareness, law enforcement, criminal justice, international and regional cooperation and institution building.

The pillar for DDR and treatment of addicts includes primary, secondary and tertiary prevention activities are delivered at centres contracted out by MoPH, which are linked with mental health and HIV programs. They are coordinated and monitored by the Demand Reduction Directorate of the MoPH

## 6. Environment

In collaboration with other relevant GoA ministries, departments and NEPA, the MoPH will increase awareness and understanding of potential adverse health consequences of environmental factors, such as poor water supplies; lack of adequate sanitation facilities; inadequate rubbish disposal and collection, particularly of plastic bags; health facility waste; poor food handling and hygiene; and high levels of air pollution. Various

mechanisms will be used to raise awareness and understanding including during Cabinet meetings, inter-ministerial meetings and via the media. The Ministry will develop an environmental policy and strategy that defines where and how it can be most effective in preventing illness due to adverse environmental factors. It will also develop and distribute guidelines on good environmental health practices.

Environmental health, including water and sanitation, indoor and outdoor air quality and proper housing is an important and significant pillar of public health, well within the responsibilities of the MoPH. This area of public health has not been well developed, a direct consequence of the few resources devoted to it. In order to mitigate the effects of environmental pollution, the following will be required:

- enforcement of existing laws, by-laws, and regulations;
- strengthening HR expertise in the field of environmental protection involving a number of different line ministries and civil society organizations;
- raising awareness of environmental issues with the public;
- formulating a National Environmental Action Plan for Afghanistan; and
- M&E of progress, or lack of it, toward the achievement of a clean and safe environment.

## Disability

Disability is another cross-cutting issue, for the health sector and across sectors. For the health sector specific challenges are:

1. Early detection of disabilities, which means more appropriate diagnostics of new born and small children with disabilities; early treatment which frequently can counteract a disabling development e.g. early treatment of club-feet and

congenital hip dysplasia.

2. Access to general HCSs for people with disabilities, which means physical access to health facilities and access to health staff who know about disability and rehabilitation.

3. Access to special services, e.g. hearing aids for the hearing impaired and access to orthopaedic workshops for people with amputations.

Across sectors the general challenge is how to include people with disabilities in all kinds of development and services e.g. education and employment

## Provincial Development Plans

The Ministry of Public Health (MOPH) commits itself to accelerating the Afghan National Development Strategy (ANDS) development and implementation in order to achieve the national goals articulated in the ANDS. The Sub-national Consultation (SNC) process of the ANDS has been successfully involving the sub-

national administration of the sector, strengthened the sense of cohesion between the central MOPH and the provincial public health departments and thus deepened the MOPH chapter of the Health and Nutrition Sector Strategy (HNSS). The MOPH sees the forthcoming challenges to materialize the SNC proposals and envisages exploring the resources in technical and financial terms for the implementation by looking into the MOPH and its partners' inputs into the HNSS.

The MOPH has adopted the evaluation criteria for the SNC proposals in such a way that focuses on equity. Equity refers to social, behavioral, economic, physical, psychological and cultural fairness and accountability responsive to those who are under-served and ill health in the society. While maximizing the number of beneficiaries, the MOPH seeks equity by looking at the scientific

data on topography, depth of poverty and vulnerability of the population to be served for, health indicators of mothers and children in particular, utilization and availability of the health services in the area of concern, availability of funds and so forth. By doing so, the proposals are categorized into four;

1. the proposals that are on-going and/or to be implemented with the current funds,
2. the proposals that are included in the MOPH Construction Plan and to be implemented when fund is available,
3. the proposals that are considered in the HNSS timeframe and implemented when fund is available and
4. the proposals that have to be discussed in detail with the MOPH because they are not adhering to the evaluation criteria, colliding with the HNSS strategies and/or duplicating the efforts and inputs of the MOPH and its partners.

The MOPH acknowledges that the SNC is an opportunity for all the stakeholders in the sector to create more dialogues among ourselves and thus refine the route towards the accomplishment of the HNSS.

## OTHER SECTOR-RELATED ISSUES

### Policy measures to enhance the role of NGOs and the private sector in delivering HCS

The private sector in health poses a complicated set of strengths, weaknesses opportunities and threats (SWOT) to the achievement of MOPH health sector goals and national objectives. Public sector policies may be aimed at extending access to the population as well as redirecting public resources to where they will be most effective. The

policies must focus on reducing demand, improving efficiency and generating increased revenues in the public sector. However, there is an expanded role for the private sector, both NGOs and for-profit, for HCSP. To this end the MOPH must ensure that attention is given in all policies to equity, access, efficiency and effectiveness. It is critical that these four elements are used by the MOPH in its stewardship role to ensure that policies related to public-private sector collaboration focus on how the public sector can partner with the private sector in order to meet national health objectives. The MOPH policies thus use its policies to improve the ability to focus resources on high-priority health activities in the public sector and to make more effective and efficient use of the resources of the private sector for meeting national health objectives.

Hence, policy decisions will have to be made as to the appropriate mix of public and private sectors. Whatever that policy, it is paramount that public and private sectors, rather than being an adversarial relationship, be one where they work together to deliver a level of quality care that is medically effective and acceptable to the patients and the population at large receiving those services.

### Policies related to fiscal viability

One of the important concerns in the HNS is its fiscal viability, or sustainability. A clear HCF policy is needed to overcome resource constraints to achieve higher quality, more accessible and financially sustainable HCS. Inadequate funding and inefficient use of resources has resulted in unsatisfactory conditions in many hospitals and health centres

in Afghanistan such as poorly maintained health facilities, poorly paid staff that are not motivated, broken equipment, lack of necessary medical supplies, and lack of sustainability mechanisms. Because the GoAs' resources are limited and donor resources will decrease over time, there is a need

to have a strategy for greater financial sustainability. In addition to the need to generate additional resources, a greater imperative for MOPH is to make better use of existing as well as new resources; this should help achieve a sustainable health system.

A National Policy on HCF and Sustainability, developed recently by the HCF and Sustainability TF, attempted to combine the aims of resource allocation, efficient resource utilization, and the raising of additional resources to allow growth and expansion in a balanced way. It has set out seven guiding principles:

- Ensuring access to HCSs for all in an equitable manner;
- Improving quality of available HCSs;
- Sustainability of HCF mechanisms;
- Accountability and transparency;
- Efficiency; and
- Simplicity.

There are three primary sources of funding for the health sector:

1. External funding (donors),
2. Public funding (government), and
3. Private funding, of which the largest part will come from household expenditures.

At present, Afghanistan is heavily dependent upon donor funding for major health activities. A more sustainable means of financing the NHCS must be developed. However, Afghanistan's health system will be financed through a combination of various financing mechanisms rather than by a single mechanism. The guiding principles provided above will be the basis for the MOPH determining the mix and proportion in which these financing options are used for funding a NHCS that is not only sustainable, but fair and equitable.



## CHAPTER 5

# MONITORING AND EVALUATION

As above, and as the results achieved by the HNS to date demonstrate, the MoPH places a strong emphasis on M&E. Its commitment to evidence-based, participatory program planning and implementation can be seen in its extensive program of data collection, analysis, and interpretation. As a general internal objective, the MoPH aims to ensure the availability, coordination, distribution and use of accurate, reliable, user-friendly health information in the design, implementation, and the M&E of HCS and related activities. It intends to develop annual M&E and planning cycles at both the national and provincial levels. In addition, a particular emphasis will be placed on ensuring that reliable baseline data is obtained for its various initiatives.

### MECHANISMS FOR IMPLEMENTING MONITORING AND EVALUATION OF THE HNSS

The MOPH has recently finalized a National Monitoring and Evaluation Strategy to monitor and evaluate progress in implementation of the Health and Nutrition Sector Strategy. The National Monitoring and Evaluation Strategy like the Health and Nutrition Sector Strategy, is focused on results defined by the Afghanistan High Level Compact and Millennium Development Goals.

In order to objectively assess the performance and progress of its contracted NGOs, the MoPH engaged an independent evaluator. The BSC measurement tool, consisting of about thirty indicators

of performance, has been developed. The BSC provides a uniform framework that looks at the principal areas of HNS performance – patients and community; staff; capacity for and of service provision; procurement; financial systems; and overall vision. The first comprehensive BSC survey was conducted in 2004 (1383), being used to set Afghan-specific benchmarks and guide corrective actions and NGO M&E.

The BSC provides evidence that substantial progress has been made in the first three years of BPHS implementation in Afghanistan. From 2004 to 2006, national scores for 25/29 indicators have shown improvement (16/29 improved by more than 10%) and 27/29 Provinces, for which data is available from all BSC assessments, have improved their performance. Although the BSC findings also reveal specific deficiencies, on the whole these results demonstrate that widespread improvements in HCS delivery have been achieved in Afghanistan in a short period of time.

In addition, the MoPH has invested heavily in the development of a routine HMIS. The planned rapid expansion of HCS under different grants' Programs to NGOs called for an HMIS that allowed for the M&E of the progress of BPHS implementation. Starting early in 2003, and continuing to the present, a revived HMIS TF worked in tandem with various other technical TFs to define policies and protocols for individual interventions.

Reporting from the provinces to the national level



was required on a quarterly basis which seemed a good compromise between the need for updated data at the national level, the burden of data collection and aggregation at the periphery. In early 2003, updated information from about 5% of facilities was readily available at the MoPH; by late 2005, 70% of all facilities targeted for early implementation (about 80% of the total) were submitting timely routine reports to the MoPH.

In addition to being used for the M&E of field-level performance of the HNS, the BSC and other sources of information are used to organize MoPH's overall activities and to modify its strategic direction as a function of the available information. Although political pressures, professional intuition, and international priorities will always be present and respected, the policy of the MoPH is to have the delivery of HCS guided by objective information, analysis and decision-making.

The MoPH has also adopted a series of instruments and tools for informing itself as to what is happening within the sector for which it is responsible. These can best be summarized as follows (also see Annex II):

## 1. Epidemiologic and demographic reports

- Central Statistics Office – provides population estimates at district level;
- Multiple Indicator Cluster Survey – a UNICEF developed tool that gives values of selected PHCSs and nutrition indicators at population level and is national in scope;
- Lot QA Sampling – household and community level indicator estimates of essential health (and potentially nutrition) indicators; and
- Special studies – surveys of maternal mortality, contraceptive prevalence, etc.

## 2. Intermittent Monitoring Tools

- Afghanistan National Health Resources Assessment – an inventory of facilities and available services;
- BSC – described more fully in Section IV, this innovative tool provides sample-based health facility M&E for a considerable number of process indicators;
- Fully Functional Service Delivery Points – routine health facility M&E; and
- HMIS – facility-based estimates for select process indicators at local levels.

## 3. Routine Service Statistics

- Hospital Monthly Integrated Report (HMIR) and Monthly Integrated Activity Reports (MIARs) – from RgHs, PHs, DHs, CHCs, and BHCs;
- MIARs and Monthly Aggregated Activity Report (MAAR) – from community-level HPs; and
- HR Database – from provincial and central levels of MoPH.

All of these mechanisms are used to develop monthly, quarterly, and annual M&E reports for the use of Program Managers and Policy-Makers at all levels of the MoPH. They are the processes by which the policy of evidence-based decision-making is implemented.

## SHORT AND MID-TERM DEVELOPMENT BENCHMARKS

Many of the important indicators of HNS achievement are given in section IV. In addition to those that are in full alignment with the Afghanistan MDGs and the Afghanistan Compact, others are more specific as to strategies and programs



considered to be essential to the achievement of overall sector goals and objectives. In order to best inform high-level officials of the MoPH and other GoA officials regarding the evolution of the health and nutrition status of the Afghan population, and the service characteristics which can be collected at more frequent intervals, a list of relatively high-order indicators has been developed. Please refer to “Desired Results for 2013” in the previous sections.

## **RISK ASSESSMENT**

However, no matter how successful the development of a data-based culture has been and how important it has been to the success that the HNS has had to date, longer-term success depends on factors that are not entirely within the control of either the policy-makers or the technicians of the MoPH. There will always be a major risk that the gains that have been recorded to date can be

quickly undone by increasing and spreading insecurity. It has been evidenced and documented on numerous occasions in many parts of the world that public health and conflict are incompatible pursuits. The health status of the Afghan population depends, perhaps to an even greater extent than it does on those who formulate health policy and deliver HCS, on those responsible for ensuring peace and prosperity throughout the country. In addition, to end on a more prosaic note, the continued success of the MoPH will depend on stable and progressive leadership, and crucially on the availability of sufficient resources to allow for the continued implementation of priority Programs. Donors will need to continue to fund the sector for the foreseeable future and the GoA needs to allocate an increasing proportion of available resources to those responsible for implementing the plans and strategies detailed in this document; they have been shown to have made substantial contributions to the development of Afghan society

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## APPENDIX I: NATIONAL ACTION PLAN

PILLAR : HEALTH AND NUTRITION					
SECTOR : HEALTH AND NUTRITION					
Expected Outcomes	Policy Actions or Activities	Category	Time frame	Responsible Agency	
Increased quality of health care services	Develop an effective organization and management system to coordinate all services of NHCS	Institution Building	1387-1392 (2008-2013)	MoPH	
	Strengthen HRD unit to oversee the HR and R&D issues, Computerize all HRM activities to strengthen Human resource management	Institution Building/ AC Cross Cutting Issues	1388-1392 (2009-2013)	MoPH	
	Develop a suitable regulatory framework to encourage private sector investment	Legislation	1388-1392 (2009-2013)	MoPH	
	Strengthen policy and planning support unit in the Ministry	Legislation	1387-1392 (2008-2013)	MoPH	
	Effective monitoring and reporting of quality of services provided by different agencies	Institution Building	1387-1392 (2008-2013)	MoPH	
Increased access to health care services	Establishment of a quality support program	Institution Building	1387-1392 (2008-2013)	MoPH	
	Making service delivery performance based through incentives and contract monitoring and exploring options for implementing results based financing of health service delivery in Afghanistan.	Institution Building	1388-1392 (2009-2013)	MoPH	
	To mainstream into all administrative reform programs measures required to address the systems and incentives promoting anti-corruption within the public administration system and Development Activities.	Institution Building/ Cross Cutting Issues	1387-1392 (2008-2013)	MoPH	
	Implement the Primary Health Care Program	Development	1387-1392 (2008-2013)	MoPH	
	Develop a comprehensive referral system integrated with BPHS to improve the service delivery level	Development	1387-1392 (2008-2013)	MoPH	
	Harmonize the system of procurement and disbursement of essential medicines	Institution Building	1387-1392 (2008-2013)	MoPH	

PILLAR : HEALTH AND NUTRITION SECTOR : HEALTH AND NUTRITION					
Expected Outcomes	Policy Actions or Activities	Category	Time frame	Responsible Agency	
	Develop a comprehensive care system for communicable diseases like TB, HIV and malaria	Development	1387-1392 (2008-2013)	MoPH	
	Establish and maintain required number of Health Facilities providing diagnostic and treatment TB services	Development	1387-1392 (2008-2013)	MoPH	
	Establish number of Health Facilities providing diagnostic and treatment Malaria services	Development	1387-1392 (2008-2013)	MoPH	
	Establishing effective surveillance system and Volunteer Confidential Counseling and Testing Center for HIV cases in each province	Development	1387-1392 (2008-2013)	MoPH	
	Awareness generation against ills of drug usage and environmental issues affecting health	Development/ CN Env. Cross Cutting Issues	1387-1392 (2008-2013)	MoPH	
	Establishing centers for treatment and rehabilitation of Drugs users.	Development/ CN Cross Cutting Issues	1387-1392 (2008-2013)	MoPH	
	Promotion of regional cooperation to make health facilities available to the people of Afghanistan if such facilities are not available in the country.	Development/ RC Cross Cutting Issues	1387-1392 (2008-2013)	MoPH	
Effective Reproductive and Child health system	Develop an integrated reproductive and child health care system with the support of development partners	Development	1387-1392 (2008-2013)	MoPH, MoE, MoWA, MoHE	
	Develop effective immunization coverage system with adequate doses of DPT vaCross Cutting Issuesne & Hepatitis, measles and polio in all provinces	Development	1387-1392 (2008-2013)	MoPH	
	A Special Cell be created to take care and promote all gender issues especially health of females and mothers	Development/ Gender Cross Cutting Issues	1387-1392 (2008-2013)	MoPH	

## APPENDIX II: MONITORING AND EVALUATION FRAMEWORK OF SECTOR STRATEGY:

PILLAR: HEALTH SECTOR: HEALTH & NUTRITION			
Expected Outcomes	Indicators	Baseline	Targets
Increased quality of health care services	Number of functional public and private hospitals set up	Under Assessment	Functional regulatory framework for quality health services in place by 2013
	No. of provinces where organized structure is in place	Under Assessment	Functional organization structure for quality health services in place by 2013
	Index on the progress of putting in place quality health care services	Under Assessment	Increased quality of health care services will be available throughout Afghanistan by 2013
	Overall score on the Balanced Scorecard	TBD	TBD
Increased access to health care services	% of population within two hours walking distance from PHC services	ii) 66% - of population with nearby access to PHCs (2006)	90% of population with access to PHC services (2010)
	No. of health facilities, district, provincial and regional hospitals equipped with standard package of defined clinical and diagnostic services	Under Assessment	Comprehensive referral system integrated with BPHS & EPHS in place by 2013
	% of TB cases detected and treated	68% (2006)	Increase of 12% from the baseline
	% of Malaria cases detected and using preventive treatment	To be assessed	Reduction by 60% from baseline
Effective Reproductive and Child health system	% of children under 1 year having received measles antigen, DPT & hepatitis dosage and polio drops	77% (2006)	Achieve and sustain above 90% national coverage (2013).
	% of children under 1 year received measles antigen.	35% (2000)	Achieve above 90% coverage by 2010.
	Maternal mortality ratio	1600 deaths /100,000 live births (2000)	Reduce by 21% between 2002 and 2013
	Under 5 mortality rate in the country (%)	257 deaths/1000 live births (2000)	Reduce by 35% between 2000 and 2013
	Infant mortality rate (IMR) in the country (%)	165 deaths per 1000 live births(2000)	Reduce infant mortality rate by 30% by 2013 from the baseline of 2000

## APPENDIX III: LIST OF PROJECTS (HEALTH AND NUTRITION SECTOR)

List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
Program - 1: Disease Control program																
Sub program1.1.TB Control																
1	A F G / 0746201	Tuberculosis Con- trol Project	1386	C a r r y forward	0.50	0.25	0.00			0.75	0.75	0.00	JPN	E x t e r n a l Funds		
2	A F G / 0825601	Stop TB Action Training Course	1386	C a r r y forward	0.04	0.04	0.04			0.12	0.12	0.00	JPN	E x t e r n a l Funds		
3	A F G / 0825701	Tuberculosis Lab- oratory Network for DOTS Expan- sion	1386	C a r r y forward	0.04	0.04	0.04			0.12	0.12	0.00	JPN	E x t e r n a l Funds		
4	A F G / 0825501	Tuberculosis Con- trol Project	1386	C a r r y forward	1.09	0.62	0.00			1.71	1.71	0.00	JPN	E x t e r n a l Funds		
5	A F G / 0828901	WHO TB Lab. Ex- pansion	1387	C a r r y forward	0.50	0.00	0.00			0.50	0.50	0.00	USAID	E x t e r n a l Funds		
6	A F G / 0554201	Building Afghani- stan's Capacity to address AIDS, TB and Malaria.	1383	C a r r y forward	1.035					1.03	1.03	0.00	GF	Core Funds		
	Sub Total				3.210	0.95	0.08			4.24	4.24	0.00				
Subprogram1.2.Malaria Control																
Subprogram1.3.HIV/AIDS Control																
8	A F G / 0812101	Prevention of HIV/AIDS and Human Traffick- ing	1387	New	0.500	0.50	0.50			1.49	0.00	1.49		Core Funds		
9	A F G / 0733501	HIV/Aids preven- tion	1386	C a r r y forward	3.060	0.50	12.50			16.06	3.060	13.00	AFG	Core Funds		

List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs /Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
10	A F G / 0766301	Harm Reduction in Balkh and Heart Provinces (HIV/ AIDS CNTF)	1386	C a r r y forward	0.068						0.07	0.068	0.00	CNTF	Core Funds	
	Sub Total				3.628	1.00	12.99				17.62	3.128	13.00			
Sub program1.4.EPI																
11	A F G / 0342101	National munization Pro- gramme.	1386	C a r r y forward	0.06	7.76	0.00				7.82	0.12	7.70	WHO	E x t e r n a l Funds	
12	A F G / 0342101	National munization Pro- gramme.	1382	C a r r y forward	3.420	9.70	0.00				13.12	5.360	7.76	GAVI	Core Fund	
	Sub Total				3.480	17.46	0.00				20.94	5.480	15.46			
Sub program1.5.Environmental Health																
13	A F G / 0762301	Pilot project for improving pub- lic health state in Mazar-I-Sharif Af- ghanistan through introducing inno- vative waste man- agement meth- ods and capacity building for Af- ghan environmen- tal experts	1386	C a r r y forward	0.02	0.00	0.00				0.02	0.02	0.00	EC	E x t e r n a l Funds	
	Sub Total				0.02	0.00	0.00				0.02	0.02	0.00			
Sub program1.6.Emergency Preparedness and Response																
14	A F G / 0797301	Emergency Health Support Projects	1387	C a r r y forward	1.09	1.05	0.00				2.14	2.14	0.00	NLD	E x t e r n a l Funds	

List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
15	A F G / 0674401	Preparedness for the Epidemics of Communicable Diseases & Disas- ter.	1385	C a r r y forward	1.036	4.60					5.64	0.500	5.14	AFG	Core Fund	
	Sub Total				2.122	5.65	0.00				7.78	2.636	5.14			
Sub Program1.7.Mental Health and Drug Demand Reduction																
16	A F G / 0701101	Establishment of two 20 beds Reha- bilitation centers for drug addicts in Balkh & Jalala- bad.	1384	C a r r y forward	0.250						0.25	0.250	0.00	CNTF	Core Fund	
17	A F G / 0701201	Establishment of Drug Ad- dicts Community Based Treatment & Rehabilitation Centers, Decrease Harm & their Prevention in 8 Provinces of the Country.	1384	C a r r y forward	0.680						0.68	0.680	0.00	CNTF	Core Fund	
	Sub Total				0.930						0.93	0.930	0.00			
Program-2:Pimary Health Care Program																
Sub Program2.1. BPHS																
18	A F G / 0687101	Expansion of Ba- sic Package of Health Services Through New Health Cluster System in Nangar- har Province.	1386	C a r r y forward	0.60	0.00	0.00				0.60	0.60	0.00	EC	External Funds	
19	A F G / 0694201	Provision of Basic Package of Health Services	1386	C a r r y forward	4.62	0.00	0.00				4.62	4.00	0.62	DNK	External Funds	



List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
20	A F G / 0714201	Basic Package for Health service delivery in two districts of Logar provinces imple- mented by MRCA	1386	C a r r y forward	0.14	0.00	0.00				0.14	0.14	0.00	EC	E x t e r n a l Funds	
21	A F G / 0714301	Basic Package of Health Service in Kunduz province by SCA	1386	C a r r y forward	0.62	0.00	0.00				0.62	0.62	0.00	EC	E x t e r n a l Funds	
22	A F G / 0774001	Demand reduction	1386	C a r r y forward	0.15	0.00	0.00				0.15	0.15	0.00	UK-FCO	E x t e r n a l Funds	
23	A F G / 0784001	Integrated com- munity based healthcare provi- sion: Nooristan province	1386	C a r r y forward	1.15	0.46	0.00				1.62	1.62	0.00	EC	E x t e r n a l Funds	
24	A F G / 0784101	Provision of Basic Package of Health Services (BPHS) in Zabul province	1386	C a r r y forward	1.00	0.38	0.00				1.38	1.38	0.00	EC	E x t e r n a l Funds	
25	A F G / 0784201	Provision of Basic Package of Health Services (BPHS) For Ghor Province of Afghanistan	1386	C a r r y forward	3.40	1.13	0.00				4.54	4.54	0.00	EC	E x t e r n a l Funds	
26	A F G / 0784301	Urozgan. Basic Package of Health Services	1386	C a r r y forward	1.09	0.43	0.00				1.52	1.52	0.00	EC	E x t e r n a l Funds	

List of Projects ( Health and Nutrition Sector)												
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)
			Start	End	1387	1388	1389	1390	1391	1392+		
27	A F G / 0784401	Provision of Ba- sic Package of Health Services (BPHS) and Es- sential Package of Hospital Services (EPHS) in DAI KUNDI	1386	C a r r y forward	2.08	0.83	0.00				2.91	2.91
28	A F G / 0784601	Basic Package of Health Services (BPHS) in Kunduz	1386	C a r r y forward	3.44	2.06	0.00				5.50	5.50
29	A F G / 0784701	Provision of Basic Package of Health Services and Es- sential Package of Hospital Services in Ningarhar Prov- ince	1386	C a r r y forward	4.33	1.73	0.00				6.06	6.06
30	A F G / 0784801	Provision of BPHS in Logar Province	1386	C a r r y forward	1.48	0.59	0.00				2.07	2.07
31	A F G / 0785101	Provision of BPHS and EPHS according to MOPH policy in Laghman Province	1386	C a r r y forward	2.37	0.95	0.00				3.32	3.32
32	A F G / 0786501	BPHS implemen- tation in 3 districts of Ghore	1386	C a r r y forward	0.11	0.00	0.00				0.11	0.11
33	A F G / 0787901	Provision of BPHS and EPHS accord- ing to MOPH poli- cy in Kunar	1386	C a r r y forward	2.32	0.93	0.00				3.24	3.24
34	A F G / 0342601	Basic Package of Health Services (BPHS).	1382	C a r r y forward	20.000	9.431					29.43	18.000
												11.43
												WB
												Core Fund

List of Projects ( Health and Nutrition Sector)																	
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)							Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+	Core						
	Sub Total				48.890	18.93	0.00					54.16	42.729	11.43			
Sub Program 2.2. MPHS & Nomads Health Program																	
35	A F G / 0674201	Health Care for NOMADS.	1385	C a r r y forward	1.031	0.44					1.47	0.500	0.97	AFG	Core Fund		
	Sub Total				1.031	0.44					1.47	0.500	3.45				
Sub Program 2.3.Non-BPHS Clinics and Ambulance Services																	
36	A F G / 0817201	Supply of 10 Am- bulances in Kabul, Kandahar, Jalala- bad, Mazar-e- Sharif & Herat	1387	C a r r y Forward	0.24	0.00	0.00				0.24	0.24	0.00	IND	E x t e r n a l Funds		
37	A F G / 0543201	Prosthetic, reha- bilitation Center (Swiss Funded Project)		C a r r y Forward	0.03	0.00	0.00				0.03	0.03	0.00	Swiss	E x t e r n a l Funds		
38	A F G / 0733401	Construction of BHC's & CHC's in Provinces in Southern Borders.	1386	C a r r y Forward	1.080						1.08	1.080	0.00	AFG	Core Fund		
	Sub Total				1.350	0.00	0.00				1.35	1.350	0.00				
Sub Program 2.4.Nutrition																	
Sub Program 2.5.Disability																	
39	A F G / 0715401	Technical assistant to the disability Unit of the Minis- try of public health	1386	C a r r y Forward	0.06	0.00	0.00				0.06	0.06	0	EC	E x t e r n a l Funds		
	Sub Total				0.06	0.00	0.00				0.06	0.06	0.18				
Sub Program 2.6.Disability																	
Program-3: Hospital Care Program																	
Sub Program 3.1.EPHS																	

List of Projects ( Health and Nutrition Sector)																
S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
40	A F G / 0384101	Prevention of Blindness and other Eye Care	1387	C a r r y Forward	0.03						0.03	0.04	0.00	AUS	E x t e r n a l Funds	
			1387	C a r r y Forward	0.57						0.57	0.62	-0.05	IAM	E x t e r n a l Funds	
			1387	C a r r y Forward	1.19						1.19	2.13		V a r i u s donor	E x t e r n a l Funds	
	Sub Total				1.79						1.79	2.79	-0.05			
Sub Program 3.2. Blood Bank																
Sub Program 3.3. Nursing Care																
Sub Program 3.4. National Hospitals																
41	A F G / 0817901	Supply of medical equipment to Afghan national army	1387	C a r r y Forward	0.50	0.00	0.00					0.50	0	0.50	I N D	E x t e r n a l Funds
42	A F G / 0829201	Midwifery Centers & Hospitals refurbishing	1387	C a r r y Forward	37.00	0.00	0.00					37.00	0	37.00	U S A I D	E x t e r n a l Funds
43	A F G / 0701301	100 Beds Hospital in Kapisa Province	1384	C a r r y Forward	10.000	9.43	0.00					19.43	10.000	9.43	B R U	Core Funds
44	A F G / 0512801	Improving Quality of Hospital Services	1383	C a r r y Forward	10.000	9.43	0.00					19.43	10.000	9.43	A F G	Core Funds
															W B	Core Funds
45	A F G / 0735401	Construction of 100 Bed Hospital in Saripo	1386	C a r r y Forward	3.560							3.560	0.00	0.00	A F G	Core Funds
46	A F G / 0811801	Construction of One District Hospital in Baghlan Province	1386	New	1.100							3.560	2.170	1.39		Core Funds

List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
47	A F G / 0812001	Construction of Faryab Provincial Hospital	1387	New	3.500	0.00	0.00				3.50	0.00	3.50		Core Funds	
	Sub Total				65.660	18.86	0.00				86.98	22.17	61.25			
Sub Program 3.5.Diagnostic Services																
Sub Program 3.6 Forensic Medicine																
Program 4.Reproductive Health & MCH program																
Sub Program 4.1. Safe Motherhood																
48	A F G / 0746101	Reproductive Health Project	1386	C a r r y forward	0.60	0.30	0.90				1.80	0.90	0.90	JPN	External Funds	
49	A F G / 0779001	Setting up of Neo- Natal and Mater- nity care center	1386	C a r r y forward	0.50	0.50	0.00				1.00	1.00	0.00	IND	External Funds	
50	A F G / 0822901	R e p r o d u c t i v e Health Project	1386	C a r r y forward	1.44	0.54	0.56				2.54	2.54	0.00	JPN	External Funds	
51	A F G / 0823201	Public Health Strengthen Proj- ect in Kabul (Ma- ternal and Child Health)	1387	C a r r y forward	0.19	0.19	0.19				0.56	0.56	0.00	JPN	External Funds	
52	A F G / 0823401	Maternal and Child Health for the Middle East countries	1386	C a r r y forward	0.06	0.06	0.00				0.12	0.12	0.00	JPN	External Funds	
53	A F G / 0343202	Support for Re- productive Health Programmes.	1387	C a r r y forward	0.50	0.00	0.00				0.50	0.50	0.00	FIN	External Funds	
	Sub Total				3.29	1.58	1.64				6.52	5.62	0.89			
Sub Program 4.2.Family Planning																
Sub Program 4.3. Adolescent & Child Health																

List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
54	A F G / 0600201	Child Protection and psychological Support for Af- ghan Children and Youth Program	1387	C a r r y forward	0.40	0.00	0.00	0.00			0.40	0.40	0.00	USAID	Ex t e r n a l Funds	
55	A F G / 0823601	Seminar on how to reduce child death and international cooperation	1386	C a r r y forward	0.04	0.04	0.04				0.12	0.12	0.00	JPN	Ex t e r n a l Funds	
56	A F G / 0829001	WHO Support for Polio	1387	C a r r y forward	1.00	0.00	0.00	0.00			1.00	1.00	0.00	USAID	Ex t e r n a l Funds	
57	A F G / 0829101	UNICEF Support for Polio	1387	C a r r y forward	1.00	0.00	0.00	0.00			1.00	1.00	0.00	USAID	Ex t e r n a l Funds	
	Sub Total				2.44	0.04	0.04	0.04			2.52	2.52	0.00			
Sub Program 4.4. Gender & Reproductive Rights																
58	A F G / 0823501	Workshop on Adolescent Sexual and Reproductive Health	1386	C a r r y forward	0.04	0.00	0.00	0.00			0.04	0.04	0.00	JPN	Ex t e r n a l Funds	
	Sub Total				0.04	0.00	0.00	0.00			0.04	0.04	0.00			
Program 5, Public Nutrition																
Program6. Policy & Planning Support Program																
Sub Program6.1. Policy formulation & Planning																
59	A F G / 0746001	Adviser for Health Cooperation Plan- ning	1386	C a r r y forward	0.04	0.04	0.00	0.00			0.08	0.08	0.00	JPN	Ex t e r n a l Funds	
60	A F G / 0751601	NGO Service De- livery: Service Support Project (SSP)	1387	C a r r y forward	4.90	0.00	0.00	0.00			4.90	4.90	0.00	USAID	Ex t e r n a l Funds	
61	A F G / 0823001	Health System Management	1386	C a r r y forward	0.08	0.08	0.00	0.08			0.25	0.25	0.00	JPN	Ex t e r n a l Funds	



List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
62	A F G / 0823901	Seminar for Health Policy De- velopment	1386	C a r r y forward	0.02	0.02	0.02				0.06	0.06	0.00	JPN	External Funds	
63	A F G / 0824001	Education coop- eration planning	1386	C a r r y forward	0.19	0.19	0.19				0.56	0.56	0.00	JPN	External Funds	
	Sub Total				5.23	0.33	0.29				5.85	5.85	0.00			
Sub Program 6.2. Monitoring and Evaluation																
64	A F G / 0570001	National Monitor- ing and Evaluation Program	1382	C a r r y forward	1.000						1.00	1.000	0.00	WB	Core Fund	
	Sub Total				1.000						1.00	1.000	0.00			
Sub Program 6.3. Contract Management																
65	A F G / 0569801	Capacity Building for Grants & Con- tract Management Unit (GCMU)	1383	C a r r y forward	0.200	1.73					1.93	0.200	1.732	WB	Core Funds	
	Sub Total				0.200	1.73					1.93	0.200	1.732			
Sub Program 6.4. HMIS																
66	A F G / 0788401	Establishing Dis- ease Indexing Ser- vices in Afghani- stan	1386	C a r r y forward	0.16	0.04	0.00				0.20	0.2	0.00	EC	External Funds	
67	A F G / 0789201	Provision of Health informa- tion through the distribution of a magazine all over Afghanistan	1386	C a r r y forward	0.04	0.01	0.00				0.06	0.06	0.00	EC	External Funds	
	Sub Total				0.21	0.05	0.00				0.26	0.26	0.00			
Sub Program 6.5 HSS																

List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
68	A F G / 0724801	Suppor to the Afghan Public Health Sector	1386	C a r r y forward	16.90	0.00	0.00				16.90	16.9	0.00	EC	External Funds	
69	A F G / 0830401	Support to Public Health Sector	1387	C a r r y forward	84.00	0.00	0.00				84.00	84.00	0.00	EC	External Funds	
70	A F G / 0781601	Supporting Af- ghanistan Health Sector	1386	C a r r y forward	0.444	0.17					0.61	0.48	0.13	EC	Core Fund	
71	A F G / 0781701	Health System Strengthening	1386	C a r r y forward	7.345	8.60	15.06				31.01	30.3	0.71	GAVI	Core Fund	
	Sub Total				108.689	8.77	15.06				132.52	131.68	0.84			
Sub Program 6.6. Public Relation																
Sub Program 6.7. Liaison Officer																
Program 7.Human Resource Development & Research																
Sub Program 7.1. Training & Development																
72	A F G / 0825401	Medical Education Project	1386	C a r r y forward	0.52	0.06	0.00				0.58	0.58	0.00	JPN	External Funds	
73	A F G / 0715201	Training of Min- istry of Public Health, Kabul and provincial level Public Health Of- fices in Health Management Sys- tem.	1386	C a r r y forward	0.14	0.00	0.00				0.14	0.14	-0.004314297	EC	External Funds	
74	A F G / 0745901	Medical Education Project	1386	C a r r y forward	0.16	0.00	0.00				0.16	0.16	0	JPN	External Funds	

List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
75	A F G / 0817001	Indian Medical Missions at Kabul, Herat, Mazar-e- Sharif, Jalalabad & Kandahar	1387	C a r r y forward	0.20	0.00	0.00				0.20	2.00	-1.80	IND	E x t e r n a l Funds	
76	A F G / 0823701	Capacity Devel- opment for Public Health Leader	1386	C a r r y forward	0.02	0.02	0.02				0.06	0.06	0.00	JPN	E x t e r n a l Funds	
77	A F G / 0823801	Capacity Building for Public Health	1386	C a r r y forward	0.08	0.08	0.00				0.16	0.16	0.00	JPN	E x t e r n a l Funds	
78	A F G / 0824101	Strengthening Teacher Education Program	1386	C a r r y forward	1.55	1.36	0.45				3.36	3.36	0.00	JPN	E x t e r n a l Funds	
79	A F G / 0635201	Institutional Sup- port to the Minis- try of Health at its Provincial Level.	1384	C a r r y forward	0.080						0.08	0.13	-0.05	EC	Core fund	
80	A F G / 0733101	Technical Support to MoPH.	1386	C a r r y forward	0.850						0.85	0.131	0.72	CDCP	Core fund	
	Sub Total				3.591	1.46	0.47				4.52	3.847	13.89			
Sub Program 7.2.Ghazanfar Institute on Health and Sciences																
Sub Program 7.3. Research & Surveillance																
81	A F G / 0344201	Assessment and Surveillance of Nutritional Status and Treatment of Malnutrition (Se- vere and Moder- ate).	1386	C a r r y forward	0.01	0.00	0.00				0.01	0.01	0.00	WHO	E x t e r n a l Funds	
82	A F G / 0811901	Developing Oxy- gen Producing Factory	1387	New	0.300						0.30	0.00	0.30		Core fund	

List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
83	A F G / 0709901	Surveillance & Response to Avian & Pandemic In- fluenza by Afghan Health Institute (API)/MoPH.	1384	C a r r y forward	0.920	0.43	0.00				1.345	0.425	0.92	CDCP	Core fund	
	Sub Total				1.230	0.43	0.00				1.655	0.435	1.22			
Sub Program 7.4. Public Health Laboratories																
84	A F G / 0674601	Expansion of DOTS & Estab- lishment of Relat- ed Laboratory.	1387	C a r r y forward	0.00	0.00	0.00				0.00	0.82	-0.82	JPN	E x t e r n a l Funds	
				C a r r y forward	0.41						0.41	0.82	-0.41	WHO	E x t e r n a l Funds	
	Sub Total				0.41	0.00	0.00				0.41	1.64	-1.23			
Sub Program 7.5.Food and Drug Control																
Sub Program 7.6. Health Promotion																
85	A F G / 0689601	REACH Social Marketing compo- nent.	1387	C a r r y forward	10.40	0.00	0.00				10.40	10.40	0.00	USAID	E x t e r n a l fund	
	Sub Total					0.00	0.00				10.40	10.40	0.00			
Sub Program 7.7. Community Midwifery Training																
Sub Program 7.8. DEWS/Surveillance																
Sub Program 7.9. Avain Influeza																
86	A F G / 0733601	Combating Influenza & prepared- ness for the Bird flu pandamy.	1386	C a r r y forward	1.359	1.12					2.481	2.022	0.459	ARTF	Core Fund	
	Sub Total				1.359	1.12					2.481	2.022	0.459			

List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
Program8. Pharmaceutical Management Support Program																
Sub Program8.2:Drug Affairs																
87	A F G / 0675301	Capacity Building of Pharmacists & their Assistants.	1384	C a r r y forward	0.103	0.10					0.198	0.060	0.138	AFG	Core Fund	
88	A F G / 0675401	Developing Inject- ing liquid Produc- ing Factory.	1385	C a r r y forward	4.500						4.500	4.500	0.000	AFG	Core Fund	
	Sub Total				4.603	0.10					4.698	4.560	0.138			
Program 9.Public Health Administration Program																
Sub Program 9.1:Personel																
89	A F G / 0764401	Support to the Institutional De- velopment of the Ministry of Public Health EPOS	1386	C a r r y forward	1.62	0.00	0.00				1.62	1.62	0.00	EC	External Funds	
90	A F G / 0733101	Technical Support to MoPH.	1387	C a r r y forward	16.16	0.00	0.00				0.00	16.16	-16.16	USAID	External Funds	
91	A F G / 0715001	National Advisor Position within the Ministry of Health GDPPH	1386	C a r r y forward	0.02	0.00	0.00				0.02	0.01	0.01	EC	External Funds	
92	A F G / 0714801	Project Admin- istrator Position within the ministry of Health GDPPH	1386	C a r r y forward	0.01	0.00	0.00				0.01	0.01	0.00	EC	External Funds	
93	A F G / 0714901	Project Manager Position within the ministry of Health GDPPH	1386	C a r r y forward	0.01	0.00	0.00				0.01	0.01	0.00	EC	External Funds	
94	A F G / 0785201	EC Procurement Expert Service Contract	1386	C a r r y forward	0.14	0.00	0.00				0.14	0.14	0.00	EC	External Funds	

List of Projects ( Health and Nutrition Sector)																
S/N	AFG Bud- get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require- ment (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	External	R e - spon- sible Agen- cy
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
	Sub Total				17.96	0.00	0.00				1.80	17.95	-16.15			
		Sub Program 8.2: procurement														
95	A F G / 0763201	Second level com- mittment Operat- ing Costs MOPH under 4847	1386		0.03	0.03					0.03	0.03	0	EC	External Funds	
	Sub Total				0.03	0.03					0.03	0.03	0			
Sub Program 8.3: Maintenance & Central Warehouse Management																
96	A F G / 0811701	Construction of three Provincial Health Directorate O □Appendix IV: List Of Provin- cial Development Projects (Health And Nutri- tion Sector) offices	1387	New	0.300						0.300		0.300		Core fund	
	Sub Total				0.300	0.00					0.300		0.300			
	<b>Total</b>				<b>282.347</b>	<b>78.94</b>	<b>30.58</b>				<b>374.256</b>	<b>274.083</b>	<b>111.956</b>			



## APPENDIX IV: LIST OF PROVINCIAL DEVELOPMENT PROJECTS (HEALTH AND NUTRITION SECTOR)

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
1	Construction and equipping of training centre in the public Health directorate, in the provincial centre, (1000 employees as beneficiaries).	Balkh	MoPH	1387	
2	Construction of public Health directorate and PHO members, provincial centre, (all the staff of public Health as beneficiaries).	Balkh	MoPH	1387	
3	Establishment of a quality control centre for medicine and food, in the provincial centre.	Balkh	MoPH	1389	
4	Construction of a 50 bed hospital for treatment of addicted patients, in the provincial centre.	Balkh	MoPH	1388	
5	Construction of 50 bed hospital in central Sholgara district.	Balkh	MoPH	1388	
6	Construction of Charkent district Health clinic, Charkent district.	Balkh	MoPH	1389	
7	Construction of district Health clinic building, Tash Guzar, Shor Tapa district.	Balkh	MoPH	1389	
8	Construction of Health clinic building, Diwali Maidan, Balkh district.	Balkh	MoPH	1388	
9	Construction of kuchi area Health clinic building, Sholgara district	Balkh	MoPH	1388	
10	Construction of Dalan Health clinic building, Sholgara district.	Balkh	MoPH	1388	
11	Construction of 200 bed hospital in Pul-i- Khumri (100000 as beneficiaries)	Bghlan	MoPH	1388	
12	Construction of Health clinics in Ahmadzai, Bustak, Khiderkhil, Larkhwabi, Nawaqil, Kharuti, Mangal and Tiri Man-gal villages.	Bghlan	MoPH	1388	
13	Construction of Health clinic in Freng district (25000 beneficiaries).	Bghlan	MoPH	1388	
14	Rehabilitation of a proper Health clinic in Shaikh Jalal district, Baghlan-i-Markazi (8000 as beneficiaries)	Bghlan	MoPH	1387	
15	Rehabilitation of a proper Health clinic in Tangi Murch, Burka district, (15000 beneficiaries)	Bghlan	MoPH	1387	
16	Construction of a hospital in Khost district, (200000 beneficiaries).	Bghlan	MoPH	1387	
17	Rehabilitation of Health clinic in Pasha Qul, Dahana-i-Ghori district, (20000 beneficiaries)	Bghlan	MoPH	1388	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
18	Rehabilitation of a proper Health clinic in Larkhwabi, Baghlan-i-Markazi district (18000 beneficiaries).	Bghlan	MoPH	1388	
19	Rehabilitation of public Health directorate in Pul-i-Khomri, provincial centre.	Bghlan	MoPH	1388	
20	Rehabilitation of a proper Health clinic in Dasht Gir, Baghlan-i-Markazi district (20000 beneficiaries).	Bghlan	MoPH	1389	
21	Establishment of Comprehensive Health Centre (CHC) in Jawqul village, Waras district (30,000 beneficiaries).	Bamyan	MoPH	1387	
22	Establishment of (BHC) in Sia Dara village, Yakawlang district (20,000 beneficiaries)	Bamyan	MoPH	1388	
23	Establishment of Basic Health Centre (BHC) in Dasht-i-Safid village of Kahmard district (15000 beneficiaries)	Bamyan	MoPH	1387	
24	Construction of Basic Health Centre (BHC) in Warzakh of Waras district (15000 beneficiaries).	Bamyan	MoPH	1388	
25	Construction of Basic Health Centre (BHC) in Dahan Dara-i-Mazar, Sulech, and Yakawlang district (16000 beneficiaries).	Bamyan	MoPH	1388	
26	Construction of Basic Health Centre (BHC) in Khwaja Ganj, Saighan district (15000 beneficiaries)	Bamyan	MoPH	1388	
27	Provision of equipped ambulances, 7 districts.	Bamyan	MoPH	1388	
28	Construction of Comprehensive Health Centre (CHC) Sadaat ,Bamyan provincial centre, (30000 beneficiaries)	Bamyan	MoPH	1388	
29	Construction of Comprehensive Health Centre (CHC) Foladi in the centre of Bamyan province, (30000 beneficiaries)	Bamyan	MoPH	1388	
30	Construction of Basic Health Centre (BHC) in Hajar valley of Kahmard district, (12000 beneficiaries).	Bamyan	MoPH	1388	
31	Construction of 100 bed hospital in central Faizabad.	Badakhshan	MoPH	1388	
32	Construction of 50 bed hospital (300,000 beneficiaries)	Badakhshan	MoPH	1388	
33	Drinking water for the whole province	Badakhshan	MoPH	1388	
34	Construction of CHC clinic in Shaki district (18000 beneficiary)	Badakhshan	MoPH	1388	
35	Construction of clinic in Gharat district, Ashkasham (4000 beneficiaries).	Badakhshan	MoPH	1388	
36	Construction of the Clinic at Gandom Qool district, Kasham.(10000 people).	Badakhshan	MoPH	1388	
37	Construction of BHC Clinic in Yawan village Shangan district. 4000 beneficiaries 11 villages).	Badakhshan	MoPH	1388	
38	Construction of 20 bed psychiatric hospital & treatment centre for drug addicts.	Badakhshan	MoPH	1388	
39	Selection of Health Professional staff in all Health centres. (200000 beneficiaries)	Badakhshan	MoPH	1388	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
40	Construction of a CHC at Kholab,(20000 beneficiaries).	Badakhshan	MoPH	1388	
41	Construction of DH hospital in centre of Meramoor district (88,400 beneficiaries).	Daikundi	MoPH	1388	
42	Construction of DH hospital in centre of Kiti province (64,900 beneficiaries).	Daikundi	MoPH	1387	
43	Construction of Health centre in Khidir district.	Daikundi	MoPH	1388	
44	Construction of Health centre (CHC) in centre of Kijran district (73800 beneficiaries).	Daikundi	MoPH	1387	
45	Construction of Health centre (CHC) in centre of Ashtarlai district (35000 beneficiaries).	Daikundi	MoPH	1388	
46	Construction of Health centre (BHC) in centre of Sharistan (21900 beneficiaries).	Daikundi	MoPH	1387	
47	Construction of Khoshak Health centre in Ashtarlai district	Daikundi	MoPH	1387	
48	Construction of Health centre in Biri Gizab district.	Daikundi	MoPH	1387	
49	Construction of Health centre in Siachooob Sangtakht district.	Daikundi	MoPH	1387	
50	Construction of Health centre in Kijran district.	Daikundi	MoPH	1387	
51	Reconstruction and modernization of provincial hospital in Maimana city.	Faryab	MoPH	1387	
52	Rehabilitation of Tagab district DH hospital (Shirin Tagab district	Faryab	MoPH	1388	
53	Construction of CHC in Chil Gazi Qaisar district	Faryab	MoPH	1388	
54	Establishment of BHC in Kohistan district Dewalak village	Faryab	MoPH	1388	
55	Establishment of DH in Garziwan district Dehmeran village	Faryab	MoPH	1388	
56	Establishment of BHC for Kuehis in Almar district, Khowaja Gowhar village.	Faryab	MoPH	1388	
57	Establishment of BHC in Kohistan district Drahshman village	Faryab	MoPH	1388	
58	Construction of BHC in Almar district.	Faryab	MoPH	1387	
59	Construction of BHC building in Khancharbagh district.	Faryab	MoPH	1387	
60	Establishment of BHC in Sari Haowz	Faryab	MoPH	1387	
61	Construction of a provincial hospital (350 beds, 454000 beneficiaries).	Jawozjan	MoPH	1388	
62	Complete construction and extension of Aqcha Hospital (20 rooms, 150000 beneficiaries).	Jawozjan	MoPH	1388	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
63	Construction & extension of building & surrounding wall of Darzab Hospital (20 rooms, 120,000 beneficiaries).	Jawozjan	MoPH	1387	
64	Construction of B.H.C (20 rooms with equipment for Dashte Laily Kuchis (11000 beneficiaries).	Jawozjan	MoPH	1388	
65	Expansion & reconstruction of current clinic in Qarqen (20 rooms 35000 beneficiaries).	Jawozjan	MoPH	1388	
66	Construction of B.H.C ( 20 rooms with equipment. Chacana Darzab district (12000 beneficiaries).	Jawozjan	MoPH	1388	
67	Construction of B.H.C in Quinly district. (10 rooms with equipment 8000 beneficiaries).	Jawozjan	MoPH	1388	
68	Construction of Public Health directory building in Shibirghan city.	Jawozjan	MoPH	1387	
69	Construction of Health centre in Mardiyen and Kohistanat Faizabad.	Jawozjan	MoPH	1387	
70	Construction of Health centre new building in Jaza Aqcha.	Jawozjan	MoPH	1388	
71	Development of Charikar hospital from district to provincial level.	Parwan	MoPH	1388	
72	Building construction of Ko-i-Safi hospital in Koh-i-Safi district, the hospital will be beneficial for 27000 individuals	Parwan	MoPH	1388	
73	Rehabilitation of Worti Health Clinic Building (12500 beneficiaries)	Parwan	MoPH	1387	
74	Construction of Say Qala Health centre in Surkh Parsa district (16,000 beneficiaries).	Parwan	MoPH	1387	
75	Construction of Chinki clinic in Sayed Khil and (17,000 beneficiaries).	Parwan	MoPH	1388	
76	Construction of Bayan clinic in Charikar (152,000 beneficiaries).	Parwan	MoPH	1387	
77	Construction of Kafashan clinic in Shinwari and (14,000 beneficiaries).	Parwan	MoPH	1387	
78	Construction of Bagram hospital, Bagram district.	Parwan	MoPH	1388	
79	Construction of Charikar public Health directorate, centre of the province.	Parwan	MoPH	1387	
80	Training of Health workers in all districts of the province	Parwan	MoPH	1389	
81	Establishment of provincial hospital in provincial centre (188000 beneficiaries)	Pajshir	MoPH	1388	
82	Construction of Health Directorate building in provincial centre (188000 beneficiaries).	Pajshir	MoPH	1388	
83	Establishment of Health centre in Paryan district.	Pajshir	MoPH	1388	
84	Expansion of Health centre to district hospital in centre of Paryan district (30000 beneficiaries).	Pajshir	MoPH	1387	
85	Expansion of Health centre to district hospital in centre of Dara district (48000 beneficiaries)	Pajshir	MoPH	1387	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
86	Establishment of Health centre in Dara district, Tanbna village (8000 beneficiaries).	Pajshir	MoPH	1387	
87	Establishment of district hospital in Khinj district Jafarkhil village (51000 beneficiaries)	Pajshir	MoPH	1388	
88	Establishment of Health sub- centre in Shotol district Roidara village (8000 beneficiaries)	Pajshir	MoPH	1388	
89	Expansion of Basic Health Centre to Comprehensive Health Centre in Shotol district Dehkalan village (18000 beneficiaries).	Pajshir	MoPH	1388	
90	Establishment of Health sub-centre in Fawaj Ananaba (7500 beneficiaries).	Pajshir	MoPH	1388	
91	Establishment of district hospital in Ajrestan district (standard building, 30 beds 90,000 beneficiaries)	Ghazni	MoPH	1388	
92	Upgrading of Do Aba Clinic, Nawar district to district hospital (standard building, 80,000 beneficiaries).	Ghazni	MoPH	1388	
93	Upgrading of Mir Adina Clinic to district hospital, Malistan district (standard building 90,000 beneficiaries).	Ghazni	MoPH	1388	
94	Upgrading of Nawa Clinic to district hospital, Nawa district, standard building, 100,000 beneficiaries)	Ghazni	MoPH	1388	
95	Construction of BHC in central Targan area, standard building 28000 beneficiaries).	Ghazni	MoPH	1387	
96	Construction of BHC in Pati area, Gailan district (standard building, 17,000 beneficiaries).	Ghazni	MoPH	1388	
97	Construction of BHC in Deh Mard village Jaghori district (standard building, 15,000 beneficiaries)	Ghazni	MoPH	1388	
98	Construction of B.H.C in Quli Sabz area, Zana Khan district (standard building, 6000 beneficiaries)	Ghazni	MoPH	1387	
99	Establishment of obstetrics centres in central Ghazni (standard building, 1040 beneficiaries).	Ghazni	MoPH	1387	
100	Establishment of Mobile Health Care Team for kuchies in central Ghazni.	Ghazni	MoPH	1387	
101	Activating of 10 Health centres in districts	Hirat	MoPH	1387	
102	Construction of 16 clinics (centre and each district).	Hirat	MoPH	1387	
103	Equipping and activating of children's hospital in Herat City	Hirat	MoPH	1388	
104	Equipping of obstetrics hospital in Herat city.	Hirat	MoPH	1388	
105	Conducting public administrative reform on APHS in Herat regional hospital.	Hirat	MoPH	1387	
106	Establishment of laboratory for food items quality control in Herat city.	Hirat	MoPH	1387	
107	Construction, equipment and activation of Herat City medical postmortem hospital and morgue.	Hirat	MoPH	1387	
108	Construction of 3 district hospitals in Ghorian, Shindan and Gozra districts.	Hirat	MoPH	1388	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
109	Expansion and equipping of Herat medical university.	Hirat	MoPH	1388	
110	Equipping and set-up of all administrative affairs of public Health directorate.	Hirat	MoPH	1388	
111	Construction of comprehensive Health centre (CHC) in Khwja Bahauddin, centre of the district.	Takhar	MoPH	1388	
112	Construction of new basic Health centre (BHC) building in Shira village, Eshkamish district.	Takhar	MoPH	1388	
113	Construction of basic Health centre (BHC) in Tagab Chap, Farkhar district (21000 beneficiaries)	Takhar	MoPH	1387	
114	Construction of a clinic (BHC) in Katalut village, Darqad district (12,000 beneficiaries).	Takhar	MoPH	1388	
115	Construction of Shar Ghar Health clinic, Sar Ghar village, Rustaq district (15,000 beneficiaries).	Takhar	MoPH	1387	
116	Construction of a clinic in khuja Ghar district.	Takhar	MoPH	1387	
117	Construction of basic Health centre (BHC) Shaflesh village, Namak Aab district (20,000 beneficiaries).	Takhar	MoPH	1388	
118	Construction of a clinic in centre of the province.	Takhar	MoPH	1387	
119	Construction of a clinic in Mandara village, Chaal district (11,000 beneficiaries).	Takhar	MoPH	1388	
120	Construction of a clinic in the centre of Hazar Samoch district (15,200 beneficiaries).	Takhar	MoPH	1387	
121	Construction of a CHC in Chono for Choni village, Chak district (30000 beneficiaries).	Wardak	MoPH	1387	
122	Construction of a clinic in Mang Ali village, Jaghato District (16000 beneficiaries).	Wardak	MoPH	1387	
123	Construction of a CHC in Raqol village, Behsood district 2 (25,000 beneficiaries).	Wardak	MoPH	1387	
124	Construction of a clinic in Merck village Behsood district 2 (15000 beneficiaries).	Wardak	MoPH	1387	
125	Creation of a Health training centre in Chak district (150,000 beneficiaries)	Wardak	MoPH	1388	
126	Extension of the Medan Shar hospital (150000 beneficiaries).	Wardak	MoPH	1389	
127	Extension of the Said Abad Hospital (200,000 beneficiaries).	Wardak	MoPH	1389	
128	Construction of the Shah Qalandar clinic in Shah village, Qalandar, Chak district (15000 beneficiaries).	Wardak	MoPH	1389	
129	Creation of a Family Clinic in Meran village, Daimerdad district (15,000 beneficiaries).	Wardak	MoPH	1389	
130	Extension of the the clinics of Kohi Beroon ,Mehran, Frakhlum, Markeze Jaghato, Shaikh Abad from CHC to CHC+.	Wardak	MoPH	1388	
131	Construction of hospital for Dowab village Hisarak district, (8 rooms for 12,000 people).	Nangarhar	MoPH	1387	



	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
132	Construction of the hostel for the medical department (Faculty of Medicine) in Jalalabad city (30 rooms, accommodates 250).	Nangarhar	MoPH	1388	
133	Construction of clinic in Gerikhail village Pacheer wa Agam district (12 rooms, 15,000 beneficiaries).	Nangarhar	MoPH	1387	
134	Construction of a clinic at Zavi village, Kaga district, (8 rooms, for 12,000 people).	Nangarhar	MoPH	1387	
135	Extension & improvement of the central hospital of Dehbala district (15 beds,	Nangarhar	MoPH	1387	
136	Construction of a psychology hospital, in Jalalabad city (80 beds, 40,000 beneficiaries).	Nangarhar	MoPH	1389	
137	Construction of accommodation for female staff of the Kagaha district hospital.	Nangarhar	MoPH	1389	
138	Construction of accommodation for female staff in the district centre, for Ghani Khail Hospital (75 rooms).	Nangarhar	MoPH	1388	
139	Construction of a clinic for the 5 <sup>th</sup> district in Jalalabad city (40,000 beneficiaries, 12 rooms).	Nangarhar	MoPH	1388	
140	Construction of a 10 bed clinic, Shaikh Misry district, Surkhrod (15,000 beneficiaries).	Nangarhar	MoPH	1389	
141	Construction of BHC in Shakhil Abad, Jani Khil (16100 beneficiaries).	Paktika	MoPH	1389	
142	Construction of CHC OR Hospital in central Park Yousuf Khil district (17500 beneficiaries)	Paktika	MoPH	1387	
143	Construction of 50 bed hospital in central Urgan (45000 beneficiaries).	Paktika	MoPH	1387	
144	Construction of CHC District Della Beneficiaries 250000 people	Paktika	MoPH	1387	
145	Construction of CHC) in central Gomal district (17809 beneficiaries).	Paktika	MoPH	1387	
146	Construction of CHC) in central Jani Khil district (20000 beneficiaries).	Paktika	MoPH	1387	
147	Construction of BHC) in central Warnami district (9500 beneficiaries).	Paktika	MoPH	1387	
148	Construction of BHC in Nakah district (32500 beneficiaries).	Paktika	MoPH	1387	
149	Establishment of CHC at Gian centre (District) Beneficiaries 28800 people.	Paktika	MoPH	1387	
150	Establishment of CHC at tarvi centre ( District Beneficiaries 9500 people	Paktika	MoPH	1387	
151	Improvement of Qara Bagh hospital (20 to 50 beds,150,000 patients).(It is not included in MoPH plan, however the MoPH agrees to its extension to 30 bed hospital )	Kabul	MoPH	1388	
152	Improvement of Char Asyab hospital (20 to 50 beds 70,000 beneficiaries).(It is not included in MoPH plan and as per the policy of this Ministry does not require extension )	Kabul	MoPH	1389	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
153	Improvement of Bagrami hospital from (CHC) to (+ CHC) (165,000 patients).(It is not included in MoPH plan, f MoPH agrees to promote this to CHC not to anything further )	Kabul	MoPH	1389	
154	Improvement of Estalef hospital from (CHC) to (+ CHC) (40,000 patients).	Kabul	MoPH	1389	
155	improvement of Khak Jabar hospital from (CHC) to (+ CHC) (40,000 patients).(It is not included in MoPH plan, MoPH agrees to promote this to CHC not to anything further.)	Kabul	MoPH	1389	
156	Improvement of Shakar Dara comprehensive Health clinic to hospital (20 beds, 135,000 beneficiaries).(Its not included in MoPH plan, the Ministry agrees to its extension to 10 bed CHC for the purpose of 24 hour service	Kabul	MoPH	1389	
157	Construction of Basic Health Clinic (BHC) in Farza district (40,000 beneficiaries).(Presently being constructed through Private Sectorator and MoPH agrees to the establishment of secondary Health center)	Kabul	MoPH	1388	
158	Construction and establishment of a 50 bed hospital in Paghman district (200,000 beneficiaries)( it is not included in MoPH plan, however, MoPH agrees to the 20 bed CHC in	Kabul	MoPH	1389	
159	Creation of mobile clinics in Deh Sabz district (25,000 beneficiaries).(Establishment of Mobile Health Clinic is included in MoPH plan )	Kabul	MoPH	1388	
160	Construction of BHC in Quchi village Kalakand district (180,000).(It is not included in MoPH plan, however the MoPH agrees to the basic Health center )	Kabul	MoPH	1389	
161	Construction of basic Health centre (BHC) in Kundoz city	kundoz	MoPH	1389	
162	Rehabilitation of Shah Rawan Clinic in Dasht Archi.	kundoz	MoPH	1389	
163	Construction basic Health centre (BHC) in Qala-i-Zal district.	kundoz	MoPH	1388	
164	Establishing of medical branches Kundoz secondary school.	kundoz	MoPH	1389	
165	Construction of building for Kundoz medical institute.	kundoz	MoPH	1389	
166	Establish of 275 Health check posts in all districts of Kundoz (400000 beneficiaries).	kundoz	MoPH	1389	
167	Upgrading of all Health centres to comprehensive Health centres (CHC) 10 beds and ambulances in all districts (380000 beneficiaries).	kundoz	MoPH	1389	
168	Construction of basic Health centre (BHC) in Qasab village, Char Dara district, (5000 to 7000 beneficiaries).	kundoz	MoPH	1388	
169	Construction of Musa Zai basic Health centre, Khan Aabad district (4000 to 8000 beneficiaries).	kundoz	MoPH	1388	
170	Construction of rooms of Aaq Tapa and Char Dara clinics, Qala-i-Zal and Char Dara districts.	kundoz	MoPH	1388	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
171	Establish and construction of 150 bed hospital in Aybak, centre of the province	Samangan	MoPH	1387	
172	Construction of Health clinic in Kharan Orlamish Hazrat Sultan district (11520 families as beneficiaries)	Samangan	MoPH	1388	
173	Construction of Health clinic in Khuram and Sar Bagh Deh Asl, (10000 beneficiaries)	Samangan	MoPH	1389	
174	Construction of Health clinic in Dara-i-Suf Bala.	Samangan	MoPH	1388	
175	Construction of Health clinic in Roi Do Aab.	Samangan	MoPH	1388	
176	Construction of a mobile Health clinic for Kuchis (nomads) and emergency cases, in the centre of the province.	Samangan	MoPH	1388	
177	Construction of basic Health clinic in Feroz Nakhjer district (3,000 beneficiaries).	Samangan	MoPH	1387	Completed
178	Construction of a Health clinic in Tikhonak village in the centre of the province (2,500 beneficiaries)	Samangan	MoPH	1388	
179	Construction of a clinic in Tuqsun, Dara-i-Suf Payen (30,000 beneficiaries).	Samangan	MoPH	1388	
180	Construction of a clinic in Shikha village in Dara-i-Suf Bala (12,620 beneficiaries).	Samangan	MoPH	1388	
181	Establishment of a nursing training centre in central Kapisa	Kapisa	MoPH	1389	
182	Construction of a research centre and medical store in central Kapisa.	Kapisa	MoPH	1389	
183	Construction of a cold room for Leishman's disease and malaria control office in the centre of Kapisa.	Kapisa	MoPH	1387	
184	Construction of Health department office in provincial	Kapisa	MoPH	1389	
185	Construction of BHC in Farkhsha Nijrab district.	Kapisa	MoPH	1389	
186	Construction of BHC in Geyawa.	Kapisa	MoPH	1389	
187	Construction of DH in Tagab	Kapisa	MoPH	1389	
188	Construction of BHC	Kapisa	MoPH	1389	
189	Construction of central stock and quality controlling system.	Kapisa	MoPH	1389	
190	Establishment of BHC in Saiad	Kapisa	MoPH	1388	
191	Purchasing of land for construction of provincial hospital in centre of Qalai e Naw (1000m3 60,000 beneficiaries)	Badghis	MoPH	1389	
192	Construction of communicable disease hospital (20 beds, 60,000 beneficiaries)	Badghis	MoPH	1389	
193	Construction of hospital building in centre of Qadis (135,000 beneficiaries).	Badghis	MoPH	1389	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
194	Construction of Health medical clinic in Murghab district (one clinic)	Badghis	MoPH	1388	
195	Establishment of Health clinic in Murghab district.	Badghis	MoPH	1387	
196	Construction of Health clinic in Abkamari, Kocho and Gulkhana villages.	Badghis	MoPH	1388	
197	Construction of Health clinic in Jar Sia in Ghormach district	Badghis	MoPH	1389	
196	Construction of medical training centres	Badghis	MoPH	1389	
197	Construction of houses for living for doctors and nurses in centre of Jawod district (14 houses).	Badghis	MoPH	1389	
198	Construction of houses for living for doctors and nurses in Sang Atash district. (15 houses)	Badghis	MoPH	1389	
199	Creation of Basic Health Centres in Khaksar & Shakyar villages of Gosfandi district	Sari pul	MoPH	1388	
200	Construction of Balkhab hospital Balkhab district (80000 beneficiaries	Sari pul	MoPH	1388	
201	Rehabilitation of EPI Building in the centre of Sar-i-Pul Province	Sari pul	MoPH	1388	
202	Construction of hospital in the centre of Sancharak district (25,000 beneficiaries).	Sari pul	MoPH	1388	
203	Creation of basic Health centres (BHC) in Sayad district (14,000 beneficiaries).	Sari pul	MoPH	1388	
204	Creation of a clinic for addicted patients in the centre of the province.	Sari pul	MoPH	1388	
205	Construction of a clinic in Pista lee village (12,000 beneficiaries)	Sari pul	MoPH	1389	
206	Construction of public Health directorate building in the centre of the province.	Sari pul	MoPH	1388	
207	Construction of Health clinic in Suzma Qala district and (2,500 beneficiaries).	Sari pul	MoPH	1388	
208	Development (improvement) of the Health centre in Kohestanat district (90,000 beneficiaries)	Sari pul	MoPH	1388	
209	Construction of hospital in Maiwand district -20 beds. Beneficiaries 63800	Kandahar	MoPH	1389	
210	Construction of hospital in Panjwai district - 20 beds. Beneficiaries 97950	Kandahar	MoPH	1389	
211	Rehabilitation of Spinboldak central hospital Beneficiaries 99300	Kandahar	MoPH	1387	
212	Construction of a hospital for the addicted patients in the Centre of Kanadahar,4300 beneficiaries.	Kandahar	MoPH	1387	
213	construction of CHC clinic in mirzaMoPHamad khan Qalacha centre of kandahar beneficiaries 10000	Kandahar	MoPH	1387	
214	construction of CHC clinic in mauroof District Beneficiaries 35000	Kandahar	MoPH	1387	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
215	construction of CHC clinic in Dand District beneficiaries 10000	Kandahar	MoPH	1388	
216	Construction of a Kuchi hospital in centre of province. Staff of 130. 435,304 beneficiaries.	Kandahar	MoPH	1389	
217	Construction of the clinic at the pero Kalacha (40,000 beneficiaries).	Kandahar	MoPH	1387	
218	Construction of a KUBHC clinic in Arghistan district (35400 beneficiaries).	Kandahar	MoPH	1387	
219	Construction of a 50 bed hospital in Azra district, (70000 beneficiaries).	Logar	MoPH	1387	
220	Construction of a 10 room CHC hospital in Oria Khail, Kharwar district (60,000 beneficiaries).	Logar	MoPH	1387	
221	Construction of 10 room BHC hospital in central Abchakan, Pul-e Alam district (8500 beneficiaries).	Logar	MoPH	1388	
222	Construction of a 10 room CHC in Pul-e- Alam, Khoshi district (20,000 beneficiaries).	Logar	MoPH	1388	
223	Establishment of a Health training centre for midwives & nurses to help in the treatment of kuchi people. (70,000 beneficiaries).	Logar	MoPH	1388	
224	Construction of a 10 -room clinic in the refugee town.	Logar	MoPH	1388	
225	Establishment of a public Health awareness dissemination team in all districts including the provincial centre.	Logar	MoPH	1389	
226	Construction of a morgue in the provincial centre	Logar	MoPH	1389	
227	Construction of a clinic in Patkha Roghani, Baraki Barak, (15,000 beneficiaries). Since according to the Ministry policy this activity is being implemented in all centers therefore instead of Project 10 this was proposed	Logar	MoPH	1389	
228	Construction of an emergency department in Pul-e-Alam & all districts of this province. It is not included in MoPH plan and neither it has any funding commitment, however the PRT has promised the construction	Logar	MoPH	1387	
229	Promotion of the district clinic of Alingar to district hospital About 35 Rooms (130000 Beneficiaries).	Laghman	MoPH	1388	
230	Promotion of Alishing Clinic To District hospital About 35 Rooms Beneficiaries 130000	Laghman	MoPH	1388	
231	Construction of building for Ighman Health Directorate (35 room's 150 beneficiaries).	Laghman	MoPH	1388	
232	Construction of B.H.C building in Alingar district, Gazana village (12 rooms, 25000 beneficiaries)	Laghman	MoPH	1388	
233	Establishment of Health sub centre in Qarghai district Kashmond Village, (800 beneficiaries).	Laghman	MoPH	1389	
234	Development of Qarghai clinic to district hospital (35 rooms 120000 beneficiaries)	Laghman	MoPH	1389	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
235	Establishment of B.H.C Alingar district, SicleVillage (12 rooms 25000 beneficiaries).	Laghman	MoPH	1389	
236	Establishment of Health sub centre Dawlat Shah district Noy village (6000 beneficiaries).	Laghman	MoPH	1388	
237	Establishment of Health sub centre Dawlat Shah district Dorgan village (5500 beneficiaries).	Laghman	MoPH	1388	
238	Construction of a 200 bed hospital in the capital	Laghman	MoPH	1388	
239	Establishment of District Hospital in Daichopan centre (20,000 beneficiaries)(Incloude the CHC in the MoPH plane )	Zabul	MoPH	1388	
240	Establishment of District Hospital in Arghandab District (20,000 beneficiaries)(Incloude the CHC in the MoPH plane )	Zabul	MoPH	1389	
241	Establishment of District Hospital in Ataghar District 25,000 beneficiaries(Incloude the CHC in the MoPH plane )	Zabul	MoPH	1389	
242	Construction of a 20 bed district hospital in refugee's Camp(100000 beneficiaries) ( Incloude the CHC in the MoPH plane )	Zabul	MoPH	1388	
243	Construction of 20 bed clinicIn Shahre Safa Ghashi village (114 villages as beneficiaries)(Incloude the CHC in the MoPH )	Zabul	MoPH	1389	
244	Construction of district hospital, Shikan village Mezani district (8500 beneficiaries).	Zabul	MoPH	1388	
245	Establishment of Midwives Training centre for Kochies 2Rounds Every Round 15Days	Zabul	MoPH	1388	
246	Establishment of a CHC Clinic in Khaki Afghan district. in Akhkol Kalai 20beads Beneficiaries 45000(Incloude the CHC in the MoPH plane )	Zabul	MoPH	1388	
247	construction of CHC Clinic in Shamalzai District 20 Bead Beneficiaries 5500 (Incloude the CHC in the MoPH plane )	Zabul	MoPH	1388	
248	Construction of a 20 bed clinic ,BHC in Babu Village, Nawbahar district (26800 beneficiaries)(Incloude the CHC in the MoPH plane )	Zabul	MoPH	1389	
249	Establishment of provincial hospital in Tarainkot (880,000 beneficiaries).	Urozgan	MOPH	1388	
250	Establishment of Nursing Training Courses for women (Uruzgan centre, 40 trainees)	Urozgan	MOPH	1388	
251	Establishment of Main Hospital in Khas Uruzgan, 52000 beneficiaries.	Urozgan	MOPH	1388	
252	Construction of 200 bed hospital (500,000 beneficiaries).	Urozgan	MOPH	1387	
253	Upgrading of the district clinic of Alingar to district hospital (130000 beneficiaries).	Urozgan	MOPH	1388	
254	Construction of B.H.C in Rokh Rawood district (110,000 beneficiaries).	Urozgan	MOPH	1387	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
255	Construction of B.H.C in Choree district (55,000 beneficiaries). (CHC )	Urozgan	MOPH	1388	
256	Construction of C.H.C in Chareheno district (51,000 beneficiaries). (CHC)	Urozgan	MOPH	1388	
257	Construction of B.H.C in Tarinkot Mehrabad area (20,000 beneficiaries)	Urozgan	MOPH	1388	
258	Construction of B.H.C in Gizab district (36,000 beneficiaries). (BHC)	Urozgan	MOPH	1389	
259	Establishment of training centre in nursing school (Chigh Chiran.)	Ghor	MoPH	1388	
260	Construction of hospital in Toolac district (160,000 beneficiaries).	Ghor	MoPH	1388	
261	Rehabilitation of Lefra medical clinic.(Chigh Chiran) 20000 will be beneficiary.	Ghor	MoPH	1389	
262	Establishment of Health clinic in Qalimistan, Gulistan.18000 beneficiaries.	Ghor	MoPH	1389	
263	Establishment of Health clinic in Dehoor village.19000 beneficiaries.	Ghor	MoPH	1389	
264	Establishment of Health clinic in Asbarf village, Chighchiran. 18000 beneficiaries.	Ghor	MoPH	1387	
265	Establishment of Health clinic in Qalakyar Fomad. 17000 beneficiaries.	Ghor	MoPH	1387	
266	Construction of Public Health Department building in centre of province.	Ghor	MoPH	1387	
267	Establishment of medical treatment centre for drug addicts in centre of province. 19000 beneficiaries.	Ghor	MoPH	1388	
268	Construction of provincial hospital incetre of province 20000 beneficiaries. One Hospital.	Ghor	MoPH	1388	
269	Provision of medical equipment for provincial hospital, for 200 beds. Beneficiaries all province inhabitants	Farah	MoPH	1389	
270	Construction & establish of blood bank for Farah provincial hospital. With related equipments, Beneficiaries all province inhabitants.	Farah	MoPH	1389	
271	Construction of cold room (for keeping the dead bodies for temporary period) at the provincial hospital. Beneficiaries all province	Farah	MoPH	1388	
272	. Construction & establishment of district hospital Bala Booluk district Shewan village (30 roomss in 10 jiribs of land 60800 beneficiaries).	Farah	MoPH	1388	
273	Construction & establishment of B.H.C in Purchaman district ( 8 rooms 2 jirib land) 45500 beneficiaries.	Farah	MoPH	1389	
274	Construction & establishment of B.H.C Gulistan district (8 rooms 2 jerib land 36900 beneficiaries)	Farah	MoPH	1388	
275	Construction & establishment of C.H.C Delaram district (16 rooms 3 jerib land 80000 beneficiaries).	Farah	MoPH	1388	



	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
276	Construction & establishment of C.H.C in Sheb e Koh district on 4 jerib land (16 rooms, 20000 beneficiaries).	Farah	MoPH	1388	
277	Nutrition project for children faced malnutrition in Pusht-i-koh district	Farah	MoPH	1389	
278	. Expansion of C.H.W program in Anar Dara district (40 men 40 women beneficiaries).	Farah	MoPH	1389	
279	Upgrading of Nimroz hospital from district to provincial capacity. Beneficiaries All Province	Nimroz	MoPH	1388	
280	Provision of ambulances, doctors and nurses for clinics in all districts.20 Ambulance with Staff	Nimroz	MoPH	1388	
281	Reqrut the Professional Nurses And Provision of Ambulances for BHC IN 4 villages Kotalak Dewalak Qala e naw ghor ghori Beneficiaries 50000	Nimroz	MoPH	1388	
282	Upgrading of BHC to CHC in Kang district.	Nimroz	MoPH	1388	
283	Construction of modern hospital in Chaharborjak district.50 beads Beneficiaries 27000	Nimroz	MoPH	1389	
284	Construction of blood bank and morgue for bodies in central Zaranj.	Nimroz	MoPH	1387	
285	Establishment of nursing training centres in all districts. And Distribution of artificial Lambs	Nimroz	MoPH	1388	
286	Establishment of Health service by BHC in centre of Chakhnsor district.	Nimroz	MoPH	1389	
287	Construction of mobile clinic in 5 districts. (5 clinics)for kochies Beneficiaries 80000	Nimroz	MoPH	1387	
288	Support for Health team in Refugee camp.one team.	Nimroz	MoPH	1387	
289	Provision of ambulance for hospital & clinics in centre & districts and two pick up Vehicles for the directorate.	Noristan	MoPH	1388	
290	construction of Clinics for Katar gambler Waigal Atiten Shamder Noogram and Pechader Villages	Noristan	MoPH	1387	
291	Construction of building for <b>BHC</b> Koraj Village Mandaul Districts	Noristan	MoPH	1387	
292	Construction district Hospital, about 30 beds in Waigal centre (beneficiaries – whole district).	Noristan	MoPH	1389	
293	Construction of district Hospital, about 30 beds in Kamdish centre.	Noristan	MoPH	1387	
294	Construction of BHC for 6 villages in Bargmatal district	Noristan	MoPH	1387	
295	Construction of clinics for various villages in Bargmatal district, in Pasha gar,( Noogram) Kosht , Nilab (Douab).	Noristan	MoPH	1389	
296	Establishment of a clinic for the treatment of addicted patients in Burgmatal Centre.	Noristan	MoPH	1389	
297	Establishment of a clinic in Kantiwa district centre for 8 villages	Noristan	MoPH	1387	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
298	Establishment of clinic / Cold Room in Paroon, centre of this province.	Noristan	MoPH	1388	
299	Establishment of a service centre for disabled at provincial level.	Hilmand	MoPH	1389	
300	Establishment of CHC, DHC, & BHC in all districts of Helmand ALL districts need all of these things?	Hilmand	MoPH	1387	
301	Construction of Health sub centre in Sangin district.	Hilmand	MoPH	1387	
302	Construction of BHC in all districts	Hilmand	MoPH	1388	
303	Establishment of blood bank in Grishk district.	Hilmand	MoPH	1388	
304	Construction of DHC in Nawa district.	Hilmand	MoPH	1388	
305	Upgrading of district clinic to district hospital, Baghran district	Hilmand	MoPH	1387	Security problem
306	Construction of gynecology & obstetrics hospital in Baghran district, Karizgay village.	Hilmand	MoPH	1387	Security problem
307	Establishment of Aids Control Centre in Lash Kargah city.	Hilmand	MoPH	1387	Not in plan
308	Extend to the provincial hospital and construction of birthing, blood bank and new's hospital	Hilmand	MoPH	1388	
309	Construction of BHC Standard Dowa Manda District Beneficiaries 80000	Khost	MoPH	1389	
310	Construction of CHC Clinic in Qalandar District Beneficiaries 40000	Khost	MoPH	1389	
311	Construction of CHC in zazi maidan District Beneficiaries 100000	Khost	MoPH	1389	
312	Construction of district hospital Standard in yaqubi District Beneficiaries 80000.	Khost	MoPH	1388	
313	Construction of obstetrics hospital in centre of khost Beneficiaries 200000.	Khost	MoPH	1388	
314	Construction of district hospital Standard in Ali shir District Beneficiaries 100000.	Khost	MoPH	1388	
315	Construction of BHC Clinic in masterbal Beneficiaries 50000	Khost	MoPH	1389	
316	Construction of equipped laboratory in centre of Khost city. (50000 beneficiary). (In place of this project upgrade the CHC to DH of Mosakhail 1387.)	Khost	MoPH	1388	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
317	Construction of infectious hospital in centre of Khost city (80000 beneficiaries).	Khost	MoPH	1389	
318	Construction of Antipode center in the Khost capital	Khost	MoPH	1389	
319	Construction of Asad Abad hospital (for EPHS) beneficiaries, provincial level.	Kunar	MoPH	1388	
320	Construction of Naw Abad clinic (9 rooms 13,000 beneficiaries).	Kunar	MoPH	1388	
321	Construction of Qaro Clinic, Qaro village, Watapur district (9 rooms 14,000 beneficiaries).	Kunar	MoPH	1389	
322	Construction of comprehensive clinic Jame village, Chapa Dara district (16 rooms 46,000 beneficiaries).	Kunar	MoPH	1389	
323	Construction of Kurangal clinic, Manugai district village (9 room 14, 000 beneficiaries).	Kunar	MoPH	1390	
324	Construction of clinic in Lache village, Shegal district (9 room 14,000 beneficiaries). SC. And BHC are active no need more.	Kunar	MoPH	1389	
325	Construction of Clinic ,CHC in Nor gal District (9 rooms 14,000 beneficiaries).	Kunar	MoPH	1387	
326	Establishment of midwifery & nursing courses in Asad Abad (20 rooms).	Kunar	MoPH	1388	
327	Construction of clinic,BHC in Saw village, Nari district (9 rooms 7000 beneficiaries).	Kunar	MoPH	1389	
328	Construction of Daracha Lam Clinic in Manugai district ( 9 rooms 9500 beneficiaries).Comments : One Hospital 50 bids will Construct by the Biate Buniad NGO. At Kunar on 1387.	Kunar	MoPH	1387	
329	Extension of Sayed Karam clinic to district hospital in Sayed Karam district.	Paktia	MoPH	1389	
330	Construction of Health centre Mangyar Chamkani District (10 rooms).	Paktia	MoPH	1388	
331	Construction of Hospital for Infectious diseases in centre of Gardiz (100 beds and 60,000 beneficiaries).	Paktia	MoPH	1388	
331	Construction of a well and equipment for Metnal Hospital in Gardez. (15, 000, 00.beneficiaries).	Paktia	MoPH	1388	
332	Construction of 30 rooms for the district Hospital in Jaji Ariob (150,000 beneficiaries).	Paktia	MoPH	1389	
333	Construction of 20 rooms in Garda Seri hospital. (25,000 beneficiaries).	Paktia	MoPH	1388	
334	Construction of BHC in Gardi Sira ,Pakhari District	Paktia	MoPH	1388	
335	Construction of a clinic in Akhund Village in Wazi Zadran (10 room's 15,000 beneficiaries).	Paktia	MoPH	1389	
336	Establishment of a hospital in bourkai / Ahmad Abad (15 rooms, 40,000 beneficiaries).	Paktia	MoPH	1389	
337	Construction of a clinic in BHC in Gad Miran ,Jani Khail (10 rooms, 35,000 beneficiaries).	Paktia	MoPH	1389	

	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
338	Construction of comprehensive health clinic (CHC) in 2 <sup>nd</sup> district (Qul-i-Aabchakan) and will be beneficial for 35000 persons.	Kabul Urbon	MoPH	1389	
339	Construction of comprehensive health clinic (CHC) in 3 <sup>rd</sup> district (Jamal Mina) and will be beneficial for 30000 persons.	Kabul Urbon	MoPH	1389	
340	Construction of comprehensive health clinic (CHC) in 6 <sup>th</sup> district (Qala-i-Mohd Hayat) and will be beneficial for 30000 persons.	Kabul Urbon	MoPH	1389	
341	Construction of comprehensive health clinic (CHC) in (Wazir Aabad) and will be beneficial for 35000 persons.	Kabul Urbon	MoPH	1389	
342	Construction of comprehensive health clinic (CHC) in 9 <sup>th</sup> district (Bibi Mahro) and will be beneficial for 30000 persons.	Kabul Urbon	MoPH	1389	
343	Construction of comprehensive health clinic (CHC) in 15 <sup>th</sup> district, and will be beneficial for 30000 persons.	Kabul Urbon	MoPH	1389	
344	Construction of comprehensive health clinic (CHC) in 16 <sup>th</sup> district (Qala-i-Zaman Khan) and will be beneficial for 30000 persons.	Kabul Urbon	MoPH	1389	
345	Construction of comprehensive health clinic (CHC) in 17 <sup>th</sup> district (Sar-i-Kotal) and will be beneficial for 60000 persons.	Kabul Urbon	MoPH	1389	
346	Construction of comprehensive health clinic (CHC) in 21 <sup>st</sup> district (Haji Janat Gul Area) and will be beneficial for 46000 persons.	Kabul Urbon	MoPH	1389	
347	Construction of proper health clinic in 17 <sup>th</sup> district (Pul-i-Charkhi) and will be beneficial for 20000 persons.	Kabul Urbon	MoPH	1389	



# **Agriculture & Rural Development Sector Strategy**

**1387 - 1391 (2007/08 - 2012/13)**



**Pillar III - Social & Economic  
Development**







# Agriculture & Rural Development Sector Strategy

Approved by:

Sector Responsible Authorities

Prepared & submitted by (in alphabetical order):

<i>Ministry/Agency</i>	<i>Name of Minister/Director</i>	<i>Signature</i>
Ministry of Rural Rehabilitation and Development	H.E. Mohammad Ehsan Zia	
Ministry of Agriculture Irrigation and Livestock	H.E. Obaidullah Ramin	

Date of Submission

Feb 2008 18



# EXECUTIVE SUMMARY

The long term vision of Agriculture and Rural Development is to ensure the social, economic and political well-being of rural communities, especially poor and vulnerable people, whilst stimulating the integration of rural communities within the national economy.

After more than a quarter century of conflict and repeated natural disasters, Afghanistan is one of the poorest countries in the world. Its human development indicators rank at 174<sup>th</sup> among developing countries, especially among the rural population. Decades of chronic political instability have undermined the development of modern and democratic structures of governance, markets and communities. Years of conflict and subsequent neglect have left much of the country's rural infrastructure in a serious state of disrepair, degraded the environment, forced much of the rural population into subsistence agriculture and left the people food insecure and in a state of extreme poverty. Over the past year, the security situation has deteriorated in several parts of the country, mainly in the southern and south eastern provinces. Closely related to this, opium production has reached a record high in 2007, accounting for 93% of the global supply.

## The current state of agriculture and rural development is portrayed as follows:

- 80% of the Afghan population live in rural areas, most of whom are engaged in agriculture;
  - Only 1215%- of total land area is suitable for cultivation;
  - Many land ownership and users rights issues are unresolved
  - Water constraints prohibit cultivation of up to one third of irrigated land;
  - 3 million hectares of land are rain fed – in a country of repeated droughts;
  - 3.5% annual decline in agricultural production between 1978 and 2004;
  - 50% of livestock herd lost between 1997 and 2004;
  - Insufficient reliable data and databases for comprehensive analysis and planning
  - 58% of villages have limited seasonal or no access roads;
  - Average distance to nearest road is 4.6 kilometres;
  - 13% of rural Afghans have access to electricity at some point during the year;
  - 74% of rural Afghans do not have access to safe drinking water;
  - 96% of rural Afghans do not have access to safe toilets/sanitation
  - 28% do not have toilets at all.
- And the social consequences have been:

- Average life expectancy at birth is 43 years;
- 54% of the population is male and 46% female despite the decades of war;
- Women have a higher mortality rate than men of the same age;
- On average each woman gives birth to 6.6 children;
- Only 19% of women give birth in suitable health facilities;
- Average size of rural household is 7.5 and the larger household the poorer the occupants;
- Approximately 5.4 million people do not meet their basic dietary requirements;
- Opium cultivation uses 7 million labour days per year involving 3.3 million people.

The above statistics underscore the poor quality of life of most rural Afghans and highlight the overall importance of this sector. The fundamental role of Government is to provide for its citizens and this sector strategy is the largest contributor to the Governments achievement of its responsibilities.

The Agriculture and Rural Development (ARD) Sector Strategy provides the basis for comprehensive agricultural and rural development in Afghanistan, providing tangible means to accomplish the goals of poverty reduction, improved food security and sustainable growth through economic regeneration.

The Agriculture and Rural Development (ARD) Sector Strategy will within five years ensure that the majority of the essential institutional and infrastructural building blocks are in place to facilitate the increase in agricultural production and productivity and the transformation of the currently dire socio-economic situation in rural Afghanistan. The main objectives being to move citizens from a state of extreme poverty to an improved quality of life, where sustainable food security is assured, and basic services are provided and incomes are raised, livelihoods are licit and diversified and people live in a safe and secure environment.

**The strategic intent is to implement this strategy via five thematic areas which are defined as follows:**

*Local Governance* – strengthening of sub-national local governance, specifically Community Development Councils, District Development Assemblies and Provincial Development Councils as the entry points for development programmes and activities whenever possible; and strengthening of cooperatives and other community based, self-governing organizations.

Cooperatives, as formal structures, will be the entry point for agriculture enterprises.

*Agricultural Production* - support to subsistence and near subsistence farmers to help them move into more competitive and diversified semi-intensive production; and promotion of commercial agriculture across sub-sectors;

*Agricultural and Rural Infrastructure* – provision of basic infrastructure focusing on irrigation, research and extension centres of excellence, storage, diagnostic and quality assurance laboratories, roads, water, sanitation, electrification and service and value chain frameworks; provision of labour intensive infrastructure projects, skills development and community contracting; *Economic*

*Regeneration* – multiple interventions to promote value added agriculture and agriculture based rural industries; expansion of micro-finance services and comprehensive financial services; and a new initiative to promote micro, small and medium size, value addition and on and off farm private sector enterprises;

Disaster and Emergency Preparedness – strengthen early warning systems, disaster response coordination, disaster mitigation and relief.

There is no disputing the enormity of the needs of rural people; every element of government impacts on agriculture and rural development. The complexity of the challenge within this sector means that prioritization, sequencing and coordination of sectoral activities are of extreme importance. Addressing these enormous needs requires considerable financial commitment on the part of the Government and Donors.

To implement all elements of this strategy requires adoption of a mandatory coordination mechanism across Government, Private Sector and the International Community. The Comprehensive Agriculture and Rural Development initiative will provide such a mechanism at both sub-national and national levels. This then needs to be translated into strengthened coordination between the Government and the international community ensuring that funds are sufficient and directed to the core needs of urban and rural communities.

The participating ministries have proven ability to develop and implement extensive national programmes and continue to do so. This is reflected via the ongoing *National Solidarity Programme* and the *Improved Seed Production and Distribution Programme*. The ongoing commercial agriculture project *Mazar Foods* shows influx of foreign investment and several commercial agricultural enterprises and the proposed new *Afghanistan Rural Enterprise Development Programme* promise to deliver licit sustainable employment, skill and capacity building

and employment opportunities for women and other vulnerable groups, including the extreme poor. These programmes have shown the ability of the participating ministries to spend money effectively, efficiently and to deliver services across the nation.

The ministries recognise the recent achievement of sub-national consultations and the resultant Provincial Development Plans (PDPs), which are in the process of being prioritised and incorporated into the MAIL Implementation and Investment Plans for the seven Programmes. It is the mandate of this sector strategy to ensure that all community planning, where possible is included in the design of national and regional programmes. The Agriculture and Rural Development Sector Strategy is critical to the achievement of Afghanistan's Millennium Development Goals (MDG), sustainable Food Security and subsequently the Afghanistan National Development Strategy (ANDS), resulting in the establishment of;

“a just and peaceful Afghanistan that is able to maintain its cherished freedom and independence and fulfil the aspirations of the Afghan people without being a threat or burden to its neighbours or the outside world”. To meet the goals of both the MDG and the ANDS it is essential that the sector strategy addresses critical cross cutting issues. The illicit production of opium has increased from 74,000 hectares in 2002 to 193,000 hectares in 2007. This dramatic upsurge reflects a state of insecurity and crisis. The participating ministries have committed to the mainstreaming of counter narcotics (CN) efforts across all programmes. Current programmes need to adjust in order to contribute to the creation of an environment where there is sufficient sustainable licit livelihoods and good governance. The recent Joint Coordination and Monitoring Board (JCMB) meeting highlighted the need to review the National Drug Control Strategy and has reinforced the requirement for the Ministry of Counter Narcotics to lead the way for the planning, coordination and evaluation of CN activities.

The participating ministries actively support the MCN in achieving their goals, mainly through the mainstreaming of their programmes and participating in the Alternative Livelihoods Working Group which monitors the delivery of programmes.

Embedded within the eradication of extreme poverty and hunger is the requirement to establish gender equality. All programme activities by participating ministries promote gender equity, and in several instances directly target women as beneficiaries.

The link between poverty and environmental degradation is a well understood development challenge and thus the ARD Strategy focuses on sustainable natural resources and the rehabilitation of the environment. Unless natural resources are sustainably managed and used, Afghans are

unlikely to ever escape the cycle of poverty in which many, particularly the rural population, find themselves.

The extent of poverty in rural Afghanistan cannot be overstated and should at no time be downplayed. The Government of Afghanistan has been and continues to provide for the basic humanitarian needs of the people, however, at this pinnacle of time it is necessary to avail the rural communities of the tools required to lift themselves out of poverty, and provide for a better future for their children. A major contributor to this objective must be the provision of opportunities for economic growth. This includes both the enabling environment and the skills development for private sector led growth.

The programming designs and concepts of the must be holistic in deliverables and targeting.





# INTRODUCTION

## EXECUTIVE SUMMARY

### BACKGROUND

As articulated by President Hamid Karzai in his message introducing Afghanistan's Vision 2020, "In September 2000, when the Millennium Summit was held at the United Nations General Assembly in New York, Afghanistan was still suffering from war and, hence, could not participate in the formulation of Millennium Development Goals (MDGs). Since then, with the help of the international community, Afghanistan has started its recovery from protracted violence and achieved significant gains in building democratic institutions, providing basic public services to its people, and reviving its economy." It was then in March 2004, that the President informed the United Nations that Afghanistan was ready to join the community of nations that have committed to the MDGs. Vision 2020 was then produced as Afghanistan's aspirations for its people for the reduction of poverty and hunger, providing universal primary education, reducing child mortality, improving maternal health, combating diseases, promoting gender equality, ensuring environmental sustainability and enhancing personal security. As over 80% of the population of Afghanistan lives in rural areas, efforts to achieve food security, and improve quality of rural life and rural livelihoods are central to the achievement of Afghanistan's MDGs.

The Interim Afghanistan National Development Strategy (I-ANDS) and the Afghanistan Compact were first presented at the London Conference in January 2006 to serve as the roadmap towards achieving the MDGs. The initial aim was to prioritise investment needs and facilitate donor coordination. This goal has since been expanded to include meeting the requirements of a Poverty Re-

duction Strategy Paper (PRSP) to qualify for debt relief under the International Monetary Fund's Debt Relief Initiative.

The ANDS has three pillars: (1) security; (2) governance, rule of law and human rights; and (3) economic and social development. These pillars have been broken into a series of sectors in order to present a structured approach to the ongoing development of Afghanistan. The Agriculture and Rural Development sector falls under the third pillar. The ARD Strategy is based on the MAIL Master Plan of 2005 and the Implementation and Investment Plans for the seven MAIL Programmes finalised in 2007, MRRD's Strategic Intent (January 2007), the Rural Rehabilitation and Development Strategy for the ANDS (March 2007), as well as the national programme strategies. The Strategy provides a roadmap of where and how public resources should be allocated to best support poverty reduction, economic growth and social protection, including the issues of sustainable food security and the specific needs of vulnerable groups, whilst focusing on strengthening the enabling environment for private sector driven growth in rural Afghanistan. In order to ensure the highest degree of coordination of agriculture and rural development interventions on the ground the Ministries have agreed to present the ARD Strategy in a thematic framework.

Whilst this is a roadmap for comprehensive agricultural and rural development, synergies to multiple sectors such as education, public health, social protection, water, energy, transport, and governance and public administrative reform are essential to achieve vision 2020.

**This strategy directly contributes to the achievement of the following Afghanistan's MDG targets:**

- Target 1: The proportion of people whose income is less than US\$1 a day decreases by 3% per annum until the year 2020.
- Target 2: The proportion of people who suffer from hunger decreases by 5% per annum until the year 2020.
- Target 5: Reduce gender disparity in economic areas by 2020.
- Target 6: Increase female participation in elected and appointed bodies at all levels of governance to 30% by 2020.
- Target 12: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.
- Target 13: Halve, by 2020, the proportion of people without sustainable access to safe drinking water and sanitation.
- Target 25: To reduce the contribution of opium to the total (licit and illicit) GDP to less than 5% by 2015, and to less than 1% by 2020.

This strategy also makes an indirect contribution to the following targets:

- Target 8: Reduce by 50%, between 2003 and 2015, the under-5 mortality rate, and further reduce it to 1/3 of the 2003 level by 2020.
- Target 9: Reduce by 50% between 2002 and 2015 the maternal mortality ratio, and further reduce the MMR to 25% of the 2002 level by 2020.
- Target 15: Deal comprehensively and influence the provision of foreign aid through appropriate measures to enable Afghanistan to develop sustainably in the long-term.
- Target 16: Develop an open, rule-based, predictable, non-discriminatory trading and financial systems includes a commitment to good governance, development and poverty reduction.

The Afghanistan Compact Benchmarks related directly to Agriculture and Rural Development call for measurable improvement in:

**Compact Benchmark 6.1**

- The necessary institutional, regulatory and incentive framework to increase production and productivity will be established to create an enabling environment for legal agriculture and agriculture-based rural industries.
- Public investment in agriculture will increase by 30 percent. Particular consideration will be given to perennial horticulture, animal health, and food security by: instituting specialised support agencies and financial service delivery mechanisms, supporting farmers' associations, branding national products, disseminating timely price and weather-related information and statistics, providing strategic research and technical assistance, and securing access to irrigation and water management systems.

**Compact Benchmark 6.2**

- Access to safe drinking water will be extended to 90% of villages, and sanitation to 50%.
- Road connectivity will reach 40% of all villages.
- 47% of villages will benefit from village-based irrigation systems.
- Livelihoods of at least 15% of the rural population will be supported through the provision of 91 million labour days.
- Rural development will be enhanced comprehensively for the benefit of 19 million people in over 38,000 villages. This will be achieved through the election of at least a further 14,000 voluntary community development councils (CDCs) in all remaining villages, promoting local governance and community empowerment.
- 800,000 households (22% of all Afghanistan's households) will benefit from improved access to financial services.

A policy and regulatory framework will be developed to support the establishment of small and medium rural enterprises, and institutional support will be established in all 34 provinces to facilitate new entrepreneurial initiatives by rural communities and organisations.

### Compact Benchmark 6.3

- The Government will design and implement programs to strengthen and diversify licit livelihoods and other counter narcotics measures to achieve a sustained annual reduction in the amount of land under poppy and other drug cultivation.
- Decrease in the absolute and relative size of the drug economy in line with the Government's Millennium Development Goal target.

Other Afghanistan Compact benchmarks relate to the health and welfare of the rural population. These include measurable improvements in:

- environmental regulatory frameworks and management services, and the development of natural resource policies;
- the net enrolment in primary school for girls and boys;
- the coverage of basic health services; reduced maternal mortality and mortality of children under the age of five;
- employment opportunities for youth and demobilised soldiers;
- assistance to and rehabilitation and integration of refugees and internally displaced persons; and
- assistance to female-headed households that are chronically poor and increases in their employment rates.

Other major Government goals relating to agriculture and rural development should be noted. These are:

- creating the necessary policy and regulatory framework to support the establishment of micro, small and medium size rural enterprises; and
- creating the enabling environment for sustainable management and use of Afghanistan's natural resources.

## A. The State of Agriculture and Rural Development

After more than a quarter-century of conflict and repeated natural hazards, Afghanistan is one of the poorest countries in the world. Its human development indicators rank at 174<sup>th</sup> among developing countries, especially among the rural population.<sup>1</sup> (Human Development Report 2007. Centre for Policy and Human Development, Kabul University. November 2007). Decades of chronic political instability have undermined the development of modern and democratic structures of government, agricultural production systems, markets and communities. Years of conflict, lack of resources and subsequent neglect have left much of the country's agriculture and rural infrastructure in a serious state of disrepair. With only 12-15% of Afghanistan's total area suitable for cultivation, the estimated land under irrigation is three million hectares while rain fed agriculture occupies an estimated 3.5 million hectares. Approximately 30 million hectare is pasture land. Up to a third of irrigated land is not currently planted due to water constraints. The years of warfare and

drought have led to degradation of the environment and extensive destruction of orchards, a dramatic reduction of cultivatable land and livestock numbers. It is estimated that there has been a mean annual decline of 3.5% of agricultural production between 1978 and 2004.

The extent and severity of the six year drought (1997-2004) had a considerable negative impact on farming communities. The main effects of water and food shortages were: poor harvests and crop failures resulting in a significant increase in the food insecure population impacting particularly on women; up to 50% losses of livestock due to outward migration and starvation, especially affecting the more vulnerable Kuchi nomads; and low vegetation index and falling water table. Traditional community water management systems are now under threat.

Most farmers are engaged in subsistence or near subsistence farming systems, often on plots of less than 2 jeribs (0.4 hectares), contributing to a high number of farming families with risky livelihoods

often combined with chronic debt. Afghanistan's food security is dependent largely upon the level of cereal production, but production fluctuates from year to year due to unreliable rainfall patterns. The unpredictable nature of the wheat harvest undermines both macro-economic planning as well as the stability of household-level livelihoods. Approximately 2.5 million rural people are vulnerable to recurrent shocks caused by drought conditions. There is an urgent need to implement the Food Security Programme at national level which takes into consideration the dynamics of domestic production versus importation, especially in relation to the most important food items as well as to assure their quality and ensure sufficiency for the population of Afghanistan.

The instability of the country, combined with poverty and weak governance, has resulted in a dramatic upsurge in opium poppy cultivation. Opium cultivation is now highly concentrated in five provinces in the south and east.

According to UNODC 2007, opium production has increased from 74,000 hectares in 2002 to 193,000 hectares in 2007. Opium has a value of US\$1 billion at the farm gate prices and uses 7 million labour days per year, involving 3.3 million people (14.3% of total population). These statistics highlight the critical need for sustainable alternative livelihoods programmes

The recent dramatic upsurge in opium production reflects acute livelihood insecurity among many rural households. By reducing the risk of food insecurity and providing access to land and credit, opium poppy has provided the critical means by which many poor households have been able to manage risk and maintain access to resources to ensure their survival. Opium cultivation also reflects the lack of available diversification opportunities in on-farm and off-farm income generation opportunities.<sup>1</sup>

The total rural population of Afghanistan is estimated by the Central Statistics Office (CSO) to be approximately 18.7 million. Given the rural

nature of Afghanistan society, the country's current demographic profile highlights the scope of the development challenge. The average life expectancy at birth is 43 years. Fifty-four percent of the population is male and 46% female. Women above 24 years of age have higher mortality rates than men of the same ages, which may be related to the cumulative effect of disadvantageous conditions of women and the biological burden of giving birth to several children. On average, each woman gives birth to 6.6 children, but only about 19% of women give birth in suitable health facilities. In short, Afghanistan has a gender gap which favours male survivability. This is the case despite decades of war which should have skewed survivability more in favour of women. The average number of people per rural household is 7.5, and the larger the household the more likely that it will be poor. Two percent of households in Afghanistan are headed by females and 4% are headed by disabled males. In rural Afghanistan, the National Risk and Vulnerability Assessment (NRVA) estimates that approximately 5.4 million (30%) do not meet their basic dietary requirements, which results in chronic malnutrition (50% of children under 5 years of age) and micronutrient deficiency diseases (70% of mothers and children under 5 are iron deficient). Access to safe drinking water, sanitation, social services and markets is the lowest in the region and amongst the lowest in the world. Survey findings indicate that 74% of Afghans in rural areas do not have access to safe drinking water and only 4% have access to sanitation (safe toilets) and a further 28% do not have toilets.

Rural literacy rates are very low; with only 32% of males and 13% of females above 6 years of age who can read (this figure and all other indicators are much lower for Kuchi nomads – 8% and 4% respectively). The poorer the family the less likely that their children will attend school. In terms of primary education (children 6-9 years), the average net enrolment in rural areas is 24.6%. Almost 58% of villages have limited (seasonal) or no access roads. The average distance to the nearest

<sup>1</sup> 2 David Mansfield and Adam Pain – *Evidence from the field; understanding levels of opium cultivation in Afghanistan* – AREU November 2007

road is 4.6 kms, with some villages as far away as 90 kms. Where available, road travel is slow, uncomfortable and expensive due to poor road conditions, thus impeding isolated communities' access to basic technical, financial and social services and markets. Only 13% of the rural population has access to electricity at some time during the year (through generators, micro-hydro power or solar) and only 2% own a phone. Overall, access – to job opportunities, markets and basic services – is much lower in rural than in urban areas. This lack of access contributes to the dire socio-economic circumstances that many, if not most, rural Afghans must confront. Widespread environmental degradation also poses an imminent threat to livelihoods. Two decades of conflict, military activities, refugee movements, collapse of national, provincial and local forms of governance, lack of management and institutional capacity and over exploitation have heavily damaged Afghanistan's natural resource base.

The natural resource base continues to suffer due to:

- competing land use (agriculture, human settlements, forests and rangeland, wetlands and protected areas);
- the ambiguous legal status of ownership and access to natural resources (land, water, forests and rangeland, biodiversity, wetlands and protected areas);
- the lack of enabling policy, legislation and regulatory frameworks for managing natural resources, along with weak governance and management of natural resources; and
- the negative impact of war, increasing population, human settlements, drought, overexploitation and landmines on natural resources.

- Recovery is continually impeded by natural and man-made disasters. The risks to Afghanistan's productivity are recurrent shocks, in particular natural hazards such as droughts, floods, earthquakes, trans-boundary animal diseases and plant pest infestations. Some of these shocks can be and are now better managed with improved early warning and rapid reaction systems.

- Until recently, formal community participation in political decision-making or development planning has been limited or non-existent. Since 2003, line ministries have promoted state building and local governance nationwide, sector-specific (Cooperatives and Farmers Associations) and multi-sectoral community empowerment programmes (principally the National Solidarity Programme).

- The provision of basic agriculture and rural infrastructure for irrigation, drinking water, electrification, roads and schools, directly targets the needs of the rural population and has shown to have had positive impacts on the lives of rural communities. However, development outcomes are less than hoped for because the Government has struggled to fulfil its roles in: promoting an enabling environment for agriculture and rural development; inadequate attention to the differentiated needs and positions of women and men (as well as children and the elderly); and coordinating investments by various ministries, donor organisations and NGOs. Coordination is difficult due to a general lack of systems (geo-referenced databases) for tracking stated development priorities and activities at the district, provincial and national levels.

- Currently, Government funds are channelled through highly centralised ministries, with many, if not most, national programmes and donor-funded projects working independently of each other. In addition, the role of provincial administration units is unclear, especially in the areas of economic planning, budget execution and service delivery. Provincial governments do not have the authority, budgetary resources or technical skills to facilitate development. This situation is even more severe at the district level. Increasing attention is being paid to building the capacity of sub-national government units, facilitating participatory processes for identifying priority investments and coordinating these investments in a manner that addresses critical constraints. In



recent months, the security situation has deteriorated in several parts of the country, mainly in the southern and southeastern provinces. Government staff have received threats and warnings, and some have lost their lives in attacks or have been abducted by anti-government elements. In addition, criminal activities targeting offices and personnel of development agencies have increased. At the community level especially, activities in support of women's development and empowerment have been under threat. As a result, implementing partners have begun revising their implementation strategies and organisational structures to reduce risks to their personnel in less secure areas.

- The unstable security situation in parts of the country presents major obstacles to programme implementation, including but not limited to community mobilisation, survey and design of projects, service and input provision, selection of qualified contractors and NGOs willing to work in high-risk areas, and the ability to monitor projects for quality assurance and financial control purposes. These constraints seriously affect the pace, cost and quality of development activities.
- Work stoppages, additional security requirements in unstable areas and the difficulty of providing adequate oversight, all have an impact on the cost and success of development programmes. These factors have also contributed to the substantial increase in opium production, especially in the south and east. A strategy for managing security risks is essential. Experience has shown that involving local formal and informal structures, such as traditional shuras, community-based organisations and cooperatives can enhance security for planning, implementing and monitoring development activities.

## • **B. Challenges and Constraints**

- Challenges and constraints in relation to the state of Agriculture and Rural Development are reflected, where possible, within each thematic area. However, there are some constraints directly related to cross-cutting issues or generic issues. These are as follows.
- **Policy and Law Implementation:** Policy decisions are required in all of the thematic areas discussed in this document. In the case of Governance the legal status of the sub-national governance structures (Community Development Councils, District Development Assemblies, Provincial Development Committees) remains unresolved and requires urgent policy decisions for legalisation, in line with the newly formed Independent Directorate for Local Governance. Policy on infrastructure, such as rural access to services and water management, needs to be fully defined in order to apply necessary laws. In the area of private sector development, which dominates economic regeneration, it is necessary to develop policy and laws which support an enabling environment. With regard to counter-narcotics, strengthening the rule of law and the fair administration of justice are critical to any reduction in current poppy production. The recent approval of the Cooperative's Law will strengthen the framework for the implementation of legal and regulatory frameworks for the production, processing and marketing of agricultural and non agricultural products.
- **Accountability:** Ill-defined targets and objectives have resulted in a lack of accountability within and across ministries. The challenge is to set ambitious but achievable targets which can be verified through various monitoring and evaluation mechanisms. Serving the people of rural Afghanistan requires much more than careful creation of plans; it is about the delivery of services, where rural

communities exist, in a timely, comprehensive and cost-effective manner. The lack of coordination between ministries and between the Government and the donor community has impeded this process to date. Only the Government is accountable to the people, but all parties should be able to account for the money that is pledged and spent.

- **Institutional Reform:** Ministries which deliver services to the rural population are still struggling with the legacy structures of past administrations. Over-centralisation of administrative processes has impeded the timely and effective delivery of services to local communities. The risk aversion approach by many ministries has also inhibited reform. Capacity development of ministerial staff is an essential element of institutional reform and may be assisted through the recently established Inter-Ministerial Commission for Capacity Development.

- **Prioritisation of Sector Activities:** Comprehensive agriculture and rural development encompasses virtually every sectoral activity of Government. Therefore, prioritisation within the Agriculture and Rural Development sector is extremely challenging, as some activities are cross-sectoral and somehow inter-linked, and sequencing within one area may adversely impact upon another priority. For instance, to achieve economic growth, communities need local governance structures, physical infrastructure, improved agricultural production systems, value-added activities (off-farm income opportunities), a regulatory and enabling environment for environment protection and private sector

growth, as well as protection from natural and man-made disasters.

- **Funding/Capital Investment:** The imbalance between core and external budgets results in an inability of the Government to plan, prioritise and sequence development activities. While sectoral ministries are accountable for the funding directed through their programmes, civil service organisations and donors often do not report

- on their funding levels and/or activities related to sectoral deliverables. This impedes the Government's ability to report to the international community on achievement of MDG targets and Compact benchmarks.

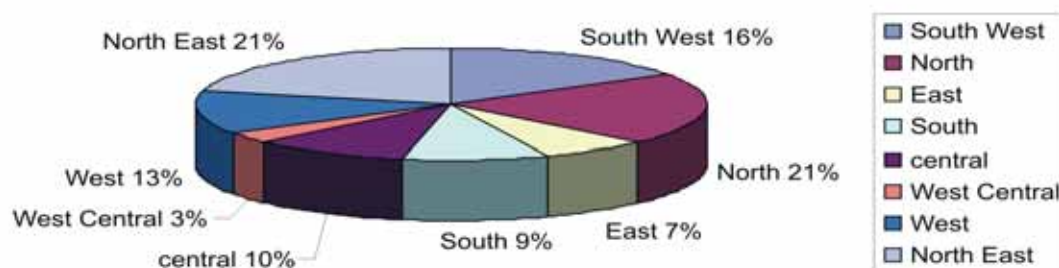
- **C. Achievements.**

- Despite this gloomy picture, measurable progress has been achieved since 2003 in improving rural livelihoods. Through a variety of programmes, almost 20,000 km of rural access roads (i.e., all weather, village-to-village and village-to-district centre roads) have been constructed or repaired, increasing access to markets, employment and social services. More than 500,000 households (36% of villages) have benefited from small-scale irrigation projects. Currently, 32.5% of the rural population has access to safe drinking water and 4,285 improved sanitation facilities have been provided. More than 336,000 households have benefited from improved access to financial services. Some 18,000 CDCs have been established and are implementing community-led development projects.



**Chart 1:** Regional share of irrigated wheat carea in a typical year

**Chart 1:** Regional share of irrigated wheat area in a typical year



**Source:** MAIL

Substantial and sustained efforts are underway to restore Afghanistan's livestock herds, rehabilitate orchards, restore grazing lands, increase cereal production, restore and develop new markets for rural products and increase value-added agriculture-based rural industries. The contribution of the Agriculture Sector to GDP went up from 48 % in 2006 to 53 % in 2007. Other achievements include: 5.543 million metric tons of wheat and other grains produced in 2007 compared to 3.717 million metric tons in 2002; 0.936 million metric

tons of horticulture and industrial crops produced in 2007 compared to 0,433 million metric tons in 2002; 3.21 million animals received veterinary and health services; 5,000 metric tons of improved wheat seed produced and distributed to farmers in 28 provinces; US\$120 million in commercial agriculture (Mazar Foods); more than 3,000 cooperatives and farmers organization have been created and strengthened; and 20,000 cooperative members trained.



# CHAPTER 1

## AGRICULTURE AND RURAL DEVELOPMENT STRATEGY

The Vision for Agriculture and Rural Development

This vision is shaped by the nine Millennium Development Goals:

The long term vision of Agriculture and Rural Development is to ensure the social, economic and political well-being of rural communities, especially poor and vulnerable people, whilst stimulating the integration of rural communities within the national economy.

eradicate extreme poverty and hunger;

achieve universal primary education;

promote gender equality and empower women;

reduce child mortality;

improve maternal health;

combat HIV/Aids, Malaria, TB and other diseases;

ensure environmental sustainability;

partnership for development; and

enhancing security.

These goals are articulated in the I-ANDS as the establishment of:

*“a just and peaceful Afghanistan that is able to maintain its cherished freedom and independence and fulfil the aspirations of the Afghan people without being a threat or burden to its neighbours or the outside world.”*

Although the I-ANDS goal is aspirational, it is envisaged that the Agriculture and Rural Development Sector Strategy will, within five years, ensure that the majority of the essential institutional and infrastructural building blocks will be in place to help enable all rural citizens to meet their basic needs, especially food security. By 2013, rural citizens will have the necessary resources not only for basic survival, but also to pull themselves out of subsistence; increasing their incomes, improving their quality of life and having the means to participate in a liberal free market economy.

This translates into a future where most rural households and local communities will no longer struggle merely for survival and subsistence. Rural Afghans will, to the extent possible, have secure, licit and diversified livelihoods; they will have basic services, such as electrification, sanitation and access roads; they will have access to technical services and inputs, markets for their products, including the means to store, transport and market those products; and local enterprises and entrepreneurs will spur growth, providing employment opportunities for communities.

### The Policy Framework

With a few notable exceptions (e.g. large land-owners), all rural citizens are poor in relative and absolute terms, lacking both physical and social assets. The Government recognizes that to meet these enormous challenges nationwide, progress may be slow, incremental and uneven; it may take a generation or more to meet the needs of Afghan-

istan. Nevertheless, the Government is committed to working to address the needs and articulated priorities of the rural population. This long term effort requires a considered and cohesive policy framework across ministries and sectors. The following are the key components of this policy framework;

**Comprehensive and strategically cohesive poverty reduction programmes;** this is defined as a Comprehensive Agriculture and Rural Development approach, which addresses agricultural production and productivity, basic infrastructure, economic regeneration and sub-national governance. Increasing production and productivity throughout different levels of agricultural production systems is required to alleviate poverty through promotion of growth and distribution of wealth. All programmes are inextricably linked, as increased agricultural production is of limited benefit without markets and the necessary supporting infrastructure. By parallel implementation of programmes the rural population can be mobilized through short term employment opportunities for the creation of infrastructure for the support of sustainable alternative livelihood opportunities. This will provide income sources for basic survival while agricultural programmes reach maturity.

**Public/Private sector responsibilities;** the Government is responsible for legal and regulatory frameworks, quality control and assurance, the social safety net; including food security and disaster preparedness, physical security, and monetary policies to create an enabling environment including the use of taxes, tariffs and price support. Until such time as the private sector is more developed the Government will be the primary provider of research, statistical data and targeted extension services. The private sector role is to actively engage in developing commercial agriculture; provide agricultural inputs and related services supporting the production, processing and marketing of outputs; implementation, operations and maintenance of supportive/essential infrastructure and off-farm economic opportunities.

**Assurance of food security;** the Government is responsible to establish a viable and sustainable food security system, promoting dietary diversification for better nutrition, and mitigating the effects of crop failure and/or animal diseases. Short term food security (food aid) should be provided in extreme circumstances and if required it can be provided through food/cash for work programmes, which also contribute to developing a functional infrastructure system.

**The restoration and expansion of Afghanistan's licit economy through the promotion of livelihoods free from dependency on poppy cultivation;** creation of price regulated markets as the critical and missing factor in the emergence of competitive alternatives to poppy production. The creation of such markets is closely linked to the expansion of basic rural infrastructure (roads, irrigation and electrification). Value chains including quality control must be expanded, together with financial and business support services for the creation of job opportunities. In addition the Government provides a basic social safety net and creates an enabling environment for rural families to insure their assets (crops, businesses etc).

**Land tenure security; an enabling environment for Afghanistan's land management is critical to economic regeneration;** issues to be addressed include security of ownership and access to land and the utilization of land resources. Land lease laws will facilitate the development of commercial agriculture.

**Assistance to farmers to increase production and productivity;** upgrading farm productivity and diversification (crops and livestock) and to reduce production and marketing costs for agricultural inputs (seed, fertilizer, etc) and outputs through more efficient use of water, land, livestock resources and farm inputs. This will require the creation of viable financial services for farmers and rural poor.

**Environmental protection and assistance to communities to manage and protect Afghanistan's natural resource base for sustainable growth;** access to water and securing of water rights is critical to irrigation and agricultural production and productivity. Expansion of national forest cover; rehabilitation of degraded forest areas; protection of range land, natural gene bank and other natural resources; natural regeneration and the promotion of viable alternatives to scarce forest products for the communities who depend on forestry for their livelihoods. Consideration must be given to the balance between environmental protection and the commercial development and use of resources.

**Improvements in agricultural and rural physical infrastructure and irrigation systems providing services to meet basic human rights;** the Government will improve the well-being of people in rural areas through the provision of basic infrastructure and services, including irrigation structures, protection walls, roads, bridges, water and sanitation, rural electrification, and service and value chain infrastructure. Research and extension centres, quality control and diagnostic laboratories must be constructed to support the production, processing and marketing of farm inputs and outputs as well as protecting Afghanistan against sub-quality imports.

**Development of human resource capital;** there is a need to reform educational curricula relevant to the implementation of all sector strategies. Capacity development needs to target sub-national institutions which deliver services and technical training in programme implementation. Decentralisation of core programme activities via community contracting, contributes to the expansion of local capacity in procurement, financial management and project life cycle management. The development/consolidation of local governance structures, both formal and informal, strengthens oversight, transparency and control of development activities.

**The strengthening of local governance;** the Government will promote the decentralization of decision-making in relation to development planning, prioritisation and economic regeneration to democratic/representative structures at the local level. This will be supported with the necessary monetary and physical resources.

This will demand that clear roles and responsibilities are defined for sub-national governance structures.

**Institutional coordination;** progress should not be hindered by a lack of coordinated approach to Comprehensive Agriculture and Rural Development. Ministries need to coordinate both internally and across Government. This requires a strict mechanism which ensures harmonization of development activities and avoids duplication of effort. The creation of sector strategies will allow for the consolidation of ministry specific working groups.

**Cross sector policy development;** Comprehensive Agriculture and Rural Development requires the review of and input to other sectoral policies, or areas where ministries have overlapping/shared responsibilities.

**Strengthening of national capacities;** continued strengthening of national capacities i.e. central ministry level, is required for the development of strategic planning and policy development. Heightened emphasis is needed to strengthen the capacity of sub-national line ministries.

**Mitigation of natural and man-made disasters;** the Government has an obligation to protect its citizens and their assets from disasters. The establishment of early warning and rapid response systems remains the responsibility of the Government.

### **ARD Sector Strategic Intent**

As previously stated, prioritising and sequencing of activities within Agriculture and Rural Development

opment cannot be undertaken in the same mode as activities within a discrete sector, since every element of Government activity impacts on development in the rural areas. The enormity of the needs in rural areas makes it extremely difficult to prioritise development effectively within this sector and still accomplish the MDG vision. Without any one of these sectoral activities, the holistic needs of communities will not be met.

The strategic intent and overriding goal of this sector strategy is to reduce poverty and to stimulate the integration of rural communities into the national economy. Poverty reduction transcends and influences other sector strategy priorities and objectives. Indeed the government's most important responsibility is to provide for the welfare of its citizens. In this regard, it is critical to understand who the rural poor are. The rural poor are those below or at or near the poverty line. They include the landless, individuals and households with few assets such as small landholders, pastoralists, female-headed households and the disabled. The rural poor are not a homogeneous group and as such have different needs. What they do have in common is a limited access to resources and ability to diversify their incomes to reduce their vulnerability to shocks, be they social, economic or physical. Given the breadth and depth of poverty in rural Afghanistan, priority attention must focus on the needs of the poorest and most vulnerable segments of society.

The overarching aim is to provide strategic coherence across the sector, while allowing for a considerable degree of local flexibility to tailor programmes and priorities to the specific needs of communities. To accomplish this intent the strategy focuses on five thematic areas of programming. The following five thematic areas are loosely sequenced, based upon their level of interdependence.

*Local Governance:* The Government is committed to strengthening both formal sub-national governance structures and informal community institutions. Communities will be empowered to articu-

late and address their own needs and priorities. This will enable the Government to support agriculture and rural development in an integrated, people-focused, inclusive, gender responsive and participatory manner. Where ever possible, all ministries and agencies will work with the Community Development Councils (CDCs) and District Development Assemblies (DDAs) as the entry points for development programmes at the local level and assure that collaborative and coordination linkages are established with Cooperatives for implementation of agricultural programmes. This serves to consolidate the CDCs and DDAs and provides the necessary linkages between development planning and implementation at the community, district, provincial and national level.

*Agricultural Production:* The strategic objective is to develop support mechanisms for subsistence farmers, enabling them to improve food security through diversification of crops and livestock production and to increase productivity. The purpose of raising productivity will be not only to increase the competitiveness of products with regard to markets, but also raise the incomes of poor and extreme poor rural households. Where appropriate, commercial agriculture will be encouraged because of its potential to create jobs and raise incomes for the large number of micro-, small- and medium-scale rural producers, processors and traders. The commercial sub-sector will focus on both import substitution and the creation of export opportunities.

*Agricultural and Rural Infrastructure:* The primary strategic objective is to improve the well-being of the rural population through the provision of basic infrastructure and services, including irrigation, research and extension centres, roads, water and sanitation, rural electrification, storage facilities and other value-chain infrastructure. The contributing ministries will continue to promote labour-intensive infrastructure development at the community level in order to provide employment and diversified licit income sources as well as consolidating local governance structures.



*Economic Regeneration:* Poverty reduction and sustainable job creation in rural areas will largely determine the extent to which Afghanistan succeeds in achieving long-term stability and prosperity. Stimulated by an increased agricultural production and productivity and the development of commercial agriculture the strategy tackles major obstacles to private sector growth in rural Afghanistan: a shortage of value chain infrastructure, business planning, management and marketing know-how; and a shortage of access to financial services. The on-farm regeneration will include investment in large commercial production units. In addition to a series of marketing and value-chain initiatives and expansion of microfinance services, over the next 10 years the Afghanistan Rural Enterprise Development Programme (AREDP) will provide inclusive, private sector-led growth and sustainable rural employment and income generation. The on-farm regeneration will include investment in large commercial production units.

*Disaster and Emergency Preparedness:* The Government is committed to having a system of disaster preparedness and response in place. This includes expansion of existing early detection and warning systems particularly for flooding and plant and animal diseases, as well as mitigation efforts directed at the extreme poor and in particular in relation to returnees, IDPs and other vulnerable groups.

### **ARD Coordination Mechanism and Implementation Strategy**

The agriculture and rural development sector strategy is principally based on a policy of coordination and collaboration between ministries which is being implemented via a series of national and regional programmes. These and similar programmes will continue throughout the duration of the strategy. However, as these programmes are stand alone both within and between Ministries; there is a specific need to have an overall institutional framework to deliver the sector strategy. Through the office of the Senior Economic Advisor to the President, the Com-

prehensive Agriculture and Rural Development (CARD) initiative is awaiting final approval and implementation. CARD will act as an inter-ministerial coordination mechanism driving all ministries towards comprehensive agriculture and rural development. Clear tasks and responsibilities of ministries will be defined based upon their respective mandates.

The focus of this sector strategy is to deliver at the local level and it is not desirable to create parallel structures or to bypass any of the developing sub-national governance structures. A comprehensive rural development approach requires that synergies and planning work within the evolving sub-national governance structures.

### **A. CARD as Coordination Mechanism**

The ARD Strategy will address the needs of subsistence-, small- and medium-scale farmers and entrepreneurs, through the five strategic thematic areas, incorporating a higher degree of

flexibility in the implementation of national programmes. The CARD initiative will be the main coordination mechanism for the implementation of the Strategy and it will function at the district, provincial and national levels.

This will produce an appropriate division of responsibilities and ownership, and ensure that information about strategic problems and bottlenecks, identified locally, is transmitted to national authorities and acted upon with a sense of urgency. This will be fundamental in providing the enabling environment for accelerated economic and pro-poor growth to support the national economy. An outline of coordination activities at each level follows.

A District Advisory Committee (DAC), consisting of members of the District Development Assembly, will be established within each district and will include a small team who will be dedicated to the support of this initiative. The team will be responsible to ensure that information is



gathered from each ministerial national/regional programme and other agency programmes being implemented within their district. The core functions of the DAC will be four fold; joint planning; projects coordination in collaboration with Co-operatives and other agriculture organizations; coordination monitoring; and regular situation analysis.

The Provincial Development Committee (PDC) will provide oversight and advisory services to DACs. The core functions of the PDC in this regard will include; planning of inputs; facilitation of distribution and marketing; oversight of operations and maintenance of infrastructure; and security.

In order to ensure the buy-in and cooperation of all related ministries and other stakeholders at the national level, it is anticipated that the Afghanistan Enterprise Development Council (AEDC), under the oversight of the President, once established, will assume oversight of the CARD initiative. The core functions of this body will include: strategic direction, ensuring flexible implementation strategies in pilot projects; monitoring and maintenance of the enabling environment; monitoring of economic growth; and funding advocacy.

It is also proposed that, in light of the CARD initiative and the formulation of this sector strategy, the two working groups of the Agriculture and Rural Development Consultative Group monitoring MAIL and MRRD benchmarks should be merged.

The Ministries will regularly review the coordination structures and processes in order to extract lessons learnt for subsequent feedback to further strengthen the development of modalities for collaboration and coordination with other ministries, Government agencies and donors in an effort to implement the Comprehensive Agriculture and Rural Development approach. This will also include the identification of capacity gaps and follow-up with learning/training for improvement of the standardised and formalised coordination processes.

## B. Agriculture and Rural Development Zones (ARDZ) Implementation Strategy

Based on the CARD initiative, the ARD implementation strategy will endeavour for an agriculture and rural development revolution through the establishment of ARDZs. An agriculture and rural development revolution in Afghanistan is about accelerating the transformation of a devastated – largely agricultural- society into a prosperous, healthy and competitive country where all rural and urban citizens benefit from development efforts.

The objective of this implementation strategy is to use private sector investment and public sector support efforts to transform agriculture in some well defined zones where the conditions for growth are most favourable. This will require integrating and upgrading existing private and public sector networks and investing scarce public resources wisely – by targeting them into essential ARD projects that will encourage and sustain an environment for entrepreneurship to flourish.

The first steps forward to realizing the objectives are:

Identify and map agricultural growth zones;

Quantify the necessary factors required for accelerated growth within each zone;

Estimate zonal demographics;

Identify key competitive product value chains and the connector firms that drive these value chains;

Develop plans to extend the reach of agricultural zones into more remote rural areas;

Ensure rural development activities are national in scope and linked to the agricultural growth zone plans;

Address the counter narcotics issue through comprehensive and accelerated economic development; and Mobilize private sector investment and

operations as the key element in the success of the agricultural growth zone initiative.

Five distinct agricultural growth zones have been identified:

**North Western Zone:** Centred on the primary market town of Mazar-i- Sharif, this zone includes ten secondary market towns. It is well positioned to take advantage of trade linkages with the Central Asian Republics.

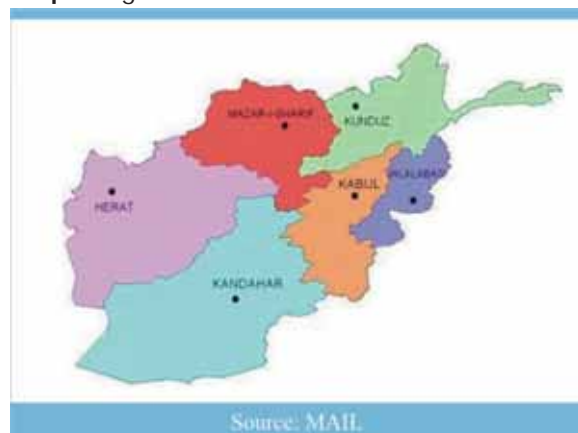
**North Eastern Zone:** Centred on the primary market town of Konduz, this zone includes seven secondary market towns. With a new bridge at Shirakan, it is well positioned for trade with Tajikistan and, with good road connections to Urumqi, with China.

**Central Zone:** Centred on the primary market town of Kabul, this zone includes thirteen secondary towns. Linked with the important market center in Jalalabad, this zone is linked to the regional market in Peshawar, Pakistan.

**South Eastern Zone:** Centred on the primary market town of Kandahar, this zone includes four secondary towns. It includes the important agricultural production town in Lashkar Ghar and is linked to the regional market in Quetta, Pakistan.

**Western Zone:** Centred on the primary market town of Herat, this zone includes four secondary market towns and is linked To Whom It May Concern: regional markets in and through Iran.

**Map 1: Agricultural Zone**



Progress in each of the above zones will depend on the natural resources, infrastructure and services necessary for accelerating agricultural growth. The main factors determining the pace of growth are:

**Power:** Affordable and reliable power is especially critical for large and medium scale food processing investments.

**Water:** Reliable water supplies are critical for agriculture and urban processing zones and needs to be given high priority.

**Land:** Improved security of tenure and access to the government land that is now unutilized will be an important element in encouraging agriculture investment and modernization.

**Products:** The program managing unit will provide resources to help the private sector identify viable products and value chains to allow competition with imports or entry into export markets.

**Transportation:** Transportation investments will be designed to facilitate the movement of commodities from the farm to processing facilities and onward to domestic or foreign markets.

**Financial Services:** Improved access to financial services will enable enterprises to make the necessary investments and gain access to working capital.

**Telecommunications services:** Affordable communications networks that are now being extended will provide reliable ANDS real-time information necessary for business development.

**Labour:** A supply of skilled and unskilled labour is essential for the growth of commercial enterprises. Training programs and efforts to attract returnees from other countries will be used to meet skill requirements and take advantage of the skills of Afghans now living abroad.

The first steps in making the agricultural growth zones operational will be to establish the Execu-

tive Management Unit with Presidential authority ANDS a clear mandate to coordinate program implementation, develop a five year action plan and organize the necessary funding and commitment from line Ministries and donors through a series of workshops. It is particularly important for ensuring that the infrastructure investments necessary to support this plan are planned, funded and implemented.

### Agriculture and Rural Development Desired Outcomes

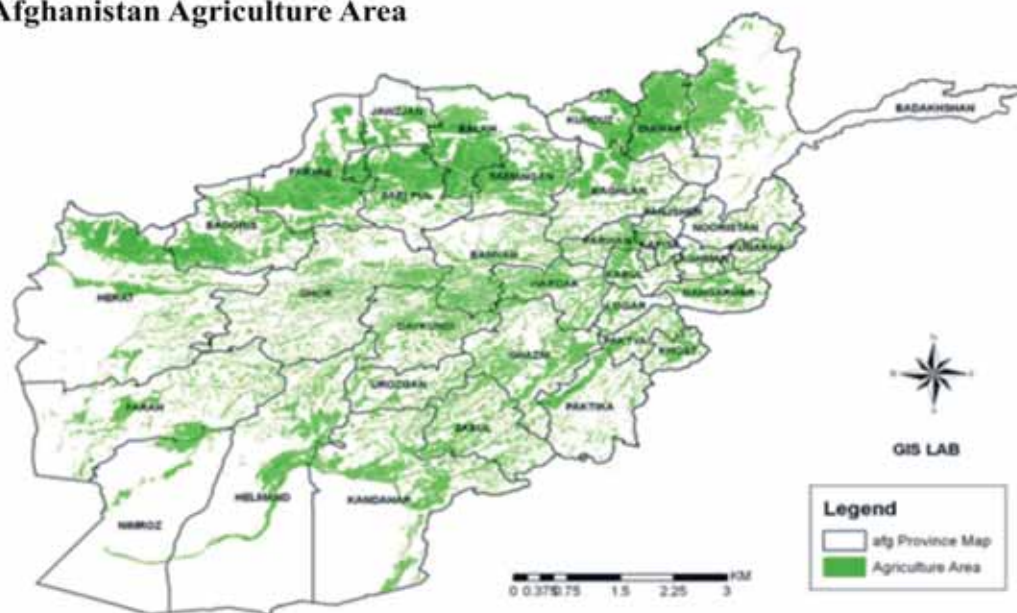
As per the I-ANDS, a series of measurable targets for Agriculture and Rural Development (ANDS Sector 6) and selected Social Protection issues (ANDS Sector 7) were identified for achievement by end 2010. Where appropriate, updated project-

ed targets for achievement by the end of 2013 have been articulated, but have yet to be signed off by the ANDS.

### A. Community Development

Rural development will be enhanced comprehensively for the benefit of 19 million people in over 38,000 villages. This will be achieved through the election of at least a further 14,000 voluntary community development councils (CDCs), consisting of both women and men, in all remaining villages, promoting local governance and community empowerment. Additionally, the capacity and the ability of all CDCs will be enhanced extensively in order that they can play an important role in reconstruction and development efforts.

**Afghanistan Agriculture Area**



Source: MAIL

### B. Agriculture

The necessary institutional, regulatory and incentive framework to increase production and productivity will be established to create an enabling environment for legal agriculture and agriculture-based rural industries.

Public investment in agriculture will increase by 30%. Particular consideration will be given to perennial horticulture, animal health and food security by: instituting specialised support agencies and financial service delivery mechanisms; supporting and Cooperatives and agriculture organizations; branding national products; disseminating

timely price and weather-related information and statistics; providing strategic research, technical assistance and gender-responsive extension services; and securing access to irrigation and water management systems.

By 2013, one commercial agriculture project in each agro ecological zone

### **C. Agriculture and Rural Infrastructure**

The efficiency of irrigation water management, participatory decision-making and institutional reform and environmental management will be increased. A more equitable distribution of benefits across irrigation systems and across different agro-environments will be ensured. The 5-year target for new irrigation facilities is to get 450,000 hectares under irrigation.

By 2013 the Academy of Agriculture will be operational

2013 Projected Target – Access to safe drinking water will be extended to 100% of villages, and sanitation to 70%.

2013 Projected Target – Road connectivity will reach 56% of all villages.

2013 Projected Target – 68% of villages will benefit from small-scale irrigation.

2013 Projected Target – Livelihoods of at least 20% of the rural population will be supported through the provision of 110 million labour days, available to women and men on an equal basis where possible.

Seven research and extension centres of excellence established and operational

By 2013 Agnet system completed nationwide (by 2009, Agnet will cover 19 provinces and 89 districts)

### **D. Rural Financial Services**

2013 Projected Target – 950,000 households (26% of all Afghan households) will benefit from improved access to financial services.

By 2013 Financial services should be available ANDSaccessible for farmers.

### **E. Rural Enterprise Development**

A policy and regulatory framework will be developed to support the establishment of micro-, small- and medium-sized rural enterprises, and institutional support will be established in 28 provinces to facilitate new entrepreneurial initiatives by rural communities and organisations addressing the specific needs of family units, women and men as individual entrepreneurs, as well as the needs of female-headed households and other groups with special needs. This will be facilitated through the Afghanistan Rural Enterprise Development Programme (AREDP). This programme is intended to jumpstart private sector growth in rural Afghanistan. It is anticipated that in the first 5 years of the AREDP, 500,000 jobs, 3,000 small/medium enterprises and 225,000 micro enterprises will be created. (This is a proposed amendment to the current benchmark).

### **F. Humanitarian and Disaster Response**

The proportion of people living on less than US\$1 a day will decrease by 3% annually while the proportion of people who suffer from hunger will decrease by 5% annually.

An effective system of disaster preparedness and response will be in place catering to gender-differentiated needs.

### **G. Counter-Narcotics**

Therefore, the Agriculture and Rural Development Strategy commits to working with all other relevant sectors.

Decrease in the absolute and relative size of the drug economy in line with the Government's Millennium Development Goals (MDGs) target.





## CHAPTER 2

### THEMATIC AREAS

As outlined above this Strategy organises all current and projected programme activities into five thematic areas to facilitate the interventions required to meet the challenges of reducing poverty and promote economic growth in rural Afghanistan.

#### LOCAL GOVERNANCE

**Governance is defined as:**

‘A state in which rural communities can develop inclusiveness, participation, equity, transparency, accountability and sustainability as well as contribute to the development of local institutions, infrastructure, licit livelihoods and a reduction in rural poverty’.

The Government has accepted responsibility for the strengthening of self-governing community institutions. This includes both formal and informal entities, collectively empowered to make decisions on their own lives and livelihoods. At each level of sub-national governance, communities and separate groups within communities will be empowered to articulate and address their needs and priorities. This will enable the Government to support agriculture and rural development in an integrated, people-focused, inclusive, gender responsive and participatory manner. Particular targeting of the extreme poor and other vulnerable groups is intrinsic to all sub-national programme activities for ensuring their inclusion and to provide opportunities to lift them out of extreme poverty. This strategy focuses on the thematic area of ‘local governance’ rather than the more narrowly-defined ‘local government’. As such, participating ministries are concerned not only with the development of the formal in-

stitutional structures of the state and the legal and regulatory framework, but also with promoting a vibrant and dynamic civil society and the adoption of participatory, community-based approaches in all that they do. The successful implementation of the programmes will call for close collaboration between all structures promoting local governance. This will include the CDCs, DDAs, PDCs and Cooperatives and the more informal structures such as farmers’ organisations and other common interest groups. Such collaboration will be of mutual benefit in promoting local governance and will be facilitated by the fact that the same persons are often members of both the CDC, a Cooperative and/or a common interest groups.

Promotion of local governance structures as the entry point for all development will remain a priority. Linkages between formal and informal structures will continue to be developed, as will the definition of roles of sub-national governance structures in line with formal political structures. To this end, MRRD and MAIL will work closely with the Independent Directorate of Local Governance (IDLG) to synchronise policies and programmes relating to local governance structures. The primary responsibility of CDCs and DDAs is to formulate development plans and articulate, prioritise, plan and implement local development projects. This is accomplished through a process of representative community empowerment. Ideally, as the capacity of CDCs and DDAs is strengthened, and the confidence of their members and that of their communities grows, these structures will become a natural building block

for the IDLG's future electoral initiatives. Through decentralisation to the local level, communities will continue to be empowered in gender-responsive decision-making and will play a critical role in the identification of development priorities for the nation. It should be noted, moreover, that community participation and empowerment, promoted by the full range of both formal and informal local governance programmes, enhances the sustainability of the return and reintegration of refugees, by ensuring that returnees are integrated into and participate in community development activities, including local infrastructure projects and economic regeneration initiatives. This thematic area is directly related to the Governance and Public Administrative Reform and Human Rights Sector Strategy, specifically with regard to the policies, operations and activities, explicitly IDLG, Afghanistan Independent Human Rights Commission, Administrative Reform and Independent Civil Service Commission and the Independent Electoral Commission. However it should be noted that in terms of the application and implementation ministries there will be a direct, but different relationship with local governance.

Government Has Committed To Empowering Local Communities To Articulate Their Own Needs And Priorities

Strengthening Of Local Governance Structures To Extend Stability, Unity And Comprehensive Development

Community Led Development Promotes Ownership And Sense Of Well-Being

Local Governance Is Major Contributor To Accountability, Transparency And Reduction Of Corruption

To the extent possible all development programmes will work through local governance structures

## Contributing Programmes

As stated above, the ministries are focused on both formal and informal governance, ANDS contributions to these structures are made through the following programmes.

### A. Community Development Councils (CDCs)

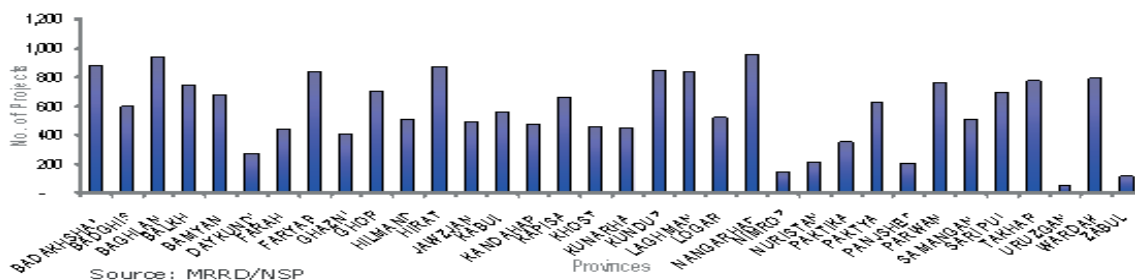
The *National Solidarity Programme (NSP)* is widely recognised as the lead programme for rural development and democratic governance. Through the NSP, CDCs are being developed and consolidated as the grassroots tier of governance. The principles underlying CDC formation include:

- coherent local governance system;
- democratic processes at the community level;
- women's empowerment and participation in community decision-making;
- inclusion of currently excluded groups;
- community representative bodies having access and management over local resources;
- local level participation in voluntary work, traditionally called Hashar; and
- commitment to partnership and effective coordination between all tiers of governance and administration.

As part of the CDC formation process, NSP conducts a community survey which provides a baseline of basic services and household demographics that can be utilised by other programmes to assist in targeting beneficiaries, with particular focus on the extreme poor and other vulnerable groups.



Chart 2: NSP Ongoing Projects in 34 Provinces



Currently, major contributors to the NSP are: the World Bank, EC, CIDA, DFID, USAID, Denmark, Japan and Norway.

Continuing support will be required to ensure the future success of the CDCs created under the NSP. To further consolidate CDCs, MRRD supports multiple regional programmes that provide a combination of training and resources, both monetary and non-monetary, to CDCs. These projects currently include: the Project for Alternative Livelihoods (PAL), the Integrated Community Development in Northern Afghanistan Project (ICDN), the JICA Support Programme for Reintegration of Refugees and Community Development in Kandahar (JSRP) and the Helmand Agriculture and Rural Development Programme (HARDP).

Both Rural Water and Sanitation (RuWatSan) and the National Rural Access Programme (NRAP) utilise the CDCs as an entry point for the identification of development needs along with, where possible, project implementation carried out by the communities. In addition, the Gender Equality Programme implemented under joint responsibility of MoWA, the Ministry of Economy and UNDP will work with CDCs in model-building activities for effective gender mainstreaming. Where possible, all ministries will work with the CDCs as the entry point for implementation of their programmes at the community level.

This serves to further consolidate the CDCs and provides the necessary linkages between formal and informal community structures.

## District Development Assemblies (DDAs)

Through the *National Area-Based Development Programme (NABDP)*, MRRD is continuing with the establishment of DDAs as the formalisation of a mechanism for collective action in all districts of Afghanistan. The overarching aim is to bring the people into the forefront of development planning and implementation from the community to the district and to the provincial level. The DDAs are responsible for the formulation of development plans that reflect their communities' medium- and long-term development priorities, in line with the Government's development vision and commitment as reflected in the ANDS and the MDGs. Gender mainstreaming is a key component of DDA formation and operations: the goal is to have mixed-gender DDAs in all districts of Afghanistan. Where this is not yet possible due to cultural norms, DDAs will establish a women's advisory committee which is fully integrated into the process of identifying and prioritising district-level development goals and objectives.

The DDAs will be trained to lead the development process in their districts. They will be trained in organisational management procedures, participatory planning, project management and budgeting, as well as in analysing the main development challenges and opportunities in their district and identifying/prioritising initiatives that would reduce poverty, improve livelihoods and promote economic regeneration. Through the CIDA-funded Integrated Alternative Livelihoods Programme in Kandahar

(IALP-K) and the PAL, further training is provided to the DDAs in the area of project identification, selection, management, implementation and monitoring. These programmes provide the DDAs with technical resources to support them in their activities and further develop their skills. Where possible, and in consultation with the activities of the CARD initiative's District Advisory Committee, all ministries and civil society organisations will work with the DDA as the entry point for implementation of their programmes at the district level.

### Provincial Development Committees (PDCs)

The PDCs remain the responsibility of the Ministry of Economy, supported by MRRD in the areas of capacity development and resources. Although not originally planned, NABDP currently supports the formation of PDCs and the articulation of Provincial Development Plans. The formulation of these plans will include the mainstreaming of counter narcotics, gender and environment. The CIDA funded IALP-K and PAL provide training support to the PDCs.

### Agricultural Cooperatives

Recently the Government has approved the Law for Agricultural Cooperatives in Afghanistan. The presence of well functioning Cooperatives will significantly strengthen the implementation of legal and regulatory frameworks for the production, processing and marketing of agricultural products. It will also facilitate the links between the different components of the rural communities, promote community based decision-making and enhance local governance.

Informal Governance Structures Experiences show that successful interventions for the improvement of livelihoods of the poor and getting them on a sustainable path out of poverty calls for involving the poor in all aspects of the development processes. It is widely recognised that development efforts cannot be successful without the active participation of the people, particu-

larly small and landless farmers and marginalised communities, paying adequate attention to the different positions and needs of women and men. Consequently, in addition to the formal governance structures, notably the CDCs and DDAs where community-wide planning, prioritisation and project implementation take place, there is a need to deepen and broaden the involvement of individuals to work, together on a sectoral or interest group basis. The empowerment of user groups, farmers' associations and civil society organisations serves to strengthen local governance, accountability and transparency. This, in turn, contributes to enhancing citizens' capacity and desire to achieve local ownership over development and improvements in their individual and collective economic and social situations.

Three MAIL programmes directly support the development of informal local governance structures. The *Natural Resource Management Programme* will establish community based institutions and regimes for natural resource management at the sub-national level, including systems for people and institutions to manage and utilise forest, range and wildlife resources sustainably. The *Programme for Irrigation and Rural Infrastructure* focuses on a balanced approach to water supply management and distribution systems. This is accomplished through the formation and legalisation of user groups for the specific purpose of decision making within irrigation sector management. The *Programme Component for Farmers' Organisations* is a mechanism for the facilitation of the creation of farmers' organisations enabling small scale farmers to improve their economic and social situation at the local level. The formation of gender sensitive groups promotes the empowerment of women in local decision making. Through the setting of agendas and articulating their own demands, farmers' organisations add to strengthening the collective community action at the local level. Through the AREDP, MRRD plans to support informal governance structures (referred to as Common Interest Groups). After entering through the CDCs, MRRD will identify economic

possibilities and those community members who are interested in pursuing these possibilities. Democratic processes will be used to establish leadership of the groups who will then be encouraged to work together in income-generating activities. The Afghanistan Institute for Rural Development (AIRD) will also encourage the creation of new civil society organisations. These institutions may include, for example, women's focus groups and other community-based organisations.

## **B. Impact of Governance Programmes on Cross-Cutting Issues**

*Counter-Narcotics:* The growing of opium is greatly influenced by community dynamics. Rural communities are closely knit, and those communities that are more isolated from government are more prone to agree to grow opium. Improved governance can influence entrenched attitudes and is a vital element in the enabling environment to tackle opium production.

*Anti-Corruption:* Community participation and empowerment promoted by all governance programmes does reduce corruption. The act of community ownership and participation promotes a sense of obligation and accountability which is continually reinforced by the involvement of communities through all functions of project management. Improvement of inter- and intra-ministerial coordination promoting transparency will also contribute to a reduction in corruption as will the introduction of incentives in the form of a new pay and grade system.

*Gender:* MAIL and MRRD use their comparative advantage in supporting development processes at the community level to promote gender-balanced development. This includes a greater effort to ensure that women are included in community representation, while supporting improvements in the legal framework for gender equality and the promotion of gender sensitive development planning, implementation and monitoring of programmes and projects. The participation of women in formal and informal governance struc-

tures contributes significantly to an improvement in local gender-responsive governance. Involving women in community decision-making processes ensures the capacity enhancement of rural women.

*Capacity Development:* There is a high level of capacity development within all local governance programmes. Enhancing the capacity of CDCs, DDAs, PDCs, Cooperatives and informal governance structures involved in community based agricultural, natural resources and water management in the areas of needs identification, gender equity, local resource mobilisation, administration, finance, procurement, vocational skills, marketing and management are direct objectives of the programmes. Training programmes provided by the Ministries and other agencies at the provincial level also include modules on governance and management, sustainable rural livelihoods, participatory approaches and stakeholder mobilisation, conflict resolution, peace building and project management.

*Environment:* All local governance programmes supporting both formal and informal structures, have embedded within them mandatory policies for environmental and natural resource management. Through capacity development of local governance mechanisms, communities are able to develop management systems for their natural resources, as well as develop and implement projects based on sustainable use of natural resources. This will improve both ecological integrity and sustainable natural resource bases.

*Regional Cooperation:* Local governance is only indirectly related to regional cooperation, but there are some programmes with local governance components. For instance, the National Programme on Food Security is linked with the Regional Programme and Strategy for Food Security. The increased capacity of local governance structures has a positive impact on regional cooperation, as awareness of rights and responsibilities is expanded.

The AIRD has established working relations with several rural development institutions in the region (India, Nepal, Thailand and Iran), as well as the Centre on Integrated Rural Development for Asia and Pacific (CIRDAP). The AIRD is cooperating with such institutions in order to exchange experiences, conduct collaborative studies and expand opportunities for training. The AIRD will contribute to the CIRDAP Rural Development Report, providing an overall picture of rural development in Afghanistan, including the progress of the ARD Strategy and the impact of the thematic areas on rural life and livelihoods. MAIL is linked to the International Cooperatives Corporation Alliance (ICCA).

### C. Challenges and Constraints

*Sub-national governance structures need to define roles and responsibilities* – the current status of the CDCs, DDAs and PDCs and their relationship with each other and how they relate to other structures in terms of development planning and implementation remains unclear. Through the process of legalisation of sub-national governance structures, roles and responsibilities will be clearly defined.

*The need to strengthen sub-national governance structures* – ongoing and planned development programmes/projects are required to operate within these governance structures. This will lead to further consolidation and will be one of the key drivers for continued capacity development.

*Financial resources of sub-national government structures* – the NSP and NABDP lack full rollout funding. In addition, having compiled development plans at the provincial and district levels, no budgetary allocation has currently been made to carry out this development. Similarly the MAIL sub-programme for the promotion of Farmers Organisations is in the process of identifying resources for implementation.

Consistent need for capacity development of sub-

*national governance structures* – all sub-national governance structures have limited capacity to develop and deliver services. Continual capacity development is required through the full range of development programmes. Public sector training for sub-national administrative units/departments must be strengthened across the government, either through the Civil Service Training Institute or some other appropriate organisation.

*Insecurity affecting the development of sub-national governance structures* – complete national development and coverage by sub-national governance structures is constrained due to insecurity in the country. Thirty percent of the country is still classified as too insecure to effectively access and operate programmes.

### Agricultural Production

The overall development objective of Agricultural Production was articulated in the 2004 Agriculture and Natural Resource Sector Policy document

The majority of rural households will have improved their livelihoods and level of economic well being (in the next 10 years), will have achieved food security, and have efficiently contributed to the national economy and reduction of poverty, through developing and improving the efficiency of sustainable agricultural, water, forestry and rangeland resource sub-sector activities, based on sound environmental practices

Subsistence or near-subsistence agriculture generates almost no income, perpetuates a cycle of rural poverty and leaves rural households extremely vulnerable to shocks. The overarching goal is to develop support mechanisms for subsistence farming, enabling them to improve food security through diversification of crops and livestock production. This will include the formation of farmers' organisations, capacity development and the introduction, adaptation and adoption of new low-cost and low-risk technologies. The goal is to help farmers move to semi-intensive and commercial agriculture. Competitive, commercial agriculture can accommodate a fairly wide range of scales and beneficiaries.

The advantage of promoting large-scale commercial agriculture is that it is led by investors and



entrepreneurs who bring substantial resources and market linkages, and who are thus positioned to: (1) identify profitable opportunities; (2) expand access to quality inputs, technologies and markets; (3) lower costs through volume purchases; (4) lower risk through production contracts; (5) extend credit and extension services; (6) facilitate growth of local allied industries; and (7) provide quality control services. In addition, the promotion of large scale commercial agriculture creates jobs and raise incomes for the large number of small- and medium-scale rural producers, processors, traders and other enterprises. Large-scale agriculture enterprises also have a powerful demonstration effect that can encourage oth-

ers to adopt more successful practices. Experience has shown that the development of local markets and farmers' ability to increase productivity and deliver their products to markets are key components in stimulating the investment in improved production and productivity, with resulting improvements in income generation. This will enable some subsistence farmers to transfer into semi-intensive/semi-specialised farming systems and thereby reduce dependency on opium production. Due to the high potential for increased earnings focus should be on the production of vegetables, fruits and nuts, as well as livestock and fodder production.



This thematic area is directly related to the Counter Narcotics Chapter for the ANDS Strategy, the Water Sector Strategy and the National Environment Strategy. Agriculture is considered to be a major sub-sector within Agriculture and Rural Development.

## A. Contributing Programmes

### Subsistence Agriculture

Programme objectives are to reduce food insecurity and to facilitate subsistence farmers to diversify their production, moving into semi-

intensive production in areas where there is a well-defined market.

The *Programme for Food Security* will create new economic and social opportunities and promote food security for rural people, the landless, small farmers and rural communities. On-farm

interventions will focus on the establishment of vegetable gardens and small fruit orchards and livestock improvement. The success of the programme will be through the provision of services and inputs – social, technical and financial. Some of the technical services, such as animal health and husbandry inputs and the application of Integrated Pest Management (IPM), will be provided through the Farmers Field School and Farmer Livestock School approach.

The dramatic decline in livestock numbers over the past two decades can be reversed. The programme to *Expand Livestock Production and Productivity* will provide farmers, male and female, with improved breeding stock and animal health and husbandry. Other components of this programme include the introduction of backyard poultry production and extensive sheep and goat rearing and the formation of producer associations focusing on wool processing, cashmere collection and pro-

cessing. As much of the livestock production is handled by women, it is vital to tailor services to the needs of women producers (e.g., female extension services and para-vets) and facilitate the establishment of women's production groups. The training of female extension/marketing agents, particularly with regard to poultry production, promotes gender equality and will increase women's control over the income from livestock-related labour.

The *Programme Components for Farmers' Organizations and Extension* will support the creation of Cooperatives and common interest groups. Community-based facilitators will assist the communities in identifying their common interests and needs through the formation of farmers' groups, associations and Cooperatives. They will also advise communities on where and how their requirements for technical services and inputs can be met, including the establishment of community-based services. This will include an expansion of the fully privatised system of Veterinary Field Units (VFUs). This will contribute to the vertical integration of the production/processing chains. Facilitation of investment into processing industries will help farmers increase their income by bringing them closer to the end of the market chain, as well as improve the quantity, quality and safety of products of animal origin for domestic consumption.

#### Semi-Intensive/Semi-Specialised Agriculture .

The two key programmes that will spearhead the development of higher potential commercial agriculture are 'Expansion of Livestock Production and Productivity' and the 'Horticulture for Export'. Several sub-sectors within these two programmes have been identified as having considerable potential. These include:

*The Dairy Sub-Sector* – the programme will develop and introduce innovative breeding programmes and programmes for improved management and nutrition using home grown fodder and crop residues. Feed mills will be established to ensure

the provision of supplementary feed. Formation of dairy producers associations, milk collection schemes, establishment of milk processing plants, branding (local) marketing involving women in all aspects of dairy production and marketing. (The Government's role will be in safety and quality testing/ regulation);

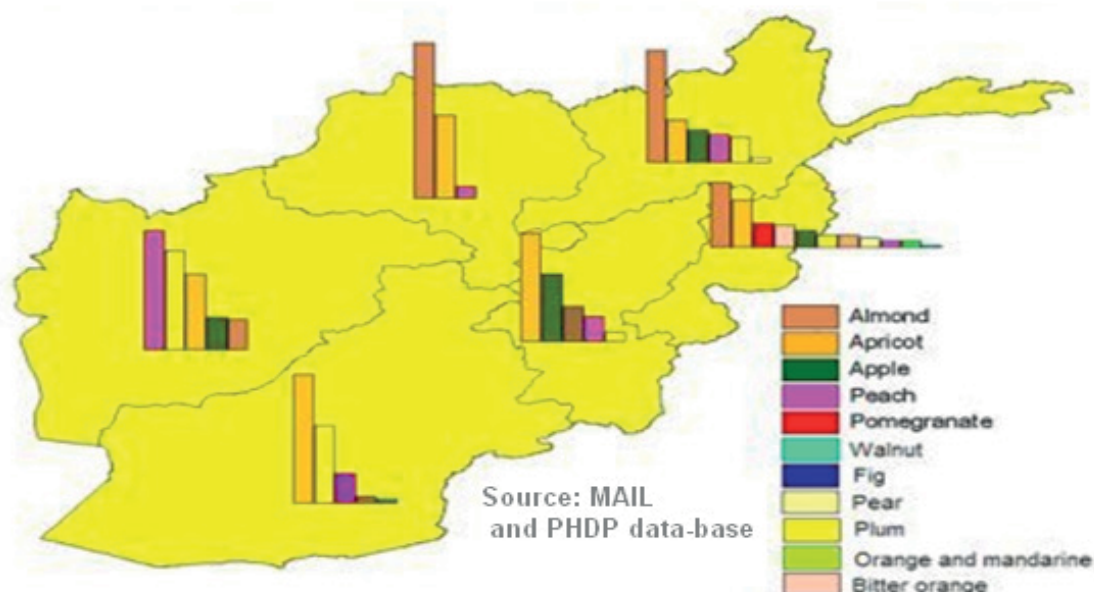
*The Vertical Integrated Commercial Poultry Enterprises and the Poultry Sub-Sector* – facilitate vertical integration of parent flocks, hatcheries, layer/broiler units, feed mills, veterinary services (VFU) through producers' associations; extension, etc. Through public/private partnership slaughter facilities, processing plants and marketing will be promoted if possible through traders/butchers' associations. Improved backyard poultry production offers an ideal point of entry for increased involvement of women in animal production. The prospect of further development into semi-intensive production is present when markets are identified. However, large-scale commercial production will be required to meet the competitive price needs of cities.

*The Fibre Sub-Sector* – promote wool/cashmere production including value added through local processing possibly through wool producers/traders associations; (this offers opportunities for a gender balanced approach and is part of the MAIL strategy for gender mainstreaming). Breeding programmes for selection of goat breeds for better quality fibre will be introduced. The programme will investigate the economics of winter feeding and feed-lot development for absorption of Kuchi surplus of animals and explore linking the feed-lot production to export of meat, development of slaughter facilities with certification and improved marketing, etc. The mapping of the feed resource base will include investigations of the carrying capacity of available winter pasture and reassess strategy for enhancing extensive sheep and goat production/marketing. Pasture management strategies will be developed through formation of community-based herder associations and Kuchi groups. Farmers need to be informed and trained in harvesting, sorting, cleaning and marketing the wool. Further steps in the development of the value

chain inside Afghanistan offer great potential for the export of high value products. *The Fruit Production Sub-Sector* – Orchard development will be promoted

by EHLP and the Perennial Horticulture Development Project (PHDP).

**Map 3,3: Relative Percentage per PHDP region of species in seplng market**



EHLP has been designed as a programme to be expanded as experience develops and further resources become available. This programme will add To Whom It May Concern:rural incomes, employment, downstream processing and packing and exports. The export of raisins has been revived but still suffers from considerable problems. USAID's RAMP and now ASAP and CADG are helping to pinpoint constraints in the value chain. The raisin industry would benefit from investment and resource capacity building through the value chain.

*Sub-Programme for Research* – MAIL is establishing/renovating research systems for the support of commercial farming – Seven Centres of Excellence. The sub-programme is focusing on extracting lessons learnt from other countries for best utilisation of resources and developing demand-led adaptive research programmes which will have a quick impact when applied.

*Commercialisation support to the agricultural sector* – MAIL has established a series of projects to support the commercialisation of agriculture (refer to section 3.5: Economic Regeneration for further information) Geospatial Analysis

It is difficult to gain a clear picture of activities within the seven agro-economic zones. Consequently a National Agriculture Information System (NAIS) database is being established which will strengthen mapping and spatial analysis within MAIL statistics department. Critical factors (land, water, infrastructure, relevant skills of women and men, business services) will be mapped in each agro-economic zone and competitive product value chains will be identified for developing detailed plans to promote and undertake activities to stimulate economic growth.

MAIL will focus its support for commercial agriculture through the creation of markets and free-trade zones, while helping raise on-farm produc-



tivity for subsistence farmers who are not able to enter the market due to isolation or other critical factors.

## **B. Impact of Agriculture Production on Cross-Cutting Issues**

*Counter-Narcotics:* In support of the Ministry of

Counter Narcotics, efforts to reduce poppy production focus on providing viable income-generating alternatives by raising the profitability of licit crops and promoting market linkages. Diversification of plant and animal production into high value products is acknowledged as one of the main contributors to successful reduction in opium production and a number of viable alternatives have been identified.

*Anti-Corruption:* The introduction of a new pay and grade system with attractive salaries will contribute to reduction of corruption. Government procurement laws and financial guidelines, as set out by the Ministry of Finance and fully utilised within these programmes, promotes accountability and transparency.

*Gender:* MAIL will be guided by the comprehensive Master Plan chapter on *Gender Mainstreaming in Agriculture*. Initiatives in the Livestock Programme specifically focus on increasing women's participation in livestock production through village poultry development. Women's existing roles and productivity in other livestock activities (e.g., milk cows, sheep, etc.) can be enhanced by gearing extension and marketing services to their needs, thereby further contributing to women's empowerment and income levels.

*Capacity Development:* Through the *Institutional and Human Capacity for Sustained Growth Programme*, MAIL will implement its comprehensive capacity development strategy and ensure that capacity building is provided across the ministry including provincial and district level structures for the benefit of farmers. The programme will ensure that capacity development initiatives are coordinated.

Capacity building at community level will in the main be delivered via farmers' groups, associations and Cooperatives.

By 2013, the Afghanistan Academy of Agricultural Sciences will be established as an apex body for agricultural education and research in Afghanistan.

*Environment:* The Programme for Natural Resources Management contributes to the mobilisation of communities to maintain natural resources and define regimes of utilisation. Through the application of participatory methodologies, assistance is provided in achieving the balance between maximisation of production and productivity in land use and the effective, sustainable use of resources. MAIL needs to collaborate closely with the National Environmental Protection Agency (NEPA) for development of comprehensive and cohesive strategies for environmental protection and utilisation of natural resources.

*Regional Cooperation:* MAIL has strong technical linkages with SAARC, ICARDA and ICIMOD. Educational linkages between MAIL and India are ongoing in the fields of research and technology transfer adaptable to Afghanistan.

## **C. Challenges and Constraints**

*Slow rehabilitation of old and insufficient construction of new irrigation systems* – it is a priority of MAIL to address the shortage and weaknesses in the provision of the required infrastructure and management of the water resources.

*Uncertainty about land ownership and use* – the issues about land recording and final determination of ownership and users' right have yet to be finalized.

*Coordination of agricultural production programmes* – when implementation is based on a series of specialised programmes in the agriculture sector, effective coordination is the key task in delivery to ensure correct sequencing, resourcing and geo-

graphical balance to maximise the respective programmes' potential.

*Financial resourcing of programmes* – national programmes within MAIL are currently underfunded, leading to the need to prioritise activities which should be undertaken simultaneously. Geographical targeting of funding prohibits national coverage.

*Low productivity within the agricultural sector* – low productivity has been attributed to the prevalence of subsistence agriculture and insufficient irrigation. This entire sub-sector aims to assist farmers move to semi-intensive and commercial agriculture and vertically integrated production-processing chains prioritizing women's involvement.

*Limited supply of inputs and services* – the quality of physical inputs has been progressively improving, but correct timing and availability still remain a constraint to improved agricultural production, especially when diversifying to specialised and higher-value crops. Delivery planning must be improved to counteract this negative trend and it is anticipated that farmers' organisations can play a major role in this.

*Weak management of natural resources* – fundamental issues of natural resource management require urgent resolution. Clear examples of this include land ownership/tenure rights, reforestation, environmental protection and an increase in biodiversity. The natural resource management programmes will address these challenges in a comprehensive and coherent, community based manner.

*Current research is not demand-led* – research is suffering from limited facilities and resources and has so far been donor-driven. It should be demand-led and directly applicable to support the agricultural production sector.

*Lack of cohesive existing regulations and legislation* – all laws relating to agricultural production and

land use need to be reviewed. Food safety and quality control regulations must be developed and implemented.

*Insufficient availability of credit* – the absence of widespread financial services for farmers is still a major obstacle for improvement in production and productivity.

## **Agricultural and Rural Infrastructure**

The implementation of infrastructure projects through local governance mechanisms, and the linkage of these activities to agricultural production and economic growth, is fundamental to the future success of development in Afghanistan. The ministries will improve the well-being of people in rural areas through the provision of basic infrastructure and services including irrigation, roads, bridges, water and sanitation, rural electrification, diagnostic and quality control laboratories, protection walls and service and value chain infrastructure, all of which will continue to be linked to the objectives of the Afghanistan Compact and ANDS.

Community-based contracting has proven to have positive effects in relation to ownership, anti-corruption and cost-effectiveness, and therefore will have a strong focus in the coming years. Strategically, the contributing ministries will continue to promote labour-intensive infrastructure development at the community level. This will contribute to diversified licit income sources as well as consolidating both formal and informal local governance structures. Where the complexity of projects is such that the communities are unable to implement them alone, the current Government policy for the use of private sector companies will be continued. Whilst over the past few years there has been a strong focus on building infrastructure, insufficient attention has been paid to the ongoing maintenance and operational costs of such projects. There has also been insufficient attention paid to environmental issues, social impacts and cross-cutting issues. These issues will be more closely

addressed as projects are selected in the future.

This thematic area is directly related to the full spectrum of implementing ministries (e.g. MOT-CA, MOEW, and MOPW) and their related sector strategies. The development of this infrastructure facilitates the Ministry of Education and Ministry of Public Health to operate at the local level. As indicated in local governance the goal is to have all of these ministries work through local governance structures. Significant contribution is also made to regulatory and policy ministries such as the Ministry of Counter Narcotics and the National Environment Protection Agency.

- To improve the well being of people in rural areas through the provision of basic infrastructure and services;
- Promotion of community development through community based contracting;
- Establishment of sustainable operations and maintenance plans;
- Skills development;
- Promotion of labour intensive infrastructure, creating employment.

Basic infrastructure and services are essential to the stimulation of economic growth, promotion of local governance and improving the welfare of rural communities

## A. Contributing Programmes

A major ANDS benchmark for rural infrastructure is that, by the end of 2010, the livelihoods of at least 15% of the rural population, both women and men, will be supported through the provision of 91 million labour days. To date 24,784,194 labour days have been generated.

### Irrigation

To improve food security and agricultural productivity and make a shift towards commercial agriculture focusing on high-value crops, particularly perennial horticulture, it is crucial that an effective and efficient irrigation infrastructure is created and modern irrigation technology is applied to assure a sustainable supply of irrigation water. The 5-year target for new irrigation facilities is to get 450,000 hectares under irrigation through

close collaboration between involved ministries and agencies.

MAIL's *Programme for Irrigation and Infrastructure* will continue to prioritise renovation of the irrigation systems and promote interventions that will facilitate and prioritise the conservation of water by means of storage and regulation of flow. Due account will be taken of the possibility that expanded irrigation may lead to expanded opium production. Planning sufficient safeguards will be included with the help of the CN Mainstreaming toolkit. Successful irrigation sector management requires human resource development, and appropriate water resource planning and management leading to water conservation and resource protection at the basin and sub-basin levels.

The establishment of water users' associations, based on the traditional Mirab system, will facilitate local management and the training of farmers to optimise water use efficiency. Mechanism for coordination with existing community based structures (CDCs, Cooperatives) will be developed.

The major Programme contributions will be at the community level in the rehabilitation of small, medium and large traditional irrigation systems, and an increase in irrigation water storage facilities to improve watershed management. It is anticipated that the construction of new and the rehabilitation of existing irrigation systems could achieve an annual 50% average increase in irrigated agriculture within 5 years, and reaching up to 100% in some interventions. The programme will not only address the needs of commercial farmers, but also those of subsistence farmers in improved harvesting of water and the on-farm water management, including use efficiency.

Through both the NSP and NABDP, village-based irrigation projects are implemented across the country. The overall ANDS target for the end of 2010 is for 47% of villages to benefit from village-based irrigation. Currently, 36.2% of villages have benefited (roughly 505,886 households). Through the NSP, NABDP, PAL, CNTF, emergency pro-

grammes and IALP-K, protection walls are also being constructed for the purpose of diverting flood waters and controlling erosion.

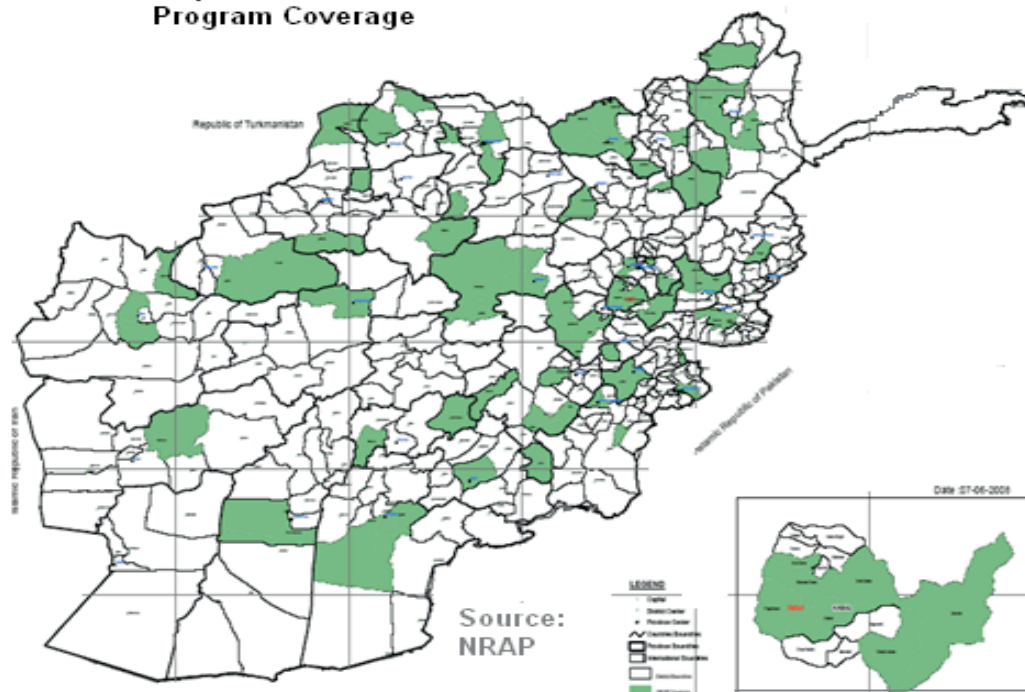
To facilitate the full commitment of all stakeholders and ensure coordination between the different interventions associated with the ARD Strategy, a number of organisational structures will be established. These include the establishment of an inter-ministerial infrastructure investment committee at the sub-cabinet level to coordinate investment decisions, and sub-committees at various levels to implement them. Local water users' associations, etc., will be strengthened to improve their participation/empowerment.

## Rural Roads and Bridges

Under the current ANDS benchmarks, by the end of 2010 road connection to communities is expected to include 40% of all villages, increasing access to markets, employment and social services. The target of 40% equates to 24,686 kms of road. To date, 19,488 kms of road have been constructed or repaired.

The *National Rural Access Programme (NRAP)* concentrates on the reconstruction/ rehabilitation of key rural access infrastructure. The programme is designed to provide maximum coverage nationwide on larger scale infrastructure projects, while simultaneously ensuring sustainability through the introduction and application of minimum technical standards.

**Map 4: MRRD National Rural Access Program Coverage**





NRAP uses appropriate labour-based approaches, thereby creating short-term

employment opportunities for the rural poor nationwide, whilst building local capacity through the application of community-based contracting, where appropriate.

Through the *National Solidarity Programme*, communities formulate a prioritised community development plan. Funding in the form of block grants is then provided to the community for the purpose of implementing a number of their priority projects. The projects selected by the communities often include roads, which are designed by the Facilitating Partners and implemented by the community.

There are several donor-funded programmes which implement roads through national programmes or directly through the communities. These include: the Helmand Agricultural Rural Development Programme, the Integrated Alternative Livelihoods Programme-Kandahar, the Policy Advisory Group Initiative and the Bordering Districts Development Programme.

## **Water and Sanitation**

The *Rural Water Supply and Sanitation (RuWatSan) Programme* aims to enhance health by reducing outbreaks of and mortality from waterborne diseases, allowing individuals to fully participate in and strengthen their livelihood strategies through the provision of sustainable access to potable water sources and sanitation facilities and improved public hygiene and environmental sanitation in rural communities. In addition, the RuWatSan programme seeks to strengthen the capacity of rural communities for service delivery, operation and maintenance and the sustainable use of water supply and sanitation facilities.

This is carried out through the construction of water or sanitation facilities packaged with community mobilisation, health and hygiene education, as well as the training in repair and maintenance

to maximise health benefits and ensure sustainability. Direct implementation is carried out by Facilitating Partners (NGOs and the private sector) with regulatory guidance and oversight from MRRD. Secondary suppliers of water supply and sanitation projects include the NSP and NABDP, as well as some regional programmes.

By the end of 2010, the water supply and sanitation targets are that access to safe drinking water will be extended to 90% of villages and sanitation to 50%. Currently, 32.5% of the rural population has access to safe drinking water, 45,666 safe water points are functioning, nine percent of the rural population has access to basic sanitation facilities, 4,285 improved sanitation facilities have been provided and approximately 6,432,994 members of the rural population have received hygiene education.

## **Rural Electrification**

Rural electrification has, to date, been undertaken without the support of a clear institutional or policy framework. Responsibility is split across several ministries and there is no clear coordination mechanism. Solutions for these problems are proposed in the Energy Sector Strategy and include renewable energy sources which will also comply with environmental laws.

MRRD, as one of the contributing ministries, supports rural electrification through the NSP and NABDP. This includes the implementation of small and micro-hydro power plants and the provision of diesel power installations. The PAL project is another contributor in the area of micro-hydro power, and the Government of India and the NGO Norwegian Church Aid are also active in this area. There are some projects which use alternative power supplies, but due to their technical complexity these are limited. However, there is significant interest in further developing the use of alternative power supplies.

Improved Agricultural Quality Control, Marketing and Research Centres

This programme assists in the review of the quality and safety system for food production, processing and marketing. Through interactions with other countries and international organisation existing food standards will be improved and will be implemented strategically with clear benchmarks for monitoring progress. Internationally-agreed safety standards for dried and fresh produce exports will be formulated and inspection assured. Laws pertaining to food quality/safety controls will be reviewed and will include the revitalisation of the National Codex Alimentarius Committee with clear terms of reference.

The efficient implementation of food quality and safety interventions will require institutional and organisational development and a redistribution of responsibilities. A review of existing and required laboratories (both food safety and endemic and epidemic disease facilities), slaughter houses and other quality control and testing facilities will be undertaken with relevant construction/rehabilitation following. As part of the support infrastructure,

laboratories will also be required for different types of testing ranging from soil, fertilizer and insecticides to residues in foods. Where appropriate, privatisation of facilities will be promoted. For the protection of the livestock and horticultural production against trans-boundary diseases and pests quarantine stations will be constructed at strategic border-crossings.

Marketing centres and storage facilities will be implemented and supported by refrigerated transport to convey goods to market. Afghan farmers will be made aware of the added-value benefits of refrigeration. This infrastructure inextricably ties these services to the provision of electricity. MAIL's Rural Business Support Project will assist in these processes.

The revival of research and in particular applied research with build-in mechanisms for knowledge transfer will be supported and coordinated through research and extension centres of excellence

## B. Impact of Infrastructure Programmes on Cross-Cutting Issues

**Counter-Narcotics:** Rural infrastructure contributes to the improved welfare of communities (roads and electricity) and the improved agricultural base (irrigation and marketing) contributes to the development of alternative agriculture and livelihoods. Development of markets and ensuring access to such markets are key components in the effort to reduce poppy production.

**Anti-Corruption:** By giving communities responsibility for project implementation and monitoring, accountability and transparency are enhanced and a stronger sense of ownership is created, thereby reducing the risk of corruption. All tendering processes comply with the Procurement Law and the financial guidelines as set out by the Ministry of Finance.

**Gender:** Women's access to and use of critical agriculture infrastructure, such as irrigation canals, storage and value chain facilities, will have a positive bearing on their production and income-generating roles. Women are included in the identification and selection process of projects within the NSP and NABDP. In the case of infrastructure projects, there are some instances where women participate in the implementation of the projects, but these instances are of limited number so far. Priority can be given to contracting women's groups for particular infrastructural works. The establishment of diagnostic and quality control laboratories traditionally offers job opportunities for women.

**Capacity Development:** Communities will be made aware of laws and regulations through capacity-building initiatives. Through the NSP, NABDP, Cooperatives and farmers associations, communities are capacity built in the identification, design and implementation and monitoring of rural infrastructure projects. Through the *Programme for Irrigation and Infrastructure* community members are provided with capacity building in both the project cycle management as well as technical skills.

**Environment:** Environment impacts are fully considered and addressed through the feasibility, survey and design stages of projects. In addition where projects have a negative impact on the environment, communities are required to undertake remedial measures, such as in the case of NRAP where when one tree is removed, two must be planted.

**Regional Cooperation:** All infrastructure work is contained within Afghanistan so regional cooperation activities are minimal. However, impact can be seen, particularly with regard to access to markets, where roads help connect communities to neighbouring countries. Both quality-control laboratories and diagnostic laboratories will be connected to and interact with regional and global reference laboratories in matters associated with trans-boundary diseases and international zoo and phyto-sanitary rules.

### C. Challenges and Constraints

*Establish ownership of the irrigation programme* – there is an urgent need to finalize the discussion about the responsibility for irrigation in order that interventions can be implemented

*Insufficient planning of interventions* – there has been insufficient overall planning to develop the required rural access road network at the sub-national level. Donors still specify which specific rural road networks they are prepared to fund. This distorts the completion of a national rural access network. Inadequate planning also applies to the rehabilitation of irrigation systems and the establishment of storage facilities. Further development of Provincial Development Plans, which are then consolidated at the national level, will assist in alleviating these problems.

*Limited resources for recurrent costs/maintenance* – to date, there has been an emphasis on the building of new rural roads, but there has been a distinct lack of planning and budgeting for repairs and maintenance. The decentralisation of responsibilities for recurrent and maintenance costs should be implemented.

*Lack of a skilled private sector to contract to build infrastructure* – the private sector is under equipped and lacks capacity to undertake construction of infrastructure to recognised international standards. Capacity development of the private sector is essential.

*Insufficient resources for high-cost capital investment* – there are a shortage of financial resources to undertake high-cost capital investment projects, such as electrification and irrigation. Donor flexibility will assist in reducing this problem.

*Lack of water policies and the definition of the roles of MAIL, MRRD, Ministry of Energy and Water and MoPW in water use and management* – the institutional arrangements for the roles and responsibilities to deliver water to the end-user remain unclear. Clear policies and definitions will be needed to ensure there is an agreed understanding of each ministry's responsibilities.

*Consideration of environmental protection and the social impact of capital project development* – there is a requirement to undertake an environmental and social impact assessment on all capital projects, but this is still not enforced within each project.

*Weak development of rural electrification schemes* – rural electrification networks based on good value, appropriate technologies are still to be implemented. Currently there are a few programmes for the testing of renewable energy sources underway.

*Lack of standards and codes for construction industry* – currently, standards and codes, where available, are not enforced. These standards and codes need to be further developed and enforced.

*Lack of laboratories and skills for food safety assurance* – laboratories in support of quality control, quality assurance and diagnostic services are insufficient in number, are poorly equipped and lack human skills and other resources.



## Economic Regeneration

In order to achieve long-term stability and prosperity in Afghanistan, it is important that the successes of the past five years on the political and institution-building fronts are matched on the economic front with poverty reduction and sustainable job creation. This is especially true for rural Afghanistan, where the problems of poverty and unemployment are particularly severe.

Whereas the Afghan economy as a whole has registered robust growth rates in recent years, these figures largely reflect booming construction and trade-related activities in urban areas and the steep rise in opium production. There has been little growth in enterprise-related activities in rural Afghanistan, and most people still live on subsistence farming. Even where Afghanistan could be self-sufficient in agriculture-related products, the country imports vast quantities of food and other easily-manufactured items for daily use, while the export sector remains small and undiversified.

At the Enabling Environment Conference held in Kabul in June 2007, the following was unanimously affirmed:

bold and immediate action is required from Government, business, civil society and the international community to move from a climate of uncertainty and short-term perspectives to one which inspires confidence in the long-term future of Afghanistan;

in line with Afghanistan's vision as a modern Islamic state, development and growth must be built on ethics and values which respect the country's rich pluralistic heritage and promote a diverse, sustainable and engaged civil society; and

both business and civil society need to be considerably more engaged in Afghanistan's development, to realise the country's human potential, to generate material resources and to develop a vibrant and robust socio-economic base.<sup>14</sup>

A full list of immediate actions to be undertaken for the improvement of the enabling environment can be found in the 'Enabling Environment Statement and Roadmap', produced at the Kabul conference.

Although neither ministry within the ARD sector is responsible for the enabling environment, they have a joint responsibility to ensure that the proposed and implemented policy, legal and regulatory framework does not inhibit the growth of the rural private sector. Under the ARD Strategy, the participating ministries have responsibility to address the major obstacles to private sector (micro-enterprises, SMEs and Cooperatives) growth in rural Afghanistan: sub-standard agricultural products; a shortage of business planning, management and marketing know-how; and a shortage of access to financial services including formal credit. There is a strong need for a Government-led initiative that targets rural areas for the specific purpose of providing easy access to credit and business support and hand-holding.

The importance of peri-urban and urban areas to rural development is acknowledged. Such areas can serve as engines of growth for entire provinces and regions. Urban areas are important to rural development not only as markets for rural products, but because of their critical role in providing off-farm employment for rural households, thus contributing to rural incomes and diversified household livelihoods. The Urban Sector Strategy highlights the need to ensure increased and equitable investments in urban centres across the country, and to make cities and towns attractive to national and international investors. Implementation of these programmes will contribute to the economic regeneration and growth of surrounding rural areas. Given this linkage, MRRD will explore areas of potential synergy with the Ministry of Urban Development, particularly with regard to AREDP.

This thematic area is directly related to the Private Sector Development and Trade Sector Strategy, the Urban Sector Strategy, the National Environ-

<sup>14</sup> Enabling Environment Statement and Roadmap; 2007

mental Strategy, the Counter Narcotics Chapter for ANDS, the National Capacity Development Strategy and the Regional Cooperation Strategy. There is a strong relationship to the full spectrum of implementing ministries (e.g. MOTCA, MEW, and MOPW) and their related sector strategies, which provide the necessary infrastructure for economic activities.

- The long term stability and prosperity of Afghanistan depends on economic regeneration across rural areas;
- Leading to poverty reduction, targeted at the extreme poor and the poor, through sustainable job creation;
- The replacement of illicit livelihoods with sustainable licit livelihoods;
- Capacity building of rural entrepreneurs through a private sector led approach;
- Import substitution and expansion of exports.

Economic regeneration in rural Afghanistan focusing on pro-poor growth is essential to realise the country's human potential, generate material resources and develop a vibrant and robust socio-economic base

## A. Contributing Programmes

The intention of these programmes is to transform rural Afghanistan from a subsistence-based farming sector to a vibrant one that can provide high and rising incomes to rural farmers, both women and men. Opportunities for private businesses and employment both on-farm and off-farm must be created to shift production from illicit to licit crops. Afghan farmers require training and technical inputs into the production of high-value livestock and horticultural products, additional processing, sorting, grading, effective storage, improved packaging and aggressive marketing to capture the added value for products potentially in demand internationally. Off-farm income sources are critical to balancing income levels for landless and small landholding community members.

### On-Farm Regeneration

The *Sub-Programme for Credit* will work to address the need for financial services for all farmers. Research will be undertaken to assess the feasibility

of various credit schemes that are economically viable. Small-scale farmers (with less than one hectare of land) and landless livestock producers, as well as female-headed households, will eventually be covered by microfinance services. However, for middle-scale farmers, the services may range from micro-credit to loan arrangements with commercial banks.

The relationship between increasing productivity of agricultural products and development of an efficient marketing system is not always well understood. Sustainable economic regeneration will not occur unless the on-farm activities are linked to value chains and marketing opportunities. Increased production must be supported with the development of processing and marketing opportunities.

### Market-Based and Commercial Agriculture

The investment in commercial agriculture will require the identification of the opportunities for import substitution and potential export. This will include identification of agriculture growth zones and national primary market centres ensuring that the investments are guided towards the areas and sub-sectors with the highest potential. It is generally recognised and accepted that the highest potential is in fruits, nuts and vegetables. The Mazar Foods Company is one initiative taking advantage of this potential. It is being established as a state-of-the-art private sector driven agri-business venture to produce, process and market horticultural products for domestic Afghan and regional markets. The production environment will include greenhouse infrastructure, seedling production and multiplication. HACCP certified processing facilities will be constructed. The marketing will initially focus on exploring the requirements and demands of the security forces and a large Kabul market.

While the potential in the production of industrial crops is recognised as high, it will require significant policy and institutional measures before investment can be expected.

The *Programme for Horticultural Export* - a key programme with over 600,000 farmers producing horticultural products in Afghanistan, has demonstrated the potential and it is expected that the increased production and the export potential of these high-value crops will significantly stimulate the agricultural sector over the next five years. The focus will be on exports, but increased investment in perennial and annual crops for local consumption is also important to the growth of the economy. The quality standards required for penetrating export markets should also lead to better quality domestic products. By the end of 2010, the target is to achieve an overall annual growth rate in perennial horticulture of eight percent.

The production of fruits is estimated at 807,000 tons and the total exports of the seven priority horticulture products amounts to US\$127 million. The strategy focuses on upgrading existing orchards and vineyards, increasing the existing area by 75% through new planting and doubling the total production capacity by the end of the second year. However, the non-availability of good plant material is currently limiting the potential growth of perennial fruit tree planting. The programme will ensure that clean germ-plasm systems are available and that tree nursery growers are organised and producing high-quality planting materials. It will also ensure that the tree nursery capacity and quality are at levels that will ensure that agreed targets of growth and replacement plantings are met.

The efficiency of water use will be improved via the introduction of drip irrigation, augmented by improved groundcover management. Fruit, nuts and grapes will be intercropped with clover and alfalfa, which are harvested 3-4 times per year and provide groundcover year round. The harvested fodder crop is highly nutritious for livestock and can provide additional family income until the orchards are productive. Combining this with better crop maintenance and improved vineyard design will increase the outputs.

The *Programme for Natural Resources Management* will promote the understanding of tree/timber

production and harvesting for commercial purposes. Wherever possible, this will be through collaboration with the horticulture programme for expansion of tree planting for production of nuts.

The other programme with a high potential for commercialisation is the *Programme for Expansion of Livestock Production and Productivity*. The activities include the testing of the potential profitability of dairy production by the Emergency Horticulture and Livestock Project (EHLP), which is using a processing plant-producer association commercial model. Matching grants from Government make this an arms length private public partnership approach with minimal administrative interference. This model will be replicated if successful and is seen to be an area where women can play a key role. The programme will also introduce breeding programmes for selection of goat breeds for better quality fibre. The quality of Afghan cashmere wool is among the best in the world. Many farming families have small flocks of cashmere goats, which offer a great opportunity for additional household income whilst at the same time being a viable alternative to opium production. The economics of winter feeding and feed-lot development for absorption of Kuchi surplus animals will be investigated. Such efforts will have the added benefit of supporting Kuchi nomads in herd management. The successful implementation of these livestock sub-programmes requires the implementation of activities identified under the agricultural production section of this strategy.

A privatised demand-led, needs-based extension service network will be developed supported by a system of output-oriented monitoring of extension agents.

## Land Management

MAIL's Master Plan presents its land management objective as: To enable all sub-sector partners to identify and exploit, to the maximum possible extent within the bounds of sustainability, all viable types of forestry, range and wildlife land uses - as productive assets in their own right, and as means of enhancing the environment generally, and for irrigated and dry land farming in particular.

An enabling environment for Afghanistan's land management is critical to economic regeneration. Particular focus should be on limitations regarding the optimal use of land and ambiguous ownership. The *Programme for Natural Resource Management* is tasked to strengthen the legal framework for community management of natural resources (including user rights and responsibilities), land tenure, land titling and land use planning. This programme prioritises the rights of women, returnees, IDPs and Kuchis in its investment plan.

Afghanistan has four categories of ownership (private, joint, community and government) that need to be reconciled. Specific prioritised implementation activities include:

review the classification of land classes (1965, 2000) for adaptation to the current situation, classifying the lands in a flexible and responsive manner;

define and legalise the term 'community land', and develop policies for ownership and management of this land designed to ensure community user control;

revive settlement schemes through the allocation of unused land to nationals selected from among the poorest;

develop systems for the permanent transfer of land, encouraging investment in the long-term but with conditions that if not met would revoke land ownership (conditions could include development of forestry, never to grow poppy or other illegal crops, lining of roads with trees etc.);

develop modalities to ensure access and passage of nomadic herders; and develop a legal and regulatory framework to prohibit agriculture on rangeland, removing settlers from plots and returning those lands to nature, grazing or forestry.

The specific land management strategies are included in the sections on Agriculture Production and Rural and Agricultural Infrastructure. See also the Governance, Public Administrative Reform and Human Rights Sector Strategy for the broader plans to establish a modern land administration system in Afghanistan. MAIL is jointly responsible for Land Recording (Compact Benchmark 8.2)

## Off-Farm Regeneration

Particular priority is being given to investment in market-oriented infrastructure and processing industries for adding value, preferably locally for the creation of job opportunities as well as increasing farmers' incomes. Sustainable, community-based management of the processes will be promoted and financial incentives to develop marketing associations and/or partnerships will be provided. The Government will co-finance up to 40% of the cost of post-harvest infrastructure (e.g., milk collection points, slaughter houses, storages, distribution networks, etc.) for the identified priority commodities.

The *Afghanistan Rural Enterprise Development Programme* (AREDP) is intended to harness the potential of the private sector for inclusive economic growth and sustainable rural employment and income generations over a 10-year time frame. Through the AREDP, the Government will take a proactive approach in assisting actual and potential entrepreneurs/micro-, small- and medium enterprises to overcome the various constraints to their development. By focusing on selected "Champion Products" in strategic sub-sectors of the economy and the country's comparative advantages, the programme aims to reduce reliance on imports of mass consumption goods at the same time as supporting value addition to export



items. This, in turn, will help contribute to reducing unemployment and under-employment in rural Afghanistan, which have been major causes of poverty and opium cultivation.

The Government's interventions will be designed to strengthen the private sector through top-down (induced) and bottom-up (demand-driven) approaches. The main programme components are:

enterprise-facilitation in rural communities; policy-based lending to communities and enterprises; and providing support, incubation and hand-holding' services to businesses.

The AREDP will also promote the formation of the Afghanistan Enterprise Development Council which will take responsibility for driving the changes to the enabling environment. These will include finance, business plans, logistics, infrastructure, product design, quality control, communication (mass media), branding and marketing, industry protection, vocational training and market access. Changes such as those outlined in the Private Sector Development and Trade (PSDT) Strategy are fundamental to the success of the private sector in Afghanistan and must be supported by all relevant ministries and agencies. However, it is important to note that the primary focus of the AREDP is on import substitution, and therefore some reconciliation between what is outlined in the PSDT Strategy and what is proposed under the AREDP will need to occur.

This programme is currently in its development phase and a pilot is planned to commence in the coming months. A full funding assessment will be carried out concurrently with the pilot.

As contained in the ANDS, a policy and regulatory framework will be in place by the end of 2010 to support the establishment of small and medium rural enterprises (SMEs) and technical support will be provided through established institutional support in 34 provinces. The indicators for this benchmark include: the establishment of a Rural Enterprise Development Program; formu-

lation of the draft Rural Enterprise Development policy; consultation with key stakeholders; and approval and development of the draft Rural Enterprise regulatory framework. All of these activities are either underway or completed. However, there remains a requirement for provinces to have functioning institutional support centres, which cannot occur until the AREDP has commenced implementation.

Another contributor to economic regeneration is the Microfinance Investment Support Facility for Afghanistan (MISFA), established in 2003 to serve as a wholesale financial intermediary for the microfinance sector, as well as assisting in the institutional development of microfinance institutions. MISFA aims to establish wide and deep credit and savings outreach for the urban and rural poor to enhance livelihoods and economic opportunities nationwide. It intends to establish self-sustaining microfinance institutions that provide financial services and skills in basic aspects of financial management, while simultaneously providing capacity building for the sector to enable institutions to be governed and managed by Afghans.

MISFA's micro-credit activities are implemented through 15 Micro-Finance Institutions (MFIs) which are composed of credit unions, NGOs and banks. By and large, MISFA focuses on providing services to vulnerable groups such as women, the disabled and the working poor. Generally, loans range from US\$100 to US\$700, with repayment periods of anywhere from three to 12 months. MISFA is currently developing a Small/Medium Enterprise window which will provide larger loans to their growing customer base. Under new funding MISFA has been able to facilitate the introduction of the World Organisation of Credit Unions (WOCU) to Afghanistan. WOCU establishes community credit unions with the specific objective of lending money to community farmers, traders and entrepreneurs.

The ANDS benchmark related to provision of financial services states that, by the end of 2010, 800,000 households (22% of all Afghan house-

holds) will benefit from improved access to financial services. The indicators for this benchmark include the number of rural households receiving services from formal financial institutions (currently 336,389) and the percentage of loan repayment rate (currently 96%).

There are several other donor-funded programmes within MRRD working to support enterprise development and otherwise raise rural household incomes. These include the GTZ-funded Project for Alternative Livelihoods (PAL) in eastern Afghanistan, the JICA-funded Integrated Rural Development Programme in northern and central regions, and the ADB-funded Integrated Community Development Project in Northern Afghanistan (ICDN). Through the NSP, there is a requirement for the implementation of Human Capital Development Projects which also impacts on economic regeneration. The NABDP currently has an Economic Regeneration component which focuses on sub-sector analysis. Several of the MAIL Projects also contain components promoting enterprise development, particularly the ASAP and the Rural Business Support Project.

### Enabling Environment

In order to facilitate the creation of internal and export markets, the National Union for Horticulture Development in Afghanistan (NUHDA) has been set up as a private sector apex organisation to lead in the development of the horticulture industry. This and other organisations will need to work closely with the Ministry of Commerce, the Export Promotion Institute and the Ministry of Foreign Affairs for the negotiation of trade agreements supportive of horticultural exports.

MAIL's *Sub-Programme for Market Development* focuses on creating an enabling environment for Cooperatives, private sector investment and commercialisation. Particular priority is being given to investment in processing industries which result in local value addition, thus creating job opportunities for many people as well as increasing farmers' incomes.

### B. Impact of Economic Regeneration Programmes on Cross-Cutting Issues

**Counter-Narcotics:** Economic regeneration is vital to the development of sustainable alternatives to opium and emphasis should be placed where gains are easiest to achieve. Opium production currently dominates the rural economy in some geographical areas resulting in a necessity for the development of credible alternatives in specific areas. This element in the sector strategy will play a key part in reducing opium production.

**Anti-Corruption:** Programmes which focus on development of the private sector strengthen efforts against corruption. Added to this is the evolution of common interest groups, which bring community members together in shared responsibility that in the most cases serves towards decreasing corruption levels. By the creation of licit livelihoods, which are supported over extended durations, we anticipate a reduction in corrupt activities across the public and private sectors.

**Gender:** Generally the programmes in this thematic area support both sexes in different manners. MISFA, however, is very active in providing services to women, who comprise approximately 74% of their clients. In addition, roughly two-thirds of the Micro-Finance Institution staff are women, with more than 400 Afghan women having been trained in microfinance. It is anticipated that within the AREDP, women will have a higher level of interest in the area of micro-enterprises, as many of these enterprises can be carried out from their homes or within their local community. In the area of SME, it is anticipated that men will show a greater interest in these larger entrepreneurial activities in the first instance, as social customs may constitute a restriction for women. Training is provided to programme participants equally and women will be encouraged and supported to start SMEs.

**Capacity Development:** The programmes which support economic regeneration are extremely focused on capacity development of rural commu-

nities, ministry employees and participants who will go on to form part of the private sector. Capacity development in the area of business management is also a focus within the programmes. Potential synergies should be explored within the framework of the National Capacity Development Policy/Inter-Ministerial Commission for Capacity Development in order to strengthen private and public sector capacity in relation to rural economic regeneration.

**Environment:** NEPA is currently developing sets of eight regulations under the Environment Law addressing the following sectoral areas: environmental impact assessment (EIA); integrated pollution control (IPC); protected areas management; ozone depleting substances; and compliance and enforcement. All small-/medium-size industries created are checked for environmental impact. In the case of the AREDP, the Management Consultant will decide on investments that require an Initial Environmental Examination (IEE) or an Environmental Analysis.

**Regional Cooperation:** The AREDP will require a high level of interaction in regard to regional cooperation, particularly in the area of current imports and potential future exports. As stated in the Regional Cooperation Sector Strategy, the success of regional economic cooperation may be measured to a large extent by increased private sector activity (including increased utilisation of infrastructure and increased trade flows). To this end, regional linkages are encouraged, particularly where they promote the competitiveness of domestic industries, such as processed agricultural goods, natural herbs, fresh and dry fruits, and semi-precious and precious stones, where Afghanistan traditionally has a good reputation.

### C. Challenges and Constraints

**Weak leadership in the process of economic regeneration** – in order for economic regeneration to be successful, it requires strong leadership at the highest level, promoting partnerships between ministries and coordination among implementing partners and stakeholders.

**Weak enabling environment for economic regeneration** – in order to have effective economic regeneration programmes, there is a need to review current policy and legal and regulatory frameworks for establishing, stimulating and operating business enterprises.

**Lack of support to infant businesses** – there is a requirement to establish a range of business development services to support newly-created business enterprises, catering to the different needs of male and female entrepreneurs and to introduce appropriate tax incentives.

**Import saturated markets** – in order to encourage and sustain local business enterprise, tariffs need to be introduced on the import of certain key products.

**High transport costs** – business enterprise costs in rural locations are comparatively high due to difficult access and the charge of informal road taxes. Continued development of roads will assist in the reduction of transport costs.

**Lack of formal credit facilities to micro (particularly agriculture) and SME** – availability of affordable credit for business enterprise development is still not accessible to entrepreneurs who have no collateral. New programmes soon to be implemented will assist in rectifying this issue. Such programmes are being designed to complement existing credit programmes and will not compete with emerging market (commercial) service providers. Current financial services need to be further strengthened and expanded to meet the needs of poor farmers.

**Lack of marketing and cross-border transfer facilities** – whole sale markets and transport facilities are weak and cross-border goods transfer facilities are absent.

### Disaster and Emergency Preparedness

Afghanistan is disaster-prone, with over 70% of its inhabited areas vulnerable to natural disasters,



including earthquakes, droughts, floods, landslides, avalanches and extreme winter conditions. In 2003, the UNEP post-conflict environmental assessment in Afghanistan found that many livelihoods are under threat from the alarming degree of environmental degradation caused by a combination of conflict, poverty, and population growth and survival tactics. Already, the lack of basic natural resources, such as clean water or pastures, has led to the collapse of many rural livelihoods, turning many people into environmental refugees and increasing population pressures in urban centres. The decline in the country's natural resource base has increased vulnerability to natural disasters and food shortages, thereby further increasing poverty and decreasing opportunities for sustainable livelihoods.

As reflected in the Social Protection Sector Strategy, given the severity of poverty in Afghanistan, people's dependence on natural resources has increased, which has led to serious damage to the environment. The slowing replenishment of aquifers has reduced irrigation and crop yields. The loss of forest cover due to illegal logging and overgrazing has impacted on flood protection, soil stability and the carrying capacity of the country's pasturelands. Furthermore, the country is highly susceptible to outbreaks of epidemic plant and animal diseases and pests. Frequent natural disasters and epidemics exacerbate poverty, increase vulnerability, damage infrastructure and generally serve as obstacles to development and progress. Added to this, the country's extreme vulnerability to natural disasters and security risks related to ongoing conflict in some parts of the country have stretched to the breaking point traditional community mechanisms to cope with shocks.

As reflected in NRVA 2005 poverty estimates and the Social Protection Sector Strategy, around 12 million Afghans require Government assistance. These Afghans are classified as poor or concentrated very close to the poverty line and vulnerable to falling into poverty. These are the people most at risk and least able to cope with the economic and social shocks caused by natural and man-made disasters.

Direct and indirect effects of disasters include, inter alia, loss of life and injuries, destruction or damage to property and crops, disruption of production and loss of livelihood, disruption of essential community services, damage to national infrastructure, national economic loss, sociological and psychological after-effects and, importantly, delays in reconstruction and diversion of scarce national development funds to emergencies. Communities will continue to remain vulnerable and experience shows that, as a result of gender inequalities within the community, women are generally more affected and vulnerable, both during a disaster and in its aftermath. The effectiveness and sustainability of development aid programmes will continue to be threatened, until such time that disaster risk management practices are accepted as an integral component of development planning.

As such, the *Department of Social Protection*, in coordination and cooperation with other national programmes, will focus more on risk mitigation activities, including construction of flood protection walls and the introduction of earthquake building codes. The Government is committed to having a system of disaster preparedness and response in place by the end of 2010. The key to an efficient response to any emergency or disaster is early detection, early warning and early reaction.

UN organisations, NGOs and other government organisations also play their respective role in disaster management and emergency response, given the requirement for a multi-sectoral and integrated intervention.

This thematic area is directly related to the Social Protection including Humanitarian Assistance Strategy, Refugees, Returnees and IDPs Sector Strategy, the National Environmental Strategy, and the Counter Narcotics Chapter for ANDS. There is also a strong tie to the Central Statistics Office and policy/implementing ministries, such as MoPH, MoWA and MOLSAMD. International organisations, such as UNHCR, WFP and UNICEF, as well as donors and NGOs play

an important role in humanitarian response and mitigation.

- Continuing susceptibility to natural and man made disasters, including animal and plant epidemics, contributes to the overwhelming level of poverty within the country;
- Rural communities are not able to recover due to the unpredictability of disasters and therefore require significant early warning mechanisms and extensive government led mitigation efforts;
- The reintegration of IDPs into already underemployed poverty stricken communities adds to the existing crisis – validating the need for a comprehensive rural development strategy.

This strategy provides a system of disaster preparedness and response including early warning systems and mitigation against natural and man-made disasters

## A. Contributing Programmes

### Natural Disasters

The National Emergency Response Commission was established by presidential decree and is chaired by the Second Vice President with MRRD as its deputy and Afghanistan National Disaster Management Authority (ANDMA) as its secretariat. The commission is responsible for setting strategic direction, developing policies, approving IRoA-financed plans, declaring states of emergency, mobilising international assistance in times of major emergencies, and coordinating national emergency response through its National Emergency Operations Centre (NEOC). The commission meets on bi-monthly basis, overviews the overall situation of country and delegates responsibility to relevant organisations.

ANDMA is the lead organisation for coordinating disaster management activities. It is an independent directorate reporting to the President. MRRD is the lead organisation in emergency response activities. MRRD through its Department of Social Protection plays a vital role in all three phases of disasters: pre-disaster (mitigation and preparedness), disaster (relief) and post disaster (rehabilitation and development). Its programme inter-

ventions are designed to enhance human security through support to the poorest and most vulnerable people in Afghanistan through the direct provision of assistance.

Emergency relief is carefully targeted to allocate scarce resources to the most vulnerable families. As indicated in the Social Protection Sector Strategy, inadequate funds mean that the limited available resources must be used to help the poorest of the poor. MRRD and MAIL will work closely with the Ministry of Labour and Social Affairs, Martyrs and the Disabled to ensure that programme interventions mitigate risks to the most vulnerable segments of the rural population and that emergency relief is prioritised according to national social protection policy. MRRD works closely with the World Food Programme to mitigate the effects of food insecurity on the extreme poor.

In 2003, the European Commission-funded *National Surveillance System (NSS)* project was established to build the Government's capacity to collect data needed to prioritise reconstruction and development efforts. The NSS unit within the Central Statistics Office and MRRD's Vulnerability Analysis Unit work closely to design and conduct the NRVA – a nationwide village- and household-level survey on perceptions of health care, housing, agricultural constraints, shocks, local governance and development priorities. NRVA also collects data on demographics, household assets, access to infrastructure and social services, agriculture and livestock activities and food consumption, among others. Results from the NRVA 2005 were published in June 2007. The 2007 survey is currently underway. The NRVA plays an important role in documenting baseline conditions, and its data is used to target interventions to the most vulnerable populations and to measure changes in rural conditions.

Through the *Programme for Irrigation and Infrastructure*, MAIL will collaborate with relevant ministries, agencies and other programmes to further develop an early warning and preparedness system against floods. As part of the system, the

weather information gathering and analysis will be further strengthened to ensure that reliable agro-meteorological information would be available for analysis and modelling by the Meteorological Department, regional met-centres and stations located in various agro-ecological zones and watershed areas.

This monitoring should also include upstream water level sensors and a reliable radio and telephone information system for warning communities downstream. The programme will introduce training in flood prevention and management at the community level. Following disasters the programme will assist communities in mitigating the effects. In support of flooding disasters MAIL has created the Strategic Food Reserve Project.

Large areas of Afghanistan are drought-prone. The USAID-funded *Famine Early Warning Systems Network (FEWSNET)*. FEWSNET provides weekly weather hazard assessments prepared by the U.S. National Oceanic and Atmospheric Administration (NOAA); monthly “Food Security Updates”; maps on vegetation, rainfall, and irrigation supply and demand; rapid food security assessments; special reports; and contingency and response planning tools.

Starting in July 2006, the four-year USAID-funded Pastoral Engagement, Adaptation and Capacity Enhancement project (PEACE) established a livestock early warning system in Baghlan, Bamyan, Panjshir and Samanangan. Satellite-based systems that gather information on weather and vegetation greenness are coupled with ground monitoring of animal nutrition to assess local forage conditions. This system helps Kuchi herders plan during lean years to either sell their animals or move to areas where the forage supply is better, and enables them to make better rangeland management decisions.

### **Conflict/Reintegration**

MRRD’s Department of Social Protection is tasked to reduce vulnerability through:

emergency response, which mainly deals with, mitigation and rehabilitation of a disaster hit or vulnerable community. Activities include provision of tents, blankets, tarpaulin and jerry cans in the relief phase, construction of flood protection walls in the mitigation phase and implementing emergency projects in the rehabilitation phase;

food aid aims to reduce food insecurity through its food-for-work projects funded by WFP; and

by the end of 2010, the Government has committed to providing assistance to all refugees and internally displaced persons for rehabilitation and integration.

A National Reintegration Strategy has been developed by the United Nations High Commission for Refugees (UNHCR), Ministry of Refugees and Repatriation, Ministry of Urban Development, MRRD and the European Union. In addition, a 2005 decree establishes the legal framework for land distribution and housing for eligible returnees and IDPs. MRRD’s Returnees Reintegration Unit identifies priorities and gaps related to reintegration; prepares policies and guidelines; collects, updates and disseminates information to key actors implementing reintegration programmes; and facilitates coordination with other key actors at the central and provincial levels.

Effective reintegration of refugees and support to other vulnerable groups is often hampered by land conflicts and might require alternative economic interventions and opportunities. Special measures are needed to ensure that vulnerable groups benefit from development gains. The Economic Regeneration programme (Section 3.4) addresses issues associated with the needs of these groups

### **Epidemic Animal and Plant Pests and Diseases**

The Food Security, Livestock Production and Productivity and the Integrated Pest Management (IPM) Programmes will contribute to: development of prevention and control programmes to

decrease the impact of contagious trans-boundary and emerging animal diseases; strengthen pest/disease control through forecasting and timely intervention; and development of a support system to provide emergency disease control, vaccination campaigns against epidemic diseases and other livestock services.

This will be based on modern disease intelligence networks for early detection, the use of early warning systems and implementation through improved coordination with all stakeholders. This requires that field professionals are trained in disease recognition and clinical diagnosis. The efficiency of the participatory epidemiological teams to collect data, increase farmers' awareness of diseases and simultaneously disseminate information will be crucial. If required, mandatory control will be introduced and compliance will be ensured through increased awareness of all stakeholders including traders.

In exceptional or emergency circumstances, the Government will provide subsidised inputs, food, or other forms of support to farmers hit by natural disasters or droughts, but emergency aid will be delivered through cooperation with commercial suppliers, to avoid undermining businesses that are important to a well functioning sector.

#### B. Impact of Disaster & Emergency Preparedness Programmes on Cross-Cutting Issues

**Counter-Narcotics:** Although some questions are included in the NRVA which can provide information about income sources, FEWSNET's baseline analysis, monitoring of potential hazards and food security scenario modelling, support and encourage farmers to plan and cultivate licit agriculture in the long term.

**Anti-Corruption:** The information gathered for disaster preparedness may highlight areas of corruption, but this is not a target for the programmes.

**Gender:** Men and women receive the same level of benefit from the programmes within this theme. In the case of the NRVA, it is an opportunity for women to be heard. Given the more vulnerable position of women during and after a disaster, special protective measures are required.

**Capacity Development:** Capacity development is an essential component for those undertaking surveys along with technical knowledge enhancement through scientific data and analysis for Afghanistan's emergency preparedness.

**Environment:** Environmental issues following either natural or man-made disasters are addressed in line with the support provided post disaster. This will include reviews, assessments and investigations as to cause and effect, and lessons learnt will be extracted for feedback into planning and subsequent improvements. The scientific monitoring of precipitation and the potential for flash floods will show that precipitation patterns are changing due to global warming. This is a potential threat that can severely affect the animal feed resource base, damage irrigation systems and erode agricultural lands.

**Regional Cooperation:** Except with regard to non cooperation with refugee repatriation from neighbouring countries, this cross-cutting issue is not directly addressed under this theme. With regard to the various surveys, there are questions which may be used to assess linkages to other countries. Afghanistan's disaster preparedness programme, when operational, may allow for an exchange of scientific information with neighbouring countries.

#### C. Challenges and Constraints

**Inadequate disaster management and planning** – there is still a need to develop a comprehensive, fully resourced disaster management plan, with clearly defined roles and responsibilities.

**Limited resources to integrate returnees from the region** – reintegration of returnees from neigh-

bouring countries still requires significant planning. Over the past five years, 4.2 million returnees have arrived, with a further 1.5 million expected over the next two years. Planning and resourcing of this reintegration are urgently required.

**Limited skill in disease recognition** – rapid recognition and diagnosis of animal and plant diseases are urgent requirements to reduce the economic and social shocks to rural communities.

Capacity development in these areas is ongoing and will continue





## CHAPTER 3

# MONITORING AND EVALUATION

### MONITORING AND EVALUATION MECHANISMS

The ARD strategy will be monitored via Participatory Monitoring and Evaluation (PME) methodology. Participatory Community Monitoring and Evaluation are extremely important for learning about the achievement or deviation from original concerns and problems faced by local development programmes being implemented so that corrective measures can be taken in time.

The process helps assess whether the programme has brought benefits to those for whom it was intended. This assessment will examine whether programme investment was correct within the context of competing needs; whether underlying assumptions and design were appropriate; whether progress is being made towards planning changes and if not, why not; and unplanned changes that may have occurred.

Monitoring ensures that inputs are ready in time, work plans are followed closely, adjustments can be made and corrective action can be taken as and when necessary, stakeholders are kept informed, constraints and bottlenecks are identified and resources are used efficiently.

Participatory monitoring involves local beneficiaries in measuring, recording, collecting, processing and communicating information to

assist local development programme extension workers and local group members in decision-making.

Participatory evaluation assists in adjusting and redefining objectives, reorganising institutional arrangements or reallocating resources as necessary. The monitoring and evaluation system allows continuous surveillance in order to assess the local development programme's impact on intended beneficiaries.

Involving local people in programme evaluation is one of the learning objectives of participatory management. Apart from programme's impact on the life of the people, it is also worthwhile to evaluate: i) attitudinal changes in the local community about their role and sense of responsibility; ii) if people have gained confidence in their ability to undertake new activities; iii) lessons about people's capacity, extent of participation and community responsibilities.

Within this framework it is also imperative to assess information to obtain gender disaggregated and poverty related data for future design and implementation of programmes.

The information gathered via this methodology will further define the data captured via targets identified in the logical framework.

The participating ministries will carry out mid-term and annual reviews of their programmes, measuring their progress against the targets of the sector strategy.





## CHAPTER 4

# ARD INVESTMENT STRATEGY

### REQUIRED INVESTMENTS

Public investments in MAIL and MRRD for the period 2007-2008 core budget are US\$35 million and US\$ 345 million respectively. Additionally, a large share of core budgets for the Ministry of Energy and Water (US\$221 million), Ministry of Public Works (US\$185 million), Ministry of Commerce (US\$10.5 million) and the Counter-Narcotics Trust Fund

(US\$37 million) also support agriculture and rural development. These public investments are augmented by donor funds – the so-called ‘external budget’. According to the Ministry of Finance, in 2007 donors will invest an additional US\$425 million in agriculture projects and US\$179 million in rural development projects. The amount of funding channelled through NGOs is unknown.

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# ANNEX I: ACTION PLAN MATRIX

PILLAR SECTOR : AGRICULTURE AND RURAL DEVELOPMENT	: AGRICULTURE AND RURAL DEVELOPMENT		AND		RURAL		DEVELOPMENT	
	Expected Outcomes	Policy Actions or Activities	Category	Timeframe	Responsible Agency	Responsible Agency	Responsible Agency	Responsible Agency
Improved service delivery within the Agriculture & Rural Development sector	Review of the legal framework governing ARD sector, including governmental institutional reforms	Review of the legal framework governing ARD sector, including governmental institutional reforms	Legislation/ Policy/Plan	1389 - 1387	MAIL, MRRD, MCN and IDLG	MAIL, MRRD, MCN and IDLG	MAIL, MRRD, MCN and IDLG	MAIL, MRRD, MCN and IDLG
	Develop 5 years action plan which quantifies all 8 functions of ARD zones including budget requirements, roles and responsibilities and appropriate M&E systems	Develop 5 years action plan which quantifies all 8 functions of ARD zones including budget requirements, roles and responsibilities and appropriate M&E systems	Legislation/ Policy/Plan	1388 - 1387	CARD Inter-ministerial Committee	CARD Inter-ministerial Committee	CARD Inter-ministerial Committee	CARD Inter-ministerial Committee
	To mainstream into all administrative reform programs measures required to address the systems and incentives promoting anti-corruption within the public administration system and Development Activities	To mainstream into all administrative reform programs measures required to address the systems and incentives promoting anti-corruption within the public administration system and Development Activities	Legislation/ Policy/Plan / AC Cross Cutting Issues	1389 - 1387	MAIL, MRRD	MAIL, MRRD	MAIL, MRRD	MAIL, MRRD
	To maintain the highest level of transparency, accountability and integrity in the relationship between the public and private sector	To maintain the highest level of transparency, accountability and integrity in the relationship between the public and private sector	Legislation/ Policy/Plan / AC Cross Cutting Issues	1391 - 1387	MAIL, MRRD	MAIL, MRRD	MAIL, MRRD	MAIL, MRRD
Poverty Reduced in line with MDG targets	Align ARD Programs to promote sustainable growth and distribute wealth through CRD	Align ARD Programs to promote sustainable growth and distribute wealth through CRD	Legislation/ Policy/Plan	1391 - 1387	MAIL, MRRD and MCN	MAIL, MRRD and MCN	MAIL, MRRD and MCN	MAIL, MRRD and MCN
Improved Local Governance	Develop and implement poverty baseline and survey database in addition to NRVA	Develop and implement poverty baseline and survey database in addition to NRVA	Legislation/ Policy/Plan	1391 - 1387	MAIL, MRRD and MCN	MAIL, MRRD and MCN	MAIL, MRRD and MCN	MAIL, MRRD and MCN
	Review and update legislation concerning sub-national governance formal and informal structures, roles and responsibilities	Review and update legislation concerning sub-national governance formal and informal structures, roles and responsibilities	Legislation/ Policy/Plan	1387-1389	MRRD, IDLG, MAIL	MRRD, IDLG, MAIL	MRRD, IDLG, MAIL	MRRD, IDLG, MAIL
	Formulate and implement policy imperatives requiring all development actors to carry out their activities through the established sub-national structures	Formulate and implement policy imperatives requiring all development actors to carry out their activities through the established sub-national structures	Legislation/ Policy/Plan	1387-1389	MRRD, IDLG, MAIL	MRRD, IDLG, MAIL	MRRD, IDLG, MAIL	MRRD, IDLG, MAIL
	Review, revise and formulate land use and government owned land for lease	Review, revise and formulate land use and government owned land for lease	Legislation/ Policy/Plan	1387-1389	MAIL	MAIL	MAIL	MAIL
Increased Agriculture Production and Productivity	Review, revise and formulate Natural Resources laws (wetlands, forests, range lands, arid lands, watershed	Review, revise and formulate Natural Resources laws (wetlands, forests, range lands, arid lands, watershed	Legislation/ Policy/Plan	1387-1391	MAIL	MAIL	MAIL	MAIL
	Review, revise and formulate Food laws and regulations (Quality and Safety, CO-DEX standards, quarantine	Review, revise and formulate Food laws and regulations (Quality and Safety, CO-DEX standards, quarantine	Legislation/ Policy/Plan	1387-1390	MAIL	MAIL	MAIL	MAIL
	Review, revise and formulate laws and regulations on Livestock and Horticulture	Review, revise and formulate laws and regulations on Livestock and Horticulture	Legislation/ Policy/Plan	1387-1390	MAIL	MAIL	MAIL	MAIL
	Review, revise and formulate laws and regulation on Pesticides Use, plant and animal protection	Review, revise and formulate laws and regulation on Pesticides Use, plant and animal protection	Legislation/ Policy/Plan	1387-1390	MAIL	MAIL	MAIL	MAIL
	Review, revise and formulate laws and regulations on agricultural imports and exports	Review, revise and formulate laws and regulations on agricultural imports and exports	Legislation/ Policy/Plan	1387-1391	MAIL	MAIL	MAIL	MAIL
	Formulation of laws on concerning forests, food safety and control, strategic food reserves, agricultural imports, horticulture and improved seeds	Formulation of laws on concerning forests, food safety and control, strategic food reserves, agricultural imports, horticulture and improved seeds	Legislation/ Policy/Plan	1387-1390	MAIL	MAIL	MAIL	MAIL
	Restoration and Sustainable Use of Rangelands and forests, conservation of biodiversity, and encouragement to Community Based Natural Resource Management	Restoration and Sustainable Use of Rangelands and forests, conservation of biodiversity, and encouragement to Community Based Natural Resource Management	Other Measures / Env. Cross Cutting Issues	1391 - 1387	MAIL	MAIL	MAIL	MAIL
	Special focus on gender in policies and plans and their implementation	Special focus on gender in policies and plans and their implementation	Legislation / Policy/Plan / Gen der Cross Cutting Issues	1391 - 1387	MAIL, MRRD	MAIL, MRRD	MAIL, MRRD	MAIL, MRRD

PILLAR SECTOR : AGRICULTURE AND RURAL DEVELOPMENT		AGRICULTURE		AND		RURAL		DEVELOPMENT	
Expected Outcomes		Policy Actions or Activities		Category		Timeframe		Responsible Agency	
Improved agriculture and rural infrastructure	Develop and implement policy on infrastructure investment and maintenance			Legislation/ Policy/Plan		1387-1389		MRRD, MAIL	
	Develop and implement sub-sector policies on rural roads, water, irrigation and rural energy			Legislation/ Policy/Plan		1387-1389		MRRD, MAIL	
	Devise and implement appropriate labor-intensive approach and technologies for investment and maintenance of infrastructure			Legislation/ Policy/Plan		1387-1389		MRRD, MAIL	
	Review, revise and formulate laws and regulations on Water Management and utilization			Legislation/ Policy/Plan		1387-1389		MAIL, MRRD, MoE&W	
Facilitated Economic Regeneration	Establish standards including social and environmental safeguards			Legislation/ Policy/Plan		1387-1389		MRRD, MAIL	
	Enhance public and private sectors capacities to effectively and efficiently manage and deliver infrastructure programs			Institution Building		1387-1391		MRRD, MAIL	
	Review current and formulate new policies, legal and regulatory for establishing, stimulating and sustaining rural enterprises and credit			Legislation/ Policy/Plan		1387-1389		MRRD, MAIL	
	Establish rural enterprise support services network			Institution Building		1387-1389		MRRD, MAIL	
	Establish Agriculture and Rural Development Zones			Institution Building		1387-1389		CARD Inter-ministerial Committee	
	Develop national and international markets for agriculture and non-agriculture produce and products			Other Measures		1387-1391		MRRD, MAIL, MoCom	
Improved service delivery within the sector	Promote regional cooperation to help generate economic growth through technologies, exchange of knowledge etc			Other Measures / RC Cross Cutting Issues		1391 - 1387		MAIL, MRRD, MoFA	
	Strengthen line ministries capacities at national and sub-national levels			Institution Building		1387-1389		MRRD, MAIL, MCN, IDLG	
Improved Local Governance	Establish an Executive Management Unit with presidential authority and clear mandate to implement CARD			Institution Building		1387		CARD Inter-ministerial Committee	
	Develop mechanism to ensure integration and linkage of local level planning with the national ARD investment planning			Institution Building		1387-1388		MRRD, IDLG, MoEc	
	Continue capacity development of the sub-national governance structures to enable them to play a greater role in the development process			Institution Building		1387-1391		MRRD, IDLG	
	Strengthen the sub-national governance structures through sustainable financial mechanisms			Other Measures		1387-1389		MRRD, MAIL, IDLG	
	Continue the establishment of the local governance informal and formal structures and village and district levels			Other Measures		1387-1389		MRRD, MAIL	
	Sensitization of functionaries of local governance on gender, environmental, counter-narcotics and anti-corruption issues			Legislation / Policy/Plan / Cross Cutting Issues		1389 - 1387		MRRD	

PILLAR : AGRICULTURE AND RURAL DEVELOPMENT			AGRICULTURE		AND		RURAL		DEVELOPMENT	
Expected Outcomes			Policy Actions or Activities		Category		Timeframe		Responsible Agency	
Improved disaster and emergency preparedness			Support the establishment of disaster early warning system		Institution Building		1387-1389		MAIL, MRRD, IDLG	
			Establish and operationalise a system for mitigation, preparedness and response to natural disasters and plant/animal diseases and epidemics		Institution Building		1387-1389		MAIL, MRRD	
			Special focus to gender issues in policies and plans and their implementation		Institution Building		1387-1389		MAIL, MRRD	
Reduced poppy cultivation through Alternative Livelihood					Legislation / Policy/Plan / Gender Cross Cutting Issues		1388 - 1387		MAIL, MRRD	
			Design and implement programs to strengthen and diversify licit livelihood		Institution Building		1387-1391		MRRD, MAIL, MCN	
			Mainstream CN strategy in ARD programs and projects		Other Measures / Cross Cutting Issues		1387-1391		MRRD, MAIL, MCN	
			Interventions for promoting legal agriculture livelihood options through inputs like seeds, irrigation, fertilizers, credit and crop insurance		Other Measures/ Cross Cutting Issues		1391 - 1387		MAIL, MCN	
			Training for self employment and micro enterprise and development of micro credit facilities		Institution Building/ Cross Cutting Issues		1391 - 1387		MAIL, MCN	
			Development of private sector especially promotion of small and medium enterprise		Other Measures/ Cross Cutting Issues		1391 - 1387		MAIL, MCN	

## ANNEX II: MONITORING AND EVALUATION

Outcomes	Indicators	Baselines	Targets
Promoted and Facilitated Economic Re-generation	of relevant laws approved #	N/A - To be established by end of 2008	N/A - To be set by end of 2008
	of key legislation and regulatory areas left unattended #	N/A - To be established by end of 2008	N/A - To be set by end of 2008
	of micro/SME benefiting from improved access to financial services %	N/A	by the end of 2013 20%
	of branches (banks and MFI) in rural areas; total lending to agro-business, # total lending to other rural enterprises	N/A - To be established by end of 2008	N/A - To be set by end of 2008
	of rural households receiving services from formal financial institutions #	(2007) 219,000	by the end of 2013 800,000
	of rural household income increasing %	N/A - To be established by end of 2008	N/A - To be set by end of 2008
	of poor and vulnerable rural households supported through economic re-generation activities	N/A	by the end of 2013 (as per 161,280 (current AREDP projections
	of agro-businesses established #	N/A	by the end of 2013 136,584
	of non-agric rural based enterprises established #	N/A	by the end of 2013 45,000
	.of foreign investors in agro-business registered as big tax payers #	N/A - To be established by end of 2008	N/A - To be set by end of 2008
	of jobs created #	N/A	by the end of 2013 815,000
	of informal enterprise groups of men and/or women #	N/A - To be established by end of 2008	N/A - To be set by end of 2008
	Turnover (\$) of informal enterprise groups	N/A - To be established by end of 2008	N/A - To be set by end of 2008
Strengthened Local Governance	Business Development Services established #	N/A	Regional Offices servicing 28 provinces by end of 2013 8
	CDCs established #	(2007) 16,502	by the end of 2010 24,000
	CDPs completed #	(2007) 16,263	by the end of 2010 24,000
	of rural population benefited from financed CDPs #	(million (2007) 10.8	19m by the end of 2010
	Total value) of expenditure controlled by CDCs)	(\$400m (2007	\$600m by end of 2010
	of rural population benefited from livelihood/human capital development # projects	(2007) 792,996	1.8m by the end of 2010
	DDAs Established #	(2007) 256	by the end of 2008 360
	DDPs incorporated into provincial plans #	(2007) #	by the end of 2008 360
	of communities aware of NR legal framework #	(communities (2008 2000	(communities (2010 32,000
	of communities implementing NR management plans #	(communities implementing plans (2008 20	communities implementing 270 plans (2010
Reduced Poverty for the Poor & extreme poor	of provinces that have designed and implemented NR systems for forests, # .rangelands and wildlife	(provinces (2008 3	(provinces (2018 34
	of provinces, districts, villages covered by NFSP #	(provinces, 20 districts, 200 villages (2008 10	provinces, 304 districts, 15,200 34 (villages (2010
	household beneficiaries covered by NFSP #	(households (2008 20,000	(households (2010 1,200,000
	.reduction of population malnourished %	reduction of population malnourished. 57% (2008	reduction of population mal- 35% (nourished (2018

Outcomes	Indicators	Baselines	Targets
Reduced Poppy cultivation through Alternative Livelihoods	of livelihood programs #	National and Regional Programmes 9	National and Regional Programmes 10
Increased Agricultural Production and Productivity	decrease in poppy cultivation area %	?MAIL	?MAIL
	of farmers trained in new technologies #	(farmers trained ( 2008 16,400	(farmers trained ( 2010 64,400
	of new farmers with vineyard trellis #	(farmers use vineyard trellis (2008 1,000	(farmers use vineyard trellis 4,000 (2010
	business farms established #	(farms (2008 100	(farms (2010 3100
	saplings provided to farmers #	(saplings (2008 500,000	(million saplings (2010 1.5
	Increase in litres average cattle lactation	(litres per cattle lactation ( 2008 900	(litres per cattle lactation 1,500 (2012
	of backyard egg production per hen #	(eggs per annum per hen (2008 60	(eggs per annum per hen (2012 100
	Small ruminant 6 month old carcass weight	(kilos (2008 14	(kg (2012 18
	commercial poultry farms #	(farms (2008 200	(farms (2012 500
	livestock import \$	(\$458M livestock imports (2008	(livestock imports (2012 \$229
	.of Kuchi and non-Kuchi herds covered by health services %	(herds provided with services. (2008 30%	herd provided with services 50% (2010
	.ongoing research and experiments for value added agriculture products #	research and experiments for value added 100 (agri products (2008	research and experiments for 370 value added agri products
	of districts covered by extension services to farmers #	(districts (2008 98	(districts (2010 250
	Policy docs/legal framework for farmers credit	Drafts completed	Farmers Credit System laws and (regulations enacted into law (2010
	Implementing rules and regulations for market development	Drafts completed	Implementing rules and regulations (operational. (2010
	of farmers cooperatives established, strengthened and operating as enterprises	(coops (2008 1,313	(coops (2012 5,500
	private sector investments \$	n/a \$	n/a \$
	Seven Centres of Excellence established	Centres operational and providing research results	(systems in place (2010 3
	Cooperatives established by 2013 5,300	Cooperatives operational and increased production and productivity achieved	Upgraded education system upgraded (ed and implemented (2010
	Institutional. organisation and HR systems in place	(systems in place (2008	RIMU completion 100%
	Agriculture education system upgraded and implemented	Existing system reviewed and evaluated ((2008	
	RIMU implementation nationwide %	RIMU progress 30%	



Outcomes	Indicators	Baselines	Targets
Provision, and maintenance of Agriculture and Rural Infrastructure	of increased irrigated areas #	(hectares irrigated (2008 4500	(hectares irrigated (2010 106,000
	(hectares with new water efficiency techniques ( 2008 #	(hectares are water efficient (2008 1,000	hectares are water efficient 71,000 (2010
	hectares with new mgt techniques #	(hectares (2008 1400	(hectares (2010 60,000
	hectares with supplemental irrigation #	(hectares (2008 1000	(hectares (2010 30,000
	of MAIL staff and mirabs trained #	(trained (2008 1200	(trained (2010 120,000
	decentralised irrigation schemes implemented #	(scheme (2008 1	(schemes (2010 25
	of rural population that have access to safe drinking water %	(2007) 32%	by the end of 2013 98%
	of rural population have access improved sanitation facilities %	(2007) 3%	by the end of 2013 52%
	Km of rural roads constructed and rehabilitated	(km (2007 13,500	km by the end of 2013 000 ,19
	.villages connected by road to the district centres or major service centres #	(2007) 4743	by the end of 2013 23,000
	of rural population receiving income through participation in short-term %	(2007) 15%	by the end of 2013 25%
	(employment generation activities (non-agrarian		
	of labour days generated #	(24.5m (2007	101m by the end of 2013
	of villages benefiting from different sources of electricity #	(2007) 7665	by the end of 2013 14,000
	of villages that will benefit from new/ rehabilitated small scale irrigation %	(2007) 36%	by the end of 2013 65%
Provision of Disaster and Emergency Preparedness	schemes		
	hectares) of New irrigated areas increase) #	(ha (2007 1.5	ha by the end of 2013 1.95
	Improved water efficiency in existing irrigation	(2006) 25%	by the end of 2013 50%
	Protocols for collaboration and coordination between ministries involved in early warning and preparedness system against floods and other natural disasters	n/a	Protocols agreed and implemented by 2008
	of accurately and timely provision of information on most vulnerable #	n/a	by the end of 2013 #
	households living in specific provinces and districts by FEWSNET, and appropriate analysis of NRVA data		
	household protected from hazards #	(2007) 7,000	by the end of 2013 30,000
	lives saved from natural and man made disasters #	(2007) 7,000	by the end of 2013 79,400
	estimated) of rural population assts protected from natural and man made) \$	n/a	by the end of 2013 \$
	disasters		
	km of roads cleared of snow	(km (2006 6,000	by the end of 2013 30,000
	Metric tons of food stuff distributed	(2007) #	MT by the end of 2013 780,040
	of FFW labour days generated #	(2007) #	by the end of 2013 #
	of accurately completed and confirmed Disease Reports submitted #	n/a	by the end of 2013 #
	of outbreak investigations carried out by PVO and VFUs #	n/a	by the end of 2013 #
TBP*	Requires baseline to be carried out by end of 2008		
TBP*	Number of laws and key legislation to be requested from MOJ & EPAA, MOCI at the commencement of program		
TBP**	Source of % of SMEs and Micro-enterprises currently benefiting from improved financial services MISFA and MOF database. Similarly, number of branches in rural areas and lending to agro-businesses to be requested from above sources		

## ANNEX III: LIST OF PROJECTS (AGRICULTURE AND RURAL DEVELOPMENT SECTOR)

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)					Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core/External	Responsible Agency
					Start	End	1387	1388	1389	1390	1391	1392+			
1	AFG / 0639 401	Production and Multiplication of Improved Wheat Seed	1386	1387		5.000					5.00	0.00	AFG	Core	Ministry of Agriculture, Irrigation & Livestock
2	AFG / 0640 101	Construction of two new buildings in Ministry of Agriculture, Animal Husbandry and Food	1386	1387		2.000					2.00	0.00	AFG	Core	Ministry of Agriculture, Irrigation & Livestock
3	AFG / 0677 601	Emergency Project for Horticulture	1386	1387		11.000					11.00	0.00	ARTF	Core	Ministry of Agriculture, Irrigation & Livestock
4			1386	1387							0.00	0.00	WB	Core	Ministry of Agriculture, Irrigation & Livestock
5		<b>Project Total:</b>	1386	1387		<b>11.000</b>					11.00	0.00		Core	Ministry of Agriculture, Irrigation & Livestock
6	AFG / 0708 801	Green House Research Center	1386	1387		0.099					0.10	0.00	USDODA	Core	Ministry of Agriculture, Irrigation & Livestock
7	AFG / 0725	Establishment of nurseries for non fruit trees	1386	1387		1.207					0.00	1.21	AFG	Core	Ministry of Agriculture, Irrigation & Livestock

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
	701															Livestock
8	AFG / 0725 801	Establishment of nurseries for fruit trees (Border Project)	1386	1387	0.066						0.07	0.00	0.00	AFG	Core	Ministry of Agriculture, Irrigation & Livestock
9	AFG / 0725 901	Establishment of livestock Research Institute	1386	1387	0.500						0.50	0.00	0.50		Core	Ministry of Agriculture, Irrigation & Livestock
10	AFG / 0726 001	Construction and rehabilitation of the facilities of Quarantine, fumigation houses, laboratories of diseases/ biological diagnosis and pesticides etc	1386	1387	1.000						1.00	0.00	1.00		Core	Ministry of Agriculture, Irrigation & Livestock
11	AFG / 0726 101	Construction of Bagh-e-bala surrounding wall.	1386	1387	0.150						0.15	0.00	0.00	AFG	Core	Ministry of Agriculture, Irrigation & Livestock
12	AFG / 0726 201	Construction, Rehabilitation / Repairing of Agriculture Department Buildings in 21 provinces.	1386	1387	1.000						1.00	0.00	1.00		Core	Ministry of Agriculture, Irrigation & Livestock

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core/External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
13	AFG / 0726 301	Construction of surrounding wall of Badam Bagh farm	1386	1387	0.290						0.29	0.00	0.29		Core	Ministry of Agriculture, Irrigation & Livestock
14	AFG / 0736 001	Emergency Livestock Project	1386	1387	14.200						14.20	14.20	0.00	WB	Core	Ministry of Agriculture, Irrigation & Livestock
15	AFG / 0736 201	Establishment of Agriculture Emergency fund (disease-pest-out-break and other Agriculture natural disasters)	1386	1387	2.000						2.00	2.00	0.00	AFG	Core	Ministry of Agriculture, Irrigation & Livestock
16	AFG / 0744 501	Expanding the capacity of the Ministry of Agriculture, Irrigation and Livestock to control animal diseases through improved national health services	1386	1387	1.100						1.10	0.00	1.10		Core	Ministry of Agriculture, Irrigation & Livestock
17	AFG / 0744 601	Improving the capacity of the Government of Afghanistan to	1386	1387	0.600						0.60	0.00	0.60		Core	Ministry of Agriculture, Irrigation & Livestock

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
		develop, apply and demonstrate and disseminate Sanitary-Phytosanitary (SPS) standards and food safety standards(USD oA)														
18	AFG / 0744 701	Building capacity to rehabilitate forests, rangelands and watersheds(US DoA)	1387	-	0.500						0.50	0.00	0.50		Core	Ministry of Agriculture, Irrigation & Livestock
19	AFG / 0807 901	Human Resources Development and Management	1387	-	1.788						1.79	1.79	0.00	ADB	Core	Ministry of Agriculture, Irrigation & Livestock
20	AFG / 0808 001	Institutionals strengthening of ANDS-Master Plan Technical Team (AMPTT), the reform implementatio	1387	-	1.700						1.70	1.70	0.00	ADB	Core	Ministry of Agriculture, Irrigation & Livestock

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core/External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
21	AFG / 0832 301	Soil Laboratory in Badam Bagh	1387	-	0.420						0.42	0.42	0.00	AFG	Core	Ministry of Agriculture, Irrigation & Livestock
22	AFG / 0832 601	Rehabilitation of Strategic Grain Reserves Buildings	1387	-	0.800						0.80	0.00	0.80		Core	Ministry of Agriculture, Irrigation & Livestock
23	AFG / 0832 701	Rural Agribusiness Support Project	1387	-	3.680						3.68	3.68	0.00	ADB	Core	Ministry of Agriculture, Irrigation & Livestock
24	AFG / 0051 201	National Solidarity Program	1386	1388	305.750	265.38					571.13	178.00	393.13	ARTF	Core	Ministry of Rural Rehabilitation & Development
25			1386	1387							0.00	6.00	-6.00	DNK	Core	Ministry of Rural Rehabilitation & Development
26			1386	1387							0.00	0.00	0.00	Dutch LP	Core	Ministry of Rural Rehabilitation & Development
27			1386	1387							0.00	15.00	-15.00	JPN	Core	Ministry of Rural Rehabilitation & Development
28			1386	1387							0.00	0.00	0.00	SIDA	Core	Ministry of Rural



S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core/External	Responsible Agency
			Start	End	1387	138	1389	1390	1391	1392+						
8															e	Rehabilitation & Development
29			1386	1387							0.00	0.00	0.00	Swiss	Core	Ministry of Rural Rehabilitation & Development
30			1386	1387							0.00	0.00	0.00	UK-DFID	Core	Ministry of Rural Rehabilitation & Development
31			1386	1387							0.00	75.00	-75.00	WB	Core	Ministry of Rural Rehabilitation & Development
32		<b>Project Total:</b>			<b>305.750</b>	<b>265.38</b>					571.13	274.00	297.13		Core	Ministry of Rural Rehabilitation & Development
33	AFG / 0341 201	National Rural Access Program (NRAP) / National Emergency Employment Program (NEEP) (MRRD).	1386	1388	44.000	57.00					101.00	8.90	92.10	ARTF	Core	Ministry of Rural Rehabilitation & Development
34			1386	-							0.00	0.00	0.00	EC	Core	Ministry of Rural Rehabilitation & Development

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
35			1386	-							0.00	0.00	0.00	UK-DFID	Core	Ministry of Rural Rehabilitation & Development
36			1386	-							0.00	24.90	-24.90	WB	Core	Ministry of Rural Rehabilitation & Development
37		<b>Project Total:</b>			44.000	57.000					101.00	33.80	67.20		Core	Ministry of Rural Rehabilitation & Development
38	AFG / 0360101	National Rural water supply, Hygiene education and Sanitation Program	1386	1388	62.850	48.500					111.35	3.90	107.45	ARTF	Core	Ministry of Rural Rehabilitation & Development
39			1386	-							0.00	0.00	0.00	JPN	Core	Ministry of Rural Rehabilitation & Development
40			1386	-							0.00	0.02	-0.02	Swiss	Core	Ministry of Rural Rehabilitation & Development
41			1386	-							0.00	3.00	-3.00	UK-DFID	Core	Ministry of Rural Rehabilitation & Development
42			1386	-							0.00	10.00	-10.00	UNICEF	Core	Ministry of Rural

S/N	AFG Bud get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core/External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
43		<b>Project Total:</b>			62.850	48.50					111.35	16.92	94.43		Core	Ministry of Rural Rehabilitation & Development
44	AFG / 0553 201	The Rural Recovery through community based irrigation rehabilitation project	1386	-	1.970						1.97		0.00	ADB	Core	Ministry of Rural Rehabilitation & Development
45	AFG / 0808 101	Afghanistan Rural Enterprise Development Program(ARE DP)	1387	-	19.830						19.83		0.00	ARTF	Core	Ministry of Rural Rehabilitation & Development
46	AFG / 0808 201	Border Development Projects	1387	-	3.087						3.09	0.00	3.09		Core	Ministry of Rural Rehabilitation & Development
47	AFG / 0808 301	Construction of Necessary infrastructure within the central ministry compound	1387	-	0.500						0.50	0.00	0.50		Core	Ministry of Rural Rehabilitation & Development
4	AFG	Afghanistan	1387	-	2.50						2.50	2.50	0.00	JPN	Core	Ministry of

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
8	/ 0808 401	Institute of Rural Development (AIRD)			0											Rural Rehabilitation & Development
49	AFG / 0543 101	Swiss fund for Seed Projects	1387	1387	0.14	0.00	0.00	0.00			0.14	0.14	0.00	Swiss	External	Ministry of Agriculture, Irrigation & Livestock
50	AFG / 0599 601	Reforestation project	1387	1387	3.00	0.00	0.00	0.00			3.00	3.00	0.00	USAID	External	Ministry of Agriculture, Irrigation & Livestock
51	AFG / 0635 301	LMP (Livelihood Improvement Program	1387	1387	1.45	0.00	0.00	0.00			1.45	1.45	0.00	Swiss	External	Ministry of Agriculture, Irrigation & Livestock
52	AFG / 0682 201	National Agricultural Experimental Stations Rehabilitation Project	1386	1388	1.17	0.00	0.00	0.00			2.39	3.84	-1.45	JICA	External	Ministry of Agriculture, Irrigation & Livestock
53	AFG / 0684 101	Alternative Development Program Eastern Region	1386	1387	29.09	0.00	0.00	0.00			29.09	29.09	0.00	USAID	External	Ministry of Agriculture, Irrigation & Livestock
54	AFG / 0684 201	Alternative Development Program South (Intensification)	1386	1387	23.58	0.00	0.00	0.00			23.58	23.58	0.00	USAID	External	Ministry of Agriculture, Irrigation & Livestock
5	AFG	Alternative	1386	1387	15.0	0.00	0.00	0.00			15.09	15.09	0.00	USAID	External	Ministry of

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
55	/ 0684 301	development Program-North			9		00							D	ern al	Agriculture, Irrigation & Livestock
56	AFG / 0702 101	Perennial Horticulture Development Program	1386	1387	7.67	0.00	0.00				7.67	7.67	0.00	EC	Ext ern al	Ministry of Agriculture, Irrigation & Livestock
57	AFG / 0711 401	TdHL Livelihood Improve. Prog. Takhar	1386	1387	1.05	0.00	0.00				1.05	1.05	0.00	Swiss	Ext ern al	Ministry of Agriculture, Irrigation & Livestock
58	AFG / 0711 501	Afghan-Aid - Livelihood Project Samangan	1386	1388	0.50	0.30	0.00				0.80	0.80	0.00	Swiss	Ext ern al	Ministry of Agriculture, Irrigation & Livestock
59	AFG / 0718 401	Provision of Technical Assistance to the Ministry of Agriculture, Animal Husbandry & Food for the implementation of the Animal	1386	1387	1.89	0.00	0.00				1.89	1.89	0.00	EC	Ext ern al	Ministry of Agriculture, Irrigation & Livestock
60	AFG / 0718 501	Integrated Development, Environment And Sustainability (IDEAS)	1386	1387	0.76	0.00	0.00				0.76	0.76	0.00	EC	Ext ern al	Ministry of Agriculture, Irrigation & Livestock

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
61	AFG / 0718 601	Provision of Technical Assistance to the Ministry of Agriculture, Animal Health and Food for the implementation of the Perennial Horticulture Development Project, Afghanistan	1386	1387	1.76	0.00	0.00	0.00			1.76	1.76	0.00	EC	External	Ministry of Agriculture, Irrigation & Livestock
62	AFG / 0721 301	Rehabilitation of Rural Production systems in Central region	1386	1387	0.17	0.00	0.00	0.00			0.17	0.17	0.00	EC	External	Ministry of Agriculture, Irrigation & Livestock
63	AFG / 0721 901	Project for Alternative Livelihoods in the Eastern Region (PAL) - Outreach	1386	1387	4.68	0.00	0.00	0.00			4.68	4.68	0.00	EC	External	Ministry of Agriculture, Irrigation & Livestock
64	AFG / 0742 001	Accelerating Sustainable Agriculture Program (ASAP)	1386	1387	17.61	0.00	0.00	0.00			17.61	23.61	-6.00	USAID	External	Ministry of Agriculture, Irrigation & Livestock
65	AFG /	Policy Advisor (Agriculture)	1386	1388	0.01	0.01	0.00	0.00			0.03	0.03	0.00	JPN	External	Ministry of Agriculture,



S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core/External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
	0747/401														al	Irrigation & Livestock
66	AFG / 0762/201	Afghanistan Variety and Seed Industry Development Project	1386	1388	5.22	12.81	0.00				18.03	5.23	12.80	EC	External	Ministry of Agriculture, Irrigation & Livestock
67	AFG / 0772/101	Horticulture and Livestock Program	1386	1387	5.70	0.00	0.00				5.70	5.70	0.00	UK-DFID	External	Ministry of Agriculture, Irrigation & Livestock
68	AFG / 0774/401	Maximizing counter-narcotics impact of rural livelihood interventions (RLI)	1386	1388	0.70	0.54	0.00				1.24	1.24	0.00	UK-FCO	External	Ministry of Agriculture, Irrigation & Livestock
69	AFG / 0783/901	Promotion of Perennial Horticulture in Northern Region of Afghanistan	1386	1387	0.73	0.00	0.00				0.73	0.73	0.00	EC	External	Ministry of Agriculture, Irrigation & Livestock
70	AFG / 0785/301	Fruit Production Improvement (through training and support for growers & fruit networks strengthening)	1386	1387	0.73	0.00	0.00				0.73	0.73	0.00	EC	External	Ministry of Agriculture, Irrigation & Livestock

S/N	AFG Bud get Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
71	AFG / 0785 401	Perennial Horticulture development Program in Kahmard and Saighan districts (Bamyan Province)	1386	1387	0.73	0.00	0.00	0.00			0.73	0.73	0.00	EC	External	Ministry of Agriculture, Irrigation & Livestock
72	AFG / 0785 501	Accelerating Horticultural Markets in the North and West of Afghanistan through working with smallholder farmers (AHM)	1386	1388	0.18	0.50	0.00	0.00			0.68	0.68	0.00	EC	External	Ministry of Agriculture, Irrigation & Livestock
73	AFG / 0785 601	Strengthening of the fruit sector in Kunar and Laghman Provinces, Eastern Afghanistan	1386	1387	0.63	0.00	0.00	0.00			0.63	0.63	0.00	EC	External	Ministry of Agriculture, Irrigation & Livestock
74	AFG / 0785 701	Perennial Horticulture Development Programme for Enjil District of Herat Province	1386	1388	0.15	0.06	0.00	0.00			0.21	0.21	0.00	EC	External	Ministry of Agriculture, Irrigation & Livestock

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core/External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
75	AFG / 0785 901	Regeneration of the fruit and Nut Production Sector in Afghanistan Central Provinces of Kabul, Logar and Paktya.	1386	1388	0.37	0.16	0.00				0.53	0.00	EC		External	Ministry of Agriculture, Irrigation & Livestock
76	AFG / 0786 001	Almond Industry Development Project	1386	1388	0.41	0.18	0.00				0.59	0.00	EC		External	Ministry of Agriculture, Irrigation & Livestock
77	AFG / 0786 301	Perennial Horticulture Development Program for Afghanistan	1386	1387	0.68	0.00	0.00				0.68	0.00	EC		External	Ministry of Agriculture, Irrigation & Livestock
78	AFG / 0788 501	Supervision of the Construction of New Central Veterinary Diagnostic and Research Laboratory (CVDRL), Ancillary Works and a Border	1386	1388	0.27	0.10	0.00				0.37	0.00	EC		External	Ministry of Agriculture, Irrigation & Livestock

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
					Start	End	1387	1388	1389	1390	1391	1392				
		Inspection Post, and partial rehabilitation of existing CVDRL Building under the AHDP (Afghanistan)														
79	AFG / 0797401	Alternative Livelihood	1386	1387	9.10	0.00	0.00	0.00				9.10	0.00	NLD	External	Ministry of Agriculture, Irrigation & Livestock
80	AFG / 0819301	SUPPORT TO MAIMANA GREEN BELT	1386	1388	1.00	1.00	1.00	0.00				2.00	0.00	NOR	External	Ministry of Agriculture, Irrigation & Livestock
81	AFG / 0824501	National Agricultural Experiment stations rehabilitation projects	1386	1389	1.13	1.13	1.13	0.45				2.72	0.00	JPN	External	Ministry of Agriculture, Irrigation & Livestock
82	AFG / 0824601	Soil Diagnosis and Conservation	1386	1389	0.04	0.04	0.04	0.04				0.12	0.00	JPN	External	Ministry of Agriculture, Irrigation & Livestock
83	AFG / 0824701	Vegetable Cultivation Technology	1386	1389	0.04	0.04	0.04	0.04				0.12	0.00	JPN	External	Ministry of Agriculture, Irrigation & Livestock
8	AFG	Rice Research	1386	1389	0.12	0.12	0.12	0.00				0.37	0.00	JPN	External	Ministry of

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
4	/ 0824 801	Techniques					12								ern al	Agriculture, Irrigation & Livestock
8 5	AFG / 0825 001	Support to Capacity Development for Planning of Ministry of Agriculture, Irrigation and Livestock	1386	1389	0.14	0.14	0.14	0.14			0.43	0.43	0.00	JPN	Ext ern al	Ministry of Agriculture, Irrigation & Livestock
8 6	AFG / 0825 101	Development Study on the Promotion of Irrigated Agriculture in Nahr-i Shahi Irrigation Area	1386	1389	1.24	1.24	0.56				3.03	3.03	0.00	JPN	Ext ern al	Ministry of Agriculture, Irrigation & Livestock
8 7	AFG / 0825 201	Project for the improvement of rice-based agriculture in Nangarhar Province	1386	1389	0.49	0.49	0.41				1.40	1.40	0.00	JPN	Ext ern al	Ministry of Agriculture, Irrigation & Livestock
8 8	AFG / 0826 301	New Alternative Development	1386	1387	26.83	0.00	0.00				26.83	26.83	0.00	USAID	Ext ern al	Ministry of Agriculture, Irrigation & Livestock
8 9	AFG / 0826 401	Alternative Development Program North West	1386	1387	10.00	0.00	0.00				10.00	10.00	0.00	USAID	Ext ern al	Ministry of Agriculture, Irrigation & Livestock

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
90	AFG / 0826 501	Alternative Development Admin Support Cost	1386	1387	2.51	0.00	0.00				2.51	2.51	0.00	USAID	External	Ministry of Agriculture, Irrigation & Livestock
91	AFG / 0826 601	Agri-Business Alliance / New GDA	1386	1387	6.20	0.00	0.00				6.20	6.20	0.00	USAID	External	Ministry of Agriculture, Irrigation & Livestock
92	AFG / 0829 701	Support to Agriculture Production in Afghanistan	1386	1387	42.00	0.00	0.00				42.00	42.00	0.00	EC	External	Ministry of Agriculture, Irrigation & Livestock
93	AFG / 0830 501	Alternative livelihood for Baghlan, Badakhshan and Bamayn	1386	1388	1.40	1.30	0.00				2.70	2.70	0.00	NOR	External	Ministry of Agriculture, Irrigation & Livestock
94	AFG / 0543 801	Natural Resources Management and Poverty Reduction Project	1386	1387	0.85	0.00	0.00				0.85	0.09	0.77	ADB	External	Ministry of Agriculture, Irrigation & Livestock
95	AFG / 0721 401	Support to the Food Agriculture and Animal Husbandry Information Management and Policy Unit (FAAHM) in Developing	1386	1387	1.22	0.00	0.00				1.22	0.88	0.34	EC	External	Ministry of Agriculture, Irrigation & Livestock



S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
		an Agricultural Statistics and Marketing Information System - Phase II	Start	End	1387	138	1389	1390	1391	1392+						
96	AFG / 0824 901	Agricultural Extension and Planning and Management	1386	1389	0.41	0.04	0.04	0.00	0.00	0.00	0.49	0.12	0.37	JPN	External	Ministry of Agriculture, Irrigation & Livestock
97	AFG / 0772 301	Research in Alternative Livelihoods Fund Project	1386	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.30	-2.30	UK-DFID	External	Ministry of Agriculture, Irrigation & Livestock
98	AFG / 0144 901	National Area-Based Development Program (NABDP)	1386	1387	1.67	0.00	0.00	0.00	0.00	0.00	1.67	1.67	0.00	NOR	External	
99	AFG / 0543 001	Swiss support to Livelihood (Badakhshan Province)	1387	1387	0.60	0.00	0.00	0.00	0.00	0.00	0.60	0.60	0.00	Swiss	External	
100	AFG / 0747 101	Inter-communal Rural Development Project (IRDP)	1386	1387	1.41	0.00	0.00	0.00	0.00	0.00	1.41	1.41	0.00	JPN	External	
101	AFG / 0747	JICA Support Program for Reintegration	1386	1388	0.42	0.12	0.00	0.00	0.00	0.00	0.53	0.53	0.00	JPN	External	

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core/External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
	201	and Community Development in Kandahar														
102	AFG / 0747 301	Rural Development Advisor	1386	1388	0.03	0.03	0.00				0.05	0.05	0.00	JPN	External	
103	AFG / 0774 201	Helmand Quick Impact Projects (QIPs) Program	1386	1388	1.99	1.99	0.00				3.98	3.98	0.00	UK-FCO	External	
104	AFG / 0775 001	National Area Based Development Program in Faryab Province	1386	1387	0.58	0.00	0.00				0.58	0.58	0.00	NOR	External	
105	AFG / 0818 701	FARYAB INTEGRATED RURAL DEVELOPMENT PROGRAMME	1386	1389	4.00	4.00	4.10				12.10	12.10	0.00	NOR	External	
106	AFG / 0818 801	GHORMACH EMERGENCY RECOVERY PROGRAMME	1386	1387	4.00	0.00	0.00				4.00	6.00	-2.00	NOR	External	
107	AFG / 0818 901	URUZGAN AND DAIKUNDI RURAL	1387	1389	2.50	3.10	3.20				8.80	8.80	0.00	NOR	External	

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
		DEVELOPMENT PROGRAMMES														
108	AFG / 0819 901	IMPROVING WATER SUPPLY IN FARYAB PROVINCE	1386	1388	3.70	1.20	0.00				4.90	4.90	0.00	NOR	External	
109	AFG / 0821 101	Afghanistan Community Renewal Program Alternative Livelihoods Alternative Livelihoods (ACRP-AL)	1386	1387	1.83	0.00	0.00				1.83	1.83	0.00	CAN	External	
110	AFG / 0821 301	National Area Based Development (NABP)	1386	1387	20.17	0.00	0.00				20.17	20.17	0.00	CAN	External	
111	AFG / 0822 201	Rural Development Advisor	1386	1389	0.19	0.19	0.19				0.56	0.56	0.00	JPN	External	
112	AFG / 0822 301	Inter-Communal Rural Development Project	1386	1387	2.04	0.00	0.00				2.04	2.04	0.00	JPN	External	
1	AFG	Community	1386	1389	1.36	1.36	1.1				3.86	3.86	0.00	JPN	Ext	

S/N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Major Donors	Core / External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
13	/ 0822 401	Development Project (One Village One Product)					13								ern al	
114	AFG / 0822 501	JICA support program for reintegration and community development	1386	1388	1.24	0.25	0.00				1.48	1.48	0.00	JPN	External	
115	AFG / 0822 601	Empowerment of Rural Women	1386	1389	0.04	0.04	0.04				0.12	0.12	0.00	JPN	External	
116	AFG / 0822 801	Integrated Agriculture and Rural Development through the participation of local farmers	1386	1388	0.04	0.04	0.00				0.08	0.08	0.00	JPN	External	
117	AFG / 0824 301	Community Development Policy	1387	1389	0.10	0.10	0.10				0.31	0.31	0.00	JPN	External	
118	AFG / 0757 502	District Roads	1386	-	0.00	0.00	0.00				0.00	279.00	- 279.00	USAID	External	
		<b>Total</b>									<b>1,978.16</b>	<b>1,326.52</b>	<b>651.64</b>			

## ANNEX IV: LIST OF PROVINCIAL DEVELOPMENT (PROJECTS (ARD SECTOR

No.	Project Name	Project Location	Responsible agency	Project Duration (year)		Funding (US\$ Millions)
				Start	End	
1	Cold storage for food preservation in Balkh	Balkh	MoAIL	1387		
2	Provision of Micro Credit in Balkh	Balkh	MoAIL	1387		
3	Rehabilitation of Qaraqul sheep for promoting Qaraqul industry	Balkh	MoAIL	1387		
4	Establishment of mobile livestock clinics. 5 clinics in centre of Mazar e Sharif city.	Balkh	MoAIL	1387		
5	Reconstruction and revival of Kholm storage garden in Kholm district. (440000m2)	Balkh	MoAIL	1387		
6	Establishment of vegetable disease control centre.	Balkh	MoAIL	1387		
7	Construction of local cold storage for agricultural products in Andaraab, Pul-i-Khumri, Bghlan, Khenjan and Dahana-i-Ghori (500000 individuals )	Bghlan	MoAIL	1387		
8	Creation of market for agricultural products in Bghlan Markazi, Khost Fering and Khenjan (500000 beneficiaries)	Bghlan	MoAIL	1387		
9	Rehabilitation of forests on the province level.	Bghlan	MoAIL	1387		
10	Construction of local handicraft resources on the province level and (200000 beneficiaries).	Bghlan	MoAIL	1387		
11	Provision of loan for farmers in all districts.	Bghlan	MoAIL	1387		
12	Distribution of improved wheat seed & potato (50 tons of each) for spring & autumn cultivation, and fertilizer in Shibar district.	Bamyan	MoAIL	1387		
13	Distribution of improved wheat seed (60 tons) for spring cultivation & for autumn cultivation (60 tons) and 200 tons of chemical fertilizer in Saighan district.	Bamyan	MoAIL	1387		
14	Creation of storage for potatoes in the centre of Khushkak valley, (200000MT, 120000 beneficiaries).	Bamyan	MoAIL	1387		
15	Establishment of allotments in Yakawlang district (70000 beneficiaries).	Bamyan	MoAIL	1387		
16	Provision of Tractor and wheat threshers with related equipment for Punjab district (60000 farmers as beneficiaries).	Bamyan	MoAIL	1387		
17	Provision of Tractor and wheat threshers with related equipment for Yakaw Lang district (100000 farmers as beneficiaries).(Water reservoir project has	Bamyan	MoAIL	1387		

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
	been proposed in lieu of this project, and the water project to be referred to the water committee)				
18	Provision of nursery in the provincial centre (20 jeribs land).	Bamyan	MoAIL	1387	
19	Establishment of 60 greenhouses on the province level.	Badakhshan	MoAIL	1387	
20	Establishment of fructiferous and non-fructiferous siblings nursery/ Yaftal-e-Payan	Badakhshan	MoAIL	1387	
21	Establishment of livestock farms – (5000 sheep, 250 families as beneficiaries)	Badakhshan	MoAIL	1387	
22	Rehabilitation of the pistachio forest at Kamar Band- Faizabad ,(40 hectares of land.25000 beneficiaries).	Badakhshan	MoAIL	1387	
23	Establishment of animal clinic in Ashtarlai district (55250 beneficiaries).	Daikundi	MoAIL	1387	
24	Establishment of animal clinic in Kiti district (64000 beneficiaries).	Daikundi	MoAIL	1387	
25	Establishment of propagation and researching project in Nili.	Daikundi	MoAIL	1387	
26	Construction of livestock clinic in Bandar and Sangtakht district (one clinic)	Daikundi	MoAIL	1387	
27	Construction of livestock clinic in Shahrstan district (one clinic)	Daikundi	MoAIL	1387	
28	Establishment of agriculture mechanism centre in Qaisar district.	Faryab	MoAIL	1387	
29	Construction of livestock clinic in Shirin Tagab district.	Faryab	MoAIL	1388	
30	Construction of fruit and vegetable cold storage (4000m2 land).	Faryab	MoAIL	1387	
31	Establishment of mobile veterinary clinic for Kuchis (200m2)	Faryab	MoAIL	1387	
32	Establishment of small livestock farms in Khawjamola district (10000 sheep)	Faryab	MoAIL	1387	
33	Distribution of micro credit for farmers at the province and all districts.	Faryab	MoAIL	1387	
34	Distribution of improved seeds & fertilizers (2200 tons of seeds and fertilizer for 10,000 farmers)	Jawozjan	MoAIL	1387	
35	Distribution of animals for poor families & kuchis (about 2400 cows, sheep and goats for 600 families). (The project is part of the Ministry's plan, but no funds are allocated for this purpose. An attempt has been made to secure funds from CNTF)	Jawozjan	MoAIL	1387	
36	Rehabilitation of a long term loan system with low interest (2 million dollars, 50000 farmers as beneficiaries)	Jawozjan	MoAIL	1387	
37	Construction of cold storage ( 5000 m ton capacity 10000 beneficiaries).	Jawozjan	MoAIL	1387	



No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
38	Emergency measures for vegetable diseases ( 2000 liters of pesticide, 10000 beneficiaries).	Jawozjan	MoAIL	1387	
39	Expanding of NSPs Shoras in the province level. In all districts.	Parwan	MRRD	1387	
40	Establishment of garden in Dara (20 jiribs, 20,000m2 land).	Pajshir	MoAIL	1387	
41	Construction of drain from Shotol up to Chidrank (20 km).	Pajshir	MoAIL	1387	
42	Construction of veterinarian clinic in centre of Paryan district. (5 rooms).	Pajshir	MoAIL	1387	
43	Establishment of fish farm in Rokha district (6 farms)	Pajshir	MoAIL	1387	
44	Distribution of livestock for poor families (800 livestock) for 350 families in Shotol district.	Pajshir	MoAIL	1387	
45	Establishing of factory of producing of improved seeds (in Gero district, 5000 beneficiaries)	Ghazni	MoAIL	1387	
46	Establishment of juice & jam factory Khwaja Omery)	Ghazni	MoAIL	1387	
47	Establishment of cold storage (centre).	Ghazni	MoAIL	1387	
48	Establishment of two veterinary & Artificial insanitation clinic in Nawa & Jaghatoo district 5000 beneficiaries	Ghazni	MoAIL	1387	
49	Promotion of rural; industries 4 tailoring work shops in jaghatoo carpet weaving in andar ,deh yak ,khwaja umary , and qara bagh	Ghazni	MoAIL	1387	
50	Establishment of Nursery of fruit saplings in 5 jerib land munar village Ajristan district 20000 beneficiaries	Ghazni	MoAIL	1387	
51	Establishment of veterinary clinic and artificial insemination centre in centre of Nahor district.	Ghazni	MoAIL	1387	
52	Distribution of graft fruit sapling project in centre and all districts.	Hirat	MoAIL	1387	
53	Establishment of artificial insemination centre in centre and all districts.	Hirat	MoAIL	1387	
54	Distribution of improved seeds, fertilizer and vegetable anti fungal drugs in all districts as required.	Hirat	MoAIL	1387	
55	Establishment of 3 mobile veterinary clinic for Kuchis.	Hirat	MoAIL	1387	
56	Establishment of greenhouse in all districts as required.	Hirat	MoAIL	1387	
57	Establishing of carpet weaving and tailoring centers in 15 districts of the province.	Hirat	MoAIL	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
58	Increasing improved potato seeds in Sayed Abad district.	Wardak	MoAIL	1387	
59	Provision of loan for farmers in all districts (total 20000000 Afs, over three years.	Wardak	MoAIL	1387	
60	Establishment of veterinary clinic in Chak district Ambokhak village (12 rooms).	Wardak	MoAIL	1387	
61	Increasing seeds in Hesa Awal Behsod district.	Wardak	MoAIL	1387	
62	Construction of fruit market and storage in centre of Daimirdad district (20 rooms).	Wardak	MoAIL	1387	
63	Establishment of veterinary mobile clinic for Kuchis.	Wardak	MoAIL	1387	
64	Establishment of livestock farm in centre of Maidan.	Wardak	MoAIL	1387	
65	Establishment of mobile animal clinics in the centre of the province. About 2 clinic Beneficiaries 50000	Nangarhar	MoAIL	1387	
66	Establishment of agricultural centres in 22 districts of the province. Beneficiaries 80000	Nangarhar	MoAIL	1387	
67	Creation of artificial <i>Elqali</i> centers in 22 districts of the province. Beneficiaries 80000	Nangarhar	MoAIL	1387	
68	creation of Sapling Nursery in 22 District in 5 jirib Land Beneficiaries 40000	Nangarhar	MoAIL	1387	
69	Establishment of Agriculture Research farm in Jalalabad in 200 jirib Land (12000beneficiaries)(This has been dropped from the priority list of Nangrahar province)	Nangarhar	MoAIL	1387	
70	Construction of Veterinary Clinics in Door BaBa District Beneficiaries 30000	Nangarhar	MoAIL	1387	
71	Establishment of CHC at tarvi centre ( District Beneficiaries 9500 people	Paktika	MoAIL	1387	
72	Creation of fruit orchard nursery in Yousuf Khail (5000 beneficiaries)	Paktika	MoAIL	1387	
73	Construction of Animal Clinic About 10 Room in Wazikhwa District Beneficiaries 6000	Paktika	MoAIL	1387	
74	Construction of 10 room Extension Unit in (3000 beneficiaries).	Paktika	MoAIL	1387	
75	Construction of a research centre for fruit & vegetables on 10 jiribs of land in Urgon City. (5000 beneficiaries).	Paktika	MoAIL	1387	
76	Construction of an Extension Unit on 10 jiribs of land in Sarobi (5000 beneficiaries).	Paktika	MoAIL	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
77	Construction & running of veterinary clinics on 5 jiribs land in Omna (5000 beneficiaries)	Paktika	MoAIL	1387	
78	Construction& running of 10 room veterinary clinic on 5 jiribs of land in Mota Khan (6000 beneficiaries)	Paktika	MoAIL	1387	
79	Construction of fruit & vegetable research centre on 15 jiribs land in Sharana City (8000 beneficiaries).	Paktika	MoAIL	1387	
80	3. Establishment of the Gardone & orchard at Yousuf Khil on 5 jiribs land (6000 beneficiaries).	Paktika	MoAIL	1387	
81	Concrete of the culverts (total 30 km in Khak Jabar district	Kabul	MoAIL	1387	
82	Construction of Shakar Dara animal clinics in 12 districts and one mobile clinic for kuchis.	Kabul	MoAIL	1387	
83	Construction of a Veterinarian clinic in Ali Aabad district	kundoz	MoAIL	1387	
84	Construction of a Veterinarian clinic in Qala-i-Zal district.	kundoz	MoAIL	1387	
85	Construction of three markets for butchers, fruits and vegetables in Khan Aabad district.	kundoz	MoAIL	1387	
86	Creation of agricultural mechanism stations in Char Dara district.	kundoz	MoAIL	1387	
87	Establishing of agricultural cooperative in Ali Abad district	kundoz	MoAIL	1387	
88	Training of farmers, animal husbandry and gardeners in modern techniques, provincial centre.	Samangan	MoAIL	1387	
89	Creation of mobile clinics for improving animal stock, provincial centre, (300000 beneficiaries)	Samangan	MoAIL	1387	
90	Provision of small loans for agricultural and animal husbandry cooperatives for the centre and all districts. (200000 beneficiaries	Samangan	MoAIL	1387	
91	Increasing and production of improved seeds through farmers co-operatives.	Kapisa	MoAIL	1387	
92	Rehabilitation of research farm for training and capacity building of farmers.	Kapisa	MoAIL	1389	
93	Establishment of 6 fish farms in central Kapisa, Nijrab, Tagab, and Alasai	Kapisa	MoAIL	1387	
94	Establishment of nursery, fruit tree and forest process with partnership with farmers at province level.	Kapisa	MoAIL	1387	
95	Establishment of livestock farms in centre of districts.	Kapisa	MoAIL	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
96	Protection and development of forest and Pasture in partnership with farmers in Hesa Awal, Alasi, Kohband, Nijrab and Centre of Kapisa.	Kapisa	MoAIL	1387	
97	Establishment of mobile veterinary clinics for Kuchis in centre of Tagab Nijrab	Kapisa	MoAIL	1387	
98	Distribution of suitable loans for agricultural livestock activities and marketing of products at province level.	Kapisa	MoAIL	1387	
99	Distribution of seeds as loan for farmers at provincial level	Kapisa	MoAIL	1387	
100	Activation of Nasajee Gulbahar installation for food processing and provision of beverages in first part of Kohistan (80000 beneficiaries).	Kapisa	MoAIL	1387	
101	Establishment of centres for vegetable diseases and plagues controlling in 6 districts	Badghis	MoAIL	1387	
102	Establishment of artificial insemination centre (provincial centre).	Badghis	MoAIL	1387	
103	Conducting of trainings courses for farmers, 5o round and 10000 farmers.	Badghis	MoAIL	1387	
104	Construction of cold storage in the centre of the province.	Sari pul	MoAIL	1387	
105	Distribution of improved seed & chemical fertilizer.	Sari pul	MoAIL	1387	
106	Establishing of mobile Health clinic for Kochiz (nomads	Sari pul	MoAIL	1387	
107	Construction of building for animal clinics.in center of province.	Sari pul	MoAIL	1387	
108	Creation of animal husbandry, garden and fishing centres	Sari pul	MoAIL	1387	
109	Establishing of agricultural products processing factory	Sari pul	MoAIL	1387	
110	Construction of extension animal skin import building and animal clinic in the centre and all districts	Sari pul	MoAIL	1387	
111	Creation of agro-processing machine, centre of the province (60,000 beneficiaries).	Sari pul	MoAIL	1387	
112	Construction of cold storage in the centre of the province (10,000 families as beneficiaries).	Sari pul	MoAIL	1387	
113	Distribution of cultivation seed and chemical fertilizer (20,000 families as beneficiaries)	Sari pul	MoAIL	1387	
114	Establishment of veterinary clinics in All kandahar districts (17 clinics).	Kandahar	MoAIL	1387	
115	Provision of nurseries in All districts kandahar(8000m3 of land	Kandahar	MoAIL	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
116	Extension of improved seeds in I,S,F Terank farm in Daman district.	Kandahar	MoAIL	1387	
117	Construction of the Mer Wais Mina Agriculture Administrative complex buildings in Kandahar (13 buildings)	Kandahar	MoAIL	1387	
118	Distribution of 2,000 metric tons of various seeds in 17 districts (500,000 people)	Kandahar	MoAIL	1387	
119	Cultivation of nurseries on 30 Jereb land, in 10 districts (400,000 beneficiaries).	Kandahar	MoAIL	1387	
120	Establishment of Propagation Units in 17 District Beneficiaries for 6,000,000 people.	Kandahar	MoAIL	1387	
121	Construction of an agricultural clinic in City of Kandahar (500,000 beneficiaries).	Kandahar	MoAIL	1387	
122	Construction of Head works in 15 Districts (beneficiaries 500,000)	Kandahar	MoAIL	1387	
123	Establishment of research centre for improved seeds on (5 jiribs land, beneficiaries 50% of farmers)	Laghman	MoAIL	1387	
124	Construction of cold storage for agricultural products	Laghman	MoAIL	1387	
125	Establishment of rice processing plant on 1 jirib land in Qarghai district (5000 beneficiaries).	Laghman	MoAIL	1387	
126	Establishment of dairy processing plant on 1 jirib land (10,000 beneficiaries, families)	Laghman	MoAIL	1387	
127	Nursery for Saplings About 60000 in 600 villages in Shinkai District	Zabul	MoAIL	1387	
128	Establishment of Market for Agriculture Production in Shahre Safa District	Zabul	MoAIL	1387	
129	Nursery for Saplings About in 3 Jirib Land in Ataghar District beneficiaries 250 villages	Zabul	MoAIL	1387	
130	Construction of Directorate of RRD in Qalat about 20 Room	Zabul	MRRD	1387	
131	Construction of veterinary clinic in Shinkai District About 3 Room beneficiaries 440 villages	Zabul	MoAIL	1387	
132	Procurement of agriculture equipment (5 tractors and 5 threshers, 20000 beneficiaries).	Urozgan	MoAIL	1387	
133	Establishment of research farms in Tarinkot, 50,000 beneficiaries.	Urozgan	MoAIL	1387	
134	Construction of 5 head works in Charcheno Mirhazar Hoshi Dawan Bala Korgai Garm AB	Urozgan	MoAIL	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
135	Construction of Animal Clinic in DehRawood District in 3 Jirib Land Complex Building Beneficiaries	Urozgan	MoAIL	1387	
136	Construction of The Directorate of Agriculture in Chore District Beneficiaries 25000	Urozgan	MoAIL	1387	
137	Establishment of poultry farms in centre and districts (10,000 female beneficiaries).	Ghor	MoAIL	1387	
138	Establishment of cooperative in centre of Ghor province and all districts (15 centres, 80,000 beneficiaries).	Ghor	MoAIL	1387	
139	Establishment of agricultural cooperatives in centre of province and districts (15 centres)	Ghor	MoAIL	1387	
140	Establishment of veterinary clinic in centre of province.	Ghor	MoAIL	1388	
141	Establishment of mobile veterinary clinic for Kuchis. For 2000 families.	Ghor	MoAIL	1387	
142	Digging of shallow wells in centre of districts (100 wells)	Ghor	MoAIL	1387	
143	Construction of cold storage for fruit and vegetables, Farah province centre, beneficiaries about 75000 persons	Farah	MoAIL	1387	
144	. Establishment of research farm 10000 Jiribs of land in centre of Farah Ghulam area 750000 beneficiaries	Farah	MoAIL	1387	
145	Establishment of Bakwa forest (100 jerib land Bakwa district, 80000 beneficiaries)	Farah	MoAIL	1387	
146	Purchasing and distributing of tractors as a loan to farmers at provincial level (50) tractors.	Nimroz	MoAIL	1387	
147	Construction of veterinary clinic and artificial insemination centre (4 districts, 5 clinics).	Nimroz	MoAIL	1388	
148	Establishment and construction of agricultural high school in provincial centre.	Nimroz	MoAIL	1387	
149	Construction of nursery in provincial centre and Khatan district (200000 beneficiaries).	Nimroz	MoAIL	1387	
150	Construction of food storage centres in district centres (200000 beneficiaries).	Nimroz	MoAIL	1387	
151	Construction of a well-equipped veterinary clinic in Paroon (9000 animals, 8 rooms).	Noristan	MoAIL	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
152	Construction of a well-equipped veterinary clinic in Kantiwa (7000 animals, 8 rooms).	Noristan	MoAIL	1387	
153	Construction of a well-equipped veterinary clinic in Wama (15000 animals, 8 rooms).	Noristan	MoAIL	1387	
154	Construction of a well equipped veterinary clinic in Bargamtal district	Noristan	MoAIL	1387	
155	Construction of three nurseries in Noorgram district.	Noristan	MoAIL	1387	
156	Activate research & extension farms in Bolan, Garmasir,	Hilmand	MoAIL	1387	
157	. Distribution of improved seeds & fertilizers for all districts, 170,000 people as beneficiaries.	Hilmand	MoAIL	1387	
158	Reconstruction & cleaning of water canals of all provinces (300 kariz, 350km canals, 450 km Zabur, 120000 beneficiaries).	Hilmand	MoAIL	1387	
159	Establishment of Agriculture Cooperatives in 14 districts	Hilmand	MoAIL	1387	
160	Establishment of vegetable disease centre & veterinary clinics in 14 districts	Hilmand	MoAIL	1387	
161	Establishment of market for agricultural products in Lash Kargah & Nahre Saraj.	Hilmand	MoAIL	1387	
162	Rehabilitation of pastures in 14 districts.	Hilmand	MoAIL	1387	
163	Construction of house & office for Agriculture Propagation staff in 14 districts.	Hilmand	MoAIL	1387	
164	Establishment of agricultural research farm in provincial centre (2000000 beneficiaries).	Khost	MoAIL	1387	
165	Provision of fruit nursery and other saplings in all districts (150000 beneficiaries)	Khost	MoAIL	1387	
166	Provision of veterinarian services and artificial insemination in all districts (70000 beneficiaries).	Khost	MoAIL	1387	
167	Establishment of poultry farms in all districts of Khost province (140000 beneficiaries).	Khost	MoAIL	1387	
168	Establishment of dairy farms in all districts of Khost province (40000 beneficiaries)	Khost	MoAIL	1387	
169	Establishment of fish farms, capacity 200,000 fish.	Kunar	MoAIL	1387	



No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
170	Construction of dairy process plant in central Kunar.	Kunar	MoAIL	1387	
171	Forest control check posts (50 posts in forest area)	Kunar	MoAIL	1387	
172	Establishment of Bee Farms (3600 bees in Sheagal, Asmar Khas, Kunar, Dangam Sarkano Noorgal Ghazi Abad Chawki	Kunar	MoAIL	1387	
173	Establishment of Artificial impregnation centre with Equipment and Building in centre.	Kunar	MoAIL	1387	
174	Establishment of Agriculture and livestock farm in Hajee Ayub and Koti Qaria district.	Paktia	MoAIL	1387	
175	Construction of fruit processing factory in Chamkani.	Paktia	MoAIL	1387	
176	Construction of a Veterinary Clinic in the Centre of Merzaka district.	Paktia	MoAIL	1387	
177	Establishment of a well and equipment for an Agriculture research centre in Paktia (ROHANI BABA) on 20 jiribs of land.	Paktia	MoAIL	1387	
178	Reforestation & creation of forests & nurseries (and offices for staff) in the district of Jaji Ariob and Gian district (10 jiribs land).	Paktia	MoAIL	1387	
179	Creation of poultry farm in all urban areas of Kabul, it will be beneficial for 2000 families.	Kabul Urbon	MoAIL	1387	
180	Creation of animal husbandry farm for provision of dairy in Badam Bagh, Kabul and will be beneficial for 6000 families.	Kabul Urbon	MoAIL	1387	
181	Distribution of fruit and non-fruit sapling to all inhabitants of district 12 of Kabul.	Kabul Urbon	MoAIL	1387	
182	Creation of extension farms of mushroom in Kabul city.	Kabul Urbon	MoAIL	1387	
183	Construction of bridge in Pusht e Koh district in Shela e Zarnegar Area, 257m 120000 Beneficiaries	Farah	MRRD	1388	
184	Provision of drinking water with installation of hand pumps 200/ Fareha Yezde and Baghje Pull Area (45000 beneficiaries)	Farah	MRRD	1387	
185	Provision of drinking water with installation of hand pumps (42000 beneficiaries).	Farah	MRRD	1387	
186	Establishment of mobile veterinary clinics 12 Team for All Province beneficiaries150000/	Farah	MRRD	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
187	Establishment of drinking water system for all districts of city. Beneficiaries 300000	Farah	MRRD	1387	
188	Extension of Healthy drinking water supply network in the centre of the province.	Nimroz	MRRD	1387	
189	Construction of water reservoirs and provision of water tanks in Kang district. (5 reservoirs, 10 tanks).	Nimroz	MRRD	1387	
190	Construction of the Roads in Bargmatal, from Dewana up to Garam Chashma. About 8 km (10000 beneficiaries).	Noristan	MRRD	1387	
191	Construction of roads in Noor gram, Dahn Morial to Kola tan Village, about 13 km, 12,000 beneficiaries	Noristan	MRRD	1387	
192	Provision of micro credit in five central bases as required (2000 beneficiaries).	Khost	MRRD	1387	
193	NSP process in 7 districts	Khost	MRRD	1387	
194	Construction of 25km road in Noorgal & Mazar Dara district.	Kunar	MRRD	1387	
195	Gravelling of road from centre of Charkonet district up to villages (50 km).	Balkh	MRRD	1387	
196	Asphalting of road from Hairatan up to Kaldar a (77 km).	Balkh	MRRD	1387	
197	Asphalting of Balkh road up to Chamtal about (15 km).	Balkh	MRRD	1387	
198	Asphalting of Mazar e Sharif city ring road (60 km).	Balkh	MRRD	1387	
199	Asphalting of Balkh road up to Bandar e Kolof (93 km)	Balkh	MRRD	1387	
200	Asphalting of Mazar e Sharif road up to Charkunit district. (42km).	Balkh	MRRD	1387	
201	Establishment of bus stops in Mazar e Sharif district. (8 bus stops).	Balkh	MRRD	1387	
202	Establishment of public bus station with parking in Mazar e Sharif city.	Balkh	MRRD	1387	
203	Construction of 3 <sup>rd</sup> grade roads from Tangi Murch in Burka to Hazar Qaq, in 43 Km and will be beneficial for 30000 families.	Bghlan	MRRD	1387	
204	Construction of a bridge for vehicles in Pajman, Barfac district (25 metres).	Bghlan	MRRD	1388	
205	Road construction from Baghlan Qadeem city to Abqul-i-Gardab (50 km, 60000 beneficiaries).	Bghlan	MRRD	1387	
206	Road construction from Nahrin district to Burka district, (27 km, 50000 beneficiaries).	Bghlan	MRRD	1387	
207	Construction of Gorgan road (30 km, 20000 beneficiaries).	Bghlan	MRRD	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
208	Road construction in Mullah Ghulaman & dasht-e- Essa Khan, in the centre of the province.	Bamyan	MRRD	1388	
209	Road asphaltting from Centre of Bamyan until Dokani, for Mili Buses. In centre of the province	Bamyan	MRRD	1388	
210	Road construction from Shato Pass until Qonaq, Panjab & Waras districts.	Bamyan	MRRD	1388	
211	Repair and gravel of road from Dandan Shikan pass to Hajar in Kahmard district (90Km).	Bamyan	MRRD	1387	
212	Construction, repair and gravelling of road from daga to Treich in Yakawlang district (100 km).	Bamyan	MRRD	1388	
213	Construction of Airport in Shibartoo. 6km	Bamyan	MRRD	1388	
214	Construction of Concrete bridge in centre of Panjab district. 30m	Bamyan	MRRD	1388	
215	Construction of Faiz Abad Arghenchkhwa districts road (50km)	Badakhshan	MRRD	1388	
216	Construction of Ring Road from Share Bozorg to Darwaz (270km) (circular road of Shar-e-Bozorg-Eshkashim-Shighnan-Maimae-Darwaz ha in total reaches to 400km among which 100km are rocks which will be consulted with Ministry accordingly)	Badakhshan	MRRD	1387	
217	Construction of bridge at Faizabad on the Kohistan road.	Badakhshan	MRRD	1388	
218	Road construction in Fakhor Gezab, Bery and Sartagab districts (55 km).	Daikundi	MRRD	1387	
219	Road construction in Qara Ghamij upat Zard Gulon Kijran district (26 km).	Daikundi	MRRD	1387	
220	Construction of second grade road from Nili to Qonaq passes (137 km).	Daikundi	MRRD	1387	
221	Construction of Mirgulam and Askan bridge (50m)	Daikundi	MRRD	1387	
222	Construction of Darai Khodi bridge (50m)	Daikundi	MRRD	1387	
223	Road construction from Pishok up to Ghor province. (80) Km.	Daikundi	MRRD	1391	
224	Construction of bridge on Kijran river in Kijran district Zargulan village. (55m)	Daikundi	MRRD	1388	
225	Construction of bridge on the Helmand river in Sharistan district (60m)	Daikundi	MRRD	1390	
226	Construction of bridge on Deh Aroos river in Ashtarlar district. (60m)	Daikundi	MRRD	1388	
227	Construction of bridge on Tamazan river in Kiti district ( 50m length)	Daikundi	MRRD	1388	
228	Construction of Hijdi Bridge in centre of province, Hijdi village.	Daikundi	MRRD	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
229	Construction and rehabilitation of roads in Garziwan (50 km).(Has been surveyed by NRAP-UNOPS and should be investigated TBC)	Faryab	MRRD	1387	
230	Construction and graveling of road from Lalah up to Sari Hawoz (77km).	Faryab	MRRD	1387	
231	Construction of small bridges (300 in 10 districts of Jawzjan) 200000 beneficiaries.	Jawozjan	MRRD	1387	
232	Construction of road from Shibirghan up to Darzab. (200000 beneficiaries). (MRRD has worked at around 35km of this road and the remaining 64 is included in NRAP-88 plan of MoPW)	Jawozjan	MRRD	1387	
233	Asphalting of Road from Doab to Sorkh village. 20 km in Sorkhparsa district.	Parwan	MRRD	1387	
234	Construction of road for vehicles in Namakab village in Shinwari district.(10km)	Parwan	MRRD	1387	
235	Construction fo Wolang road in Shikhali district.(10km)	Parwan	MRRD	1387	
236	Cosntruction of road for vehicles in Dahan e Kafshan in Shinwari district. 20km	Parwan	MRRD	1387	
237	Reconstruction of Road from Center of Sorkh Parsa district to Sarwaraki and Qatundur	Parwan	MRRD	1387	
238	Graveling roads and construction of culverts according to the master plan of the city, 200 Km totally.	Parwan	MRRD	1387	
239	Construction of Ghorband road, from Matak to to kotal e-shibar 150 km totally.	Parwan	MRRD	1387	
240	Asphalt of Do Aab to Dara Sorkh Road	Parwan	MRRD	1387	
241	Construction of secondary road of Wolang in Shikhali	Parwan	MRRD	1387	
242	Construction of Motor road in Dara Namak Aab district of Shinwar	Parwan	MRRD	1387	
243	Road construction from Jabulsaraj up to Esfalo (about 28 km)	Pajshir	MRRD	1387	
244	Road reconstruction from Dara, Sangeejan up to Shomor Ghalfa (about 3 km).	Pajshir	MRRD	1387	
245	Asphalting of Hesa Awal road from Barmark to Khinj. (About 18 km).	Pajshir	MRRD	1387	
246	Cosntruction of bridge in Rokha 16 km	Pajshir	MRRD	1387	
247	Reconstruction of main road from Paryan Bamwarda up to Paritab (50 km)	Pajshir	MRRD	1387	
248	Construction of bridge in Shaliz Pariyan 15m.	Pajshir	MRRD	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
249	Construction of Hanifizani school and Pishgho Bridge for vehicles 40m	Pajshir	MRRD	1387	
250	Asphalt of the roads of the two sides of the river in the centre the province, in 3 km.	Ghazni	MRRD	1387	
251	Graveling of Zankhan road, in 30 km,	Ghazni	MRRD	1388	
252	Reconstruction of road from centre of Ghazni up to Nahor district. (98 km	Ghazni	MRRD	1387	
253	Reconstruction & graveling of 54 km of roads a)Gailan Aghukhan Janda 5 km b) Jaghatoo& MoPHmand 7km/ c) Harkhan & Mawaja 12km d) Aband Gailan 20km e) Nawor & Kotle (pass) 2 km f) From Company to Char Qalq 8km 7000 beneficiaries	Ghazni	MRRD	1387	
254	Asphalting of Gulran road (65km).	Hirat	MRRD	1387	
255	Construction of road (second grade) from centre of Adraskan to Sufi Sancha, 15km.	Hirat	MRRD	1387	
256	Construction of bridge on Harirood river in Oba district.	Hirat	MRRD	1387	
257	Construction of Tagab road in 20 km.	Takhar	MRRD	1387	
258	Construction of cable bridge in 25 meter in Bangi district.	Takhar	MRRD	1387	
259	Construction of road, bridge and culverts in 25km.	Takhar	MRRD	1387	
260	Construction of proper and concrete bridge from Sasait to Kotal Warsaj (12 km, 3000 beneficiaries).	Takhar	MRRD	1387	
261	Construction and asphalt of the road from the centre to the Nirkh district (70 km),90000	Wardak	MRRD	1387	
262	construction 0f Chack Road (15km Beneficiaries 132000	Wardak	MRRD	1387	
263	Construction of Beh Sood Road About 70km Beneficiaries 90000	Wardak	MRRD	1387	
264	Sub road construction in Hesa Dowom Behsod.(140 km)	Wardak	MRRD	1387	
265	Construction of road from Daimrdad up to Aab Kazar. (20 km)	Wardak	MRRD	1387	
266	Construction of Road in centre of Behsood About 140 km Beneficiaries 290000	Wardak	MRRD	1387	
267	Asphalt the 15 Km Hisarak roads for 400000 people.	Nangarhar	MRRD	1387	
268	Asphalt the 15 Km Rodat roads for 20000 people.	Nangarhar	MRRD	1387	
269	Construction & Asphalt the 15 Km Chaparhar roads for 20000 people.	Nangarhar	MRRD	1387	
270	Asphalt the 15 Km Pacheer Wa Agam roads for 20000 people.	Nangarhar	MRRD	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
271	Construction the Gandamak Bridge at district Sherzad for 300000 people.	Nangarhar	MRRD	1387	
272	Road construction from Sharana toKhairkot Wazi Khwa and Wormi. About 260 km Beneficiaries	Paktika	MRRD	1387	
273	Road construction from Orgon to Aka kandao Gaiyan Tarnak Lwara 65km Beneficiaries 250000	Paktika	MRRD	1387	
274	Construction & asphalting of roads from Yahya Khil to Khair Kot districts (12 km).	Paktika	MRRD	1387	
275	Road construction for Khak Jabar district.	Kabul	MRRD	1387	
276	Construction of Musahi and Istalif road, major and sub-roads.	Kabul	MRRD	1387	
277	Asphalt of Farza road, from transit road to Farza district, total of 12 km, and it will be beneficial for 900000 persons	Kabul	MRRD	1387	
278	Asphalting of Shakar Dara ring road, (20 km, 65,000 beneficiaries).	Kabul	MRRD	1387	
279	Construction of road and digging of 50 wells in Qalai zal district.	kundoz	MRRD	1387	
280	Construction of road from Archi district to Gulbagh.	kundoz	MRRD	1387	
281	Construction of road in Imam Sahib district.	kundoz	MRRD	1387	
282	Asphalting of 64 km of roads for Kunduz city and 10 km of roads for Dawra city, Shahrak Dawra.	kundoz	MRRD	1387	
283	Asphalt of 15 km of roads for Aaq Tapa, centre of Qala-i-Zal district	kundoz	MRRD	1387	
284	Gravelling of central road of Chaar Dara to Qala-i-Zal (55 km 100,000 persons).	kundoz	MRRD	1387	
285	Asphalting of 5 km road from Aks Dauot to the centre of Khan Aabad city (80,000 beneficiaries)	kundoz	MRRD	1387	
286	Gravelling of Chaar Dara road to Lala Maidan including the culverts, (35 km 500,000 beneficiaries).	kundoz	MRRD	1388	
287	Gravelling and repair of the road from centre of the province till Khuram and Roi do Aab, 120 km.	Samangan	MRRD	1387	
288	Asphalt of the road in 15km	Samangan	MRRD	1387	
289	Construction and asphalt of road in 117 km.	Samangan	MRRD	1387	
290	Asphalt of the roads in the centre of the province in 30km.	Samangan	MRRD	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
291	Construction of rural roads in provincial centre and other districts (10 km for each district, total 70 km).	Kapisa	MRRD	1387	
292	Asphalting of Deh Baba Ali up to Durnama centre of province (15 Km)	Kapisa	MRRD	1387	
293	Construction and Rehabilitation of rural roads as per 10km per district in 6 districts and center	Kapisa	MRRD	1387	
294	Construction of road in town and connection to the main read in Tagab Nijrab and Kohband.	Kapisa	MRRD	1387	
295	Asphalting of road in Morghab and Maqar. (15 km).	Badghis	MRRD	1388	
296	Asphalting of road from Badghis to Maqar Qalai now. (15 km).	Badghis	MRRD	1388	
297	Construction of road Qadis Jawand (15 km)	Badghis	MRRD	1388	
298	Construction of DBST raod 15 Km in Qalai Naw sang Atash.	Badghis	MRRD	1388	
299	Construction of DBST raod 15 Km in Qalai Naw sang Atash.	Badghis	MRRD		
300	Construction of DBSD roads from centre of the province to Gosfandan district (60000 beneficiaries)	Sari pul	MRRD	1387	
301	Repair and gravelling of the road from Sancharak district to Balkhab district (86 km) (150000 beneficiaries)	Sari pul	MRRD	1387	
302	Repair and gravelling of the road from centre of the rovince to Kohestanat district in (97 km, 200000 beneficiaries)	Sari pul	MRRD	1387	
303	Repair and resurfacing of 30 km of road from Sayad district to Merza Olang.	Sari pul	MRRD	1387	
304	Repair and resurfacing of 13 km of road from centre of the province to Sayad district.	Sari pul	MRRD	1387	
305	20 km of road construction in the centre of the province.	Sari pul	MRRD	1387	
306	Construction of bridge in the centre of Sar-i-Pul province	Sari pul	MRRD	1387	
307	Construction 90 km of (grade 3) roads from centre of Suzma qala to Dahana-i-Dara and from Sayad district to Zir Jaght	Sari pul	MRRD	1387	
308	Construction of three slandered bridges for the cars	Sari pul	MRRD	1387	
309	Construction of roads and culverts of the new city of immigrants.	Sari pul	MRRD	1387	
310	Asphalt the internal roads of the Kandahar city. About 40 km, for 1000000 people	Kandahar	MRRD	1387	



No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
311	construction of road of dand 5km Beneficiaries 85000	Kandahar	MRRD	1387	
312	Construction the road of the District Khakraiz from the Chowk of Shahagha to the centre of District. About 61 Km. For the 150000 people	Kandahar	MRRD	1387	
313	Construction the road of the District Ghorak from the Maiwand to District Ghorak. About 70 Km. For the 70000 people.	Kandahar	MRRD	1387	
314	Road construction from Hazra district to Hesarak	Logar	MRRD	1387	
315	Construction and Rehabilitation of rural Roads About 170km (all of Logar will benefit).	Logar	MRRD	1387	
316	Construction of central Parks and other parks in 50000m2 land beneficiaries)20000	Logar	MRRD	1387	
317	Graveling of the all Roads from the centre to the Districts 50km beneficiaries 22000	Zabul	MRRD	1387	
318	construction of Sub Road from Shamalzo to Shinkai District About 65 Km	Zabul	MRRD	1387	
319	Construction of Daichopan Road About 108 km Beneficiaries All people of The District	Zabul	MRRD	1387	
320	Construction of Road From Centre to the Shamalzai District 130km Beneficiaries 100000	Zabul	MRRD	1387	
321	Construction of rural roads and culverts 120 km in different villages of Dehrawod district (120000 beneficiaries).	Urozgan	MRRD	1387	
322	Road Construction from Khas Urozgan 96 Km beneficiaries 95000	Urozgan	MRRD	1387	
323	Asphalting of Road from Tarenkot up top Chora District About 27 Km Beneficiaries 30000	Urozgan	MRRD	1387	
324	Construction and graveling of roads from Shozali Fararoad to Saghar district (90km) 100000 beneficiaries.	Ghor	MRRD	1387	
325	Asphalting of roads (Chigh Chiran City) 21 Km about 400000 beneficiaries.	Ghor	MRRD	1387	
326	Construction of road from Shorba up to Gaqand Dolaina (70 km).	Ghor	MRRD	1388	
327	Construction and graveling of road from Khobid up to Nawai Sfanj (40 km).	Ghor	MRRD	1387	
328	Gravelling of roads from Tolac up to Chisht Sharif (65 km).	Ghor	MRRD	1387	
329	Construction of road from border to Farah centre & Pusht road Khak Safed district.(asphalt 30km, beneficiaries 100000	Farah	MRRD	1387	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	Funding (US\$ Millions)
330	Construction of road From Paron to Dahane Pirok (66km).	Noristan	MRRD	1387	
331	Construction of road from Nuristan to Badakhshan (60km).	Noristan	MRRD	1387	
332	Construction of road from Pyar to Colam Pyar up to Colam (35km).	Noristan	MRRD	1387	
333	Construction of the Chanar Khor road to Ashpi (Kamdish district). About 40 km & the (13,000 beneficiaries).	Noristan	MRRD	1387	
334	Construction of the Mandol (district). To Poshal. About 30 km. 17000 beneficiaries	Noristan	MRRD	1387	
335	Construction roads in Want wai gul / Hamshoz up to Chatrus. About 13 Km.	Noristan	MRRD	1387	
336	Construction of road and Culverts from centre to Sangen District beneficiaries 10% of province)	Hilmand	MRRD	1387	
337	Construction of asphalt road from centre to Dishow District 10% of province)	Hilmand	MRRD	1387	
338	Construction of asphalt road from centre to Nava district (beneficiaries 10% of province)	Hilmand	MRRD	1387	
339	Construction of Third Roads in all 14 districts (760 km 1500000 beneficiaries)	Hilmand	MRRD	1387	
340	Construction of canal from Shelton to Khas Kunar (70km) Khas Kunar Monawara, Sarkano district as beneficiaries.	Kunar	MRRD	1387	
341	construction of Road from Naw apass up to Khas Kunar About 55Km.	Kunar	MRRD	1387	
342	Construction of road from Asmar up to Barekot (15km beneficiaries Kunar & Abad (40 km, 30,000 beneficiaries).	Kunar	MRRD	1387	
343	Asphalting of the roads from Gardiz city to Machalgho district, Ahmad	Paktia	MRRD	1387	
344	Construction of road from Ahmaddhil to the border of Pakistan, at Jaji Aryoub district (38 km beneficiaries).	Paktia	MRRD	1387	
345	Construction of the road of Wazi Zadran , Laka Tega to Said Karam (40 km).	Paktia	MRRD	1387	
346	Asphalting of the road from Gardiz to Sharana via Zurmat district & Zurmat to Dehyak district, Ghazni (70 km benefits for people of Paktia, Ghazni & Paktika provinces).	Paktia	MRRD	1387	
347	Construction of the road from Patan to Khost city (70 Km benefits districts of Patan, Aryoub, Khost) .	Paktia	MRRD	1387	



# **Social Protection Sector Strategy**

## **1387 - 1391 (2007/08 - 2012/13)**



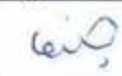

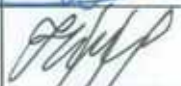
### **Pillar III - Social & Economic Development**



# Social Protection Sector Strategy

Approved by:

Sector Responsible Authorities

Prepared & submitted by:		
<i>Ministry/Agency</i>	<i>Name of Minister/Director</i>	<i>Signature</i>
Ministry of Labour, Social Affairs, Martyrs and Disabled (MOLSAMD)	H.E. Noor Mohammad "Qarqeen"	
	H.E. Wasil Noor "Mohamand" Deputy Minister	
Afghanistan National Disaster Management Authority (ANDMA)	H.E. Dr. Abdul Mateen "Edrak," Director	
Ministry of Women Affairs (MOWA)	H.E. Husun Bano "Ghazanfar"	
Ministry of Counter Narcotics (MOCN)	H.E. Gen. Khodaidad	

Submission Date

March 2008 30





# CHAPTER 1

## SOCIAL PROTECTION SECTOR STRATEGY

### THE ROLE OF THE SOCIAL PROTECTION SECTOR

The Constitution of the Islamic Republic of Afghanistan obliges the Government to “create prosperous and progressive society based on social justice, protection of human dignity, protection of human rights and realization of democracy and to ensure national unity and equality among all ethnic groups and tribes and to provide for balanced development in all areas of the country” (Constitution of the Islamic Republic of Afghanistan, Article 6)

Furthermore the Constitution of the Islamic Republic of Afghanistan guarantees to the Afghan citizens that: “the State shall take necessary measures for regulating medical services and financial support to descendants of martyred, lost or disabled and handicapped individuals in accordance with the provisions of law.

The State guarantees the rights of pensioners and renders necessary assistance to needy elders, women without caretakers, and needy orphans in accordance with the provisions of the law” (Article Fifty-Three).

Given the Constitutional clauses the principal role of the Social Protection Sector Strategy within the ANDS will be to lay down the priority policies for: (a) social protection, (b) pension reform and (c) disaster preparedness in order to (i) support economic growth; (ii) enhance security; (iii) ensure poverty reduction, and (iv) improve social inclusion and equality.

Preservation of human capital will be a key contribution of the Social Protection Sector Strategy to economic growth. Moreover, improved social protection will decrease uncertainty among the vulnerable and encourage them to take risks and get involved in small scale business activities resulting in higher employment and income for the poor and vulnerable.

Apart from low salaries, non-existence of effective social security in case of death or injury discourages recruitment into the Afghanistan National Army (ANA) and Afghanistan National Police (ANP). Therefore, improved social protection together with social inclusion of vulnerable and minorities would lead to more stable Afghanistan.

The implementation of the Social Protection Sector Strategy will support the Government’s commitment to achieve important Afghanistan Compact benchmarks and Millennium Development Goals such as:

- to decrease the number of people living on less than US\$1 a day and under the poverty line;
- to decrease the number of individuals who suffer from hunger and to decrease the number of underweight children;
- to improve assistance to meet the special needs of all disabled people, including their integration into society through opportunities for education and gainful employment;
- to increase vocational training and employment among demobilized soldiers, chronically poor women, disabled, drug-addicts and other vulnerable segments of society;
- to reduce the number of female-headed households that are chronically poor and to improve access to justice for women victims of violence



## CHAPTER 2

# POVERTY AND RISK VULNERABILITY ANALYSIS

### POVERTY ASSESSMENT

#### Seasonality and Poverty

Seasonal variation in household consumption seems to be significant. The Food Security Monitoring Survey (FSMS) suggests that households tend to have the highest and richest consumption during the summer months (after the harvest). However, consumption deteriorates during the winter, especially in March.

*Source: Understanding Poverty in Afghanistan, Analysis and recommendations using National Risk & Vulnerability Assessment (NRVA) 2005 and Spring 2007, WB, October 30, 2007*

The poverty analysis based on the NRVA conducted in 2005 showed that in summer 2005

around 33 percent of the total population lived under the CBN poverty line. However, the latest survey (Spring 2007) showed that almost every other Afghan, or 42 percent of the total population, was estimated to be poor and living below the CBN poverty line in Spring 2007

Food poverty has been estimated to be even bigger: around 45 percent of the Afghan population was not able to purchase a basic food basket to provide 2100 calories consumption per day.

Table 1: Estimates of poverty headcount rates and the food insecurity index in Spring 2007			
	Food poverty	CBN poverty	Food insecurity index
Spring 2007			
Kuchi	40	45	39
Rural	45	45	39
Urban	41	27	37
National	45	42	39

**Source:** The World Bank based on Spring 2007 survey

Poverty is more widespread among the rural poor and Kuchis. However, latest studies on urban livelihoods indicate rising poverty among the urban poor. According to the NRVA 2005, a large number of people (20 percent of population) were concentrated close to the poverty line indicating high vulnerability. Even small shocks to consumption could result in further poverty increases. Moreover, any shocks to consumption would be unevenly spread out and the poorest would be affected the most.<sup>1</sup>

<sup>1</sup> According to the NRVA 2005, a 25 percent upward shift in the poverty line (from 593 to 741 Afs per month per per-

### MAJOR POVERTY CORRELATES

**Level of education, literacy and income generation activity** of the head of the household is correlated to the level of poverty. The higher the education the lower the poverty. The households involved in trade and services are better off than those involved in agriculture and animal husbandry.

son) could bring as many as 53 percent of population into poverty while a 25 percent downward shift would reduce the poverty rate to only 14 percent.

**Seasonality:** according to the WB analysis based on the NRVA 2005 the poor's consumption levels are highest in summer while in winter drops significantly leading to high vulnerability of the poorest.

**Asset ownership, crop diversification and access to pastures:** ownership over land and livestock is associated with lower incidents of poverty.<sup>2</sup>

The families that cultivate irrigated land are much better off than those who cultivate rain-fed land. Diversified crop production in grapes, melons, fruit trees, and nuts is closely associated with a higher level of income as opposed to relying only on a single product, such as wheat. Urban families without home ownership allocate large amounts of their income to paying rent and reducing food and non food consumption.

Lately, the lack of access to traditional summer pastures for Kuchis (due to wars, crime and conflicts with settled populations), drives many of them into poverty.

**Remoteness:** access to major roads leads to lower poverty as it allows for much higher participation in market activities. According to the WB analysis based on the NRVA 2005 Report,<sup>3</sup> incidents of poverty are lower in areas that are close to main roads (Ring Road).

**Larger households, female headedness and disability:** poverty rates are higher among larger households. Having a female or disabled as a head of household is often associated with poverty.

**Natural disasters:** Afghanistan's population is highly vulnerable to natural disasters. Loss of

<sup>2</sup> According to the WB analysis based on NRVA 2005 more than 70 percent of households in Afghanistan are engaged in agriculture livestock activities.

<sup>3</sup> Understanding Poverty in Afghanistan, Analysis and recommendations using National Risk & Vulnerability Assessment (NRVA) 2005 and Spring 2007, WB, October 30, 200

harvests due to droughts and assets due to floods and earthquakes exacerbates the problem of food security, malnutrition and displacement of population resulting in higher poverty and population migration.

## MAJOR PATTERNS OF INEQUALITY

Table 2: Share of total consumption

Group	Share of total consumption (%)
Bottom 10 %	3.6
Bottom 30 %	15.6
Top 30%	47.8
Top 10%	21.1
Top 1%	3.5
Source: NRVA 2005, staff estimation	

### A. Consumption inequality

According to WB estimates (based on the NRVA Report 2005) the bottom 10 percent of the population accounts for only around 4 percent of total consumption while the top 1 percent of population participates in almost 4 percent of total consumption. Poverty headcount rates in provinces vary from around 10 percent to more than 70 percent. Poverty is more severe in the Northeast and Central Highlands. Entire provinces, such as Dai Kundi, represent large pockets of poverty.

### B. Rural, Kuchi and urban disparities

The World Bank analysis based on the NRVA 2005 indicates a significant disparity in poverty between the rural and Kuchi on one side, and urban populations on the other side.

Around 45 percent of the rural and Kuchi population appear to be poor as opposed to 27 percent of those who live in urban areas. However, recent studies on urban livelihoods indicated rising poverty among urban populations.<sup>4</sup> This appears to be correlated with growing migration of rural poor and returnees into cities.

<sup>4</sup> Urban Livelihoods in Afghanistan, Jo Beall and Stefan Schulte, August 2006

### C. Gender inequality

The vast majority of women do not participate in economic activities making them highly dependant upon their husbands or families. Despite this, women, especially in rural areas, actively

contribute to their family's income by engaging in agriculture and livestock activities.

Nevertheless, the gender gap remains large: the literacy rate among women is much lower (19%) than for men (40%).

The net primary enrolment rate for girls (6-9) is around 21 percent while much higher for the boys (28%).

Due to a lack of education and employment female household headedness is closely correlated with high incidents of poverty.

**Figure 1:** Due to unemployment and wide spread poverty, the small girls are the supporting hands to the family income.



Source: UNHCR BO Kabul



## CHAPTER 3

# RISK AND VULNERABILITY ASSESSMENT

### ECONOMIC RISKS

The broad age group analysis of the Afghan population reveals that Afghanistan has one of the largest child populations and the smallest proportion of working age populations in the world. In 2005 child dependency ratio was 8.95 persons per 10 working age persons and old-age dependency ratio was 0.76 persons per 10 working age persons. Therefore, the total age dependency ratio was 9.71 persons per 10 working age population indicating high vulnerability of Afghan families (each working age person needs to support one non-working person).

Almost 40 percent of the Afghan adult population is unemployed. Due to low salaries, even a large number of the employed fall into category of “*working poor*”.

This is even more characteristic for women whose salaries are even lower.<sup>2</sup> According to a UNICEF poverty report, lack of educational opportunities and the demand for cheap labor are helping to fuel the prevalence of *child labor* across Afghanistan. Nearly one quarter of Afghan children between the ages of seven and 14 are working, and the problem is worse in rural areas.<sup>3</sup>

1 Working age group is 15-64 years.

2 According to the NRVA 2003, *wage ratios (women/men)* are 51 percent for planting, 61 percent for harvesting, and 50 percent for other farm work. In the case of non-farm activities, the wages paid to women for making handicrafts is only 41 percent of men's wages, and for weaving, the ratio is 53 percent.

3 *Women and Men in Afghanistan: A handbook on baseline statistics on gender*, MoWA, August 2007

### HEALTH RISKS

Afghanistan has one of the lowest life expectancies in the world. In 2002, life expectancy was 44 years for Afghan women and 45 years for Afghan men.<sup>4</sup> Biology has endowed women with a slight advantage over man in terms of lifespan.

However, in Afghanistan lifespan of women is shorter than for man suggesting the need to improve female health care and social status in general. Top ten causes of death are related to perinatal conditions.

Thus, unlike in most developing countries, life expectancy of women is shorter than for men. This could be attributed to early age pregnancy and to frequent pregnancies, as well as to poor access to health care services. Afghan women suffer from one of the highest maternal mortality rate in the world.

Overall the maternal mortality rate is estimated at 1,600 to 1,900 deaths per 100,000 live births. Afghanistan has a very high infant mortality rate, which is placed at 140 per 1,000 live births in 2003<sup>5</sup>.

The infant mortality rate under 5 is also high: in 2003<sup>6</sup> it ranged around 230 per 1,000 live births.

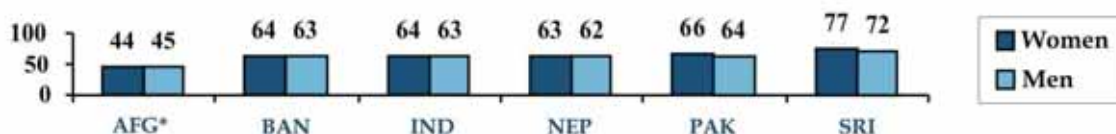
4 *Women and Men in Afghanistan: A handbook on baseline statistics on gender*, MoWA, August 2007

5 Afghanistan MDG Report 2005, UNICEF estimate.

6 Afghanistan MDG Report 2005, UNICEF estimate.



Life expectancy at birth (years) for women and men in Afghanistan and five other countries of South Asia in 2004



## NATURAL RISKS

Afghanistan is highly vulnerable to natural disasters. Faced with them, many vulnerable activate immediate coping strategies: assets are sold, including land and livestock, children are taken out of school to work, many pre-pubescent girls are married off and young men migrate in search for work.

## SECURITY RISKS

The ongoing conflict leads to loss of lives and assets and forces people to migrate driving them into poverty. Afghanistan is one of the most heavily land-mined countries. Each

month, landmines killed or injured an average of 61 persons in 2006 (two persons per day). Half of the injured or killed are under the age of 18 and 90% of them were men.

## LIFE-CYCLE RISKS

Despite current legislation around 57% of girls are married before the age of sixteen. The NRVA 2005 suggests that several thousands of girls in Afghanistan were married as early as 10 years old. Early marriage of girls, and consequently, early pregnancy, puts women at high risk. Widespread poverty and the fact that there are no safety nets and pension system make elders also highly vulnerable.

**Table 3:** Main causes of death according to WHO Country office Afghanistan

No	TOP 10 CAUSES OF DEATH	PROPORTION OF DEATHS (%)
1	PERINATAL CONDITIONS	13
2	LOWER RESPIRATORY INFECTIONS	12
3	DIARRHOEAL DISEASES	9
4	ISCHAEMIC HEART DISEASE	9
5	TUBERCULOSIS	4
6	CEREBROVASCULAR DISEASES	2
7	CONGENITAL ANOMALIES	2
8	ROAD AND TRAFFIC ACCIDENTS	2
9	MENINGITIS	2
10	HYPERTENSIVE HEART DISEASE	2

SOURCE: [HTTP://WWW.WHO.INT/WHOSIS/MORT/PROFILES/MORT\\_EMRO\\_AFG\\_AFGHANISTAN.PDF](http://www.who.int/whosis/mort/profiles/mort_emro_afg_afghanistan.pdf)

## SOCIAL RISKS

Social risks according to a study conducted by UNIFEM, out of the 1,327 registered cases of violence against women 30.7% were related to physical violence.

The UNIFEM study also reports that most of the violence (82%) was committed by family members. Forced *child labor* and *underage marriage* qualifies as an act of violence against children.

## ENVIRONMENTAL RISKS AND SEASONALITY

People's dependence on natural resources has increased with rising poverty resulting in serious devastation of the environment. The areas covered by forest have been seriously depleted. This adversely affects soil stability, weakening the flood protection. The NRVA has identified a clear link between poverty and seasonality. Household consumption is higher during the summer months but deteriorates in winter and early spring. Most Vulnerable Groups

## MOST VULNERABLE GROUPS

### A. Families with large numbers of small children

The broad age groups analysis of the Afghan population reveals that Afghanistan has one of the largest child populations and the smallest proportion of working age<sup>1</sup>. According to the NRVA 2005 size of family is correlated with poverty.

### B. Children

"Both boys and girls have no chance after Class Six, girls cannot go to the district schools, and boys must work in the fields. Only if you are rich, your children will have a chance." Male respondent, Yosef Village, Badakhshan.

**Source:** APPPA, Preliminary Findings, November 2007

Afghanistan has one of the highest infant mortality rates under 5: in 2003<sup>2</sup> it ranged around 230 per 1,000 live births.

### C. Female Headed Households

According to MoWA there is a correlation between female headed households and poverty. A significant number of female-headed households do not have any member able to earn money and are highly vulnerable to economic shocks.

### D. People with Disability

According to National Disability Survey of Afghanistan (Handicap International, 2005) table – 4; there are around 800,000 disabled people in

Afghanistan, or around 2,7 percent of population with "severe impairment".<sup>3</sup>

The unemployment rate among them is almost 90 percent. The National Disability Survey conducted by the Handicap International (2005) around 14 percent of rural households have a disabled family member, and the majority of these families are poor.

### Returnees and IDP's

Afghanistan has a large internally displaced population (IDP). Due to insecurity, natural disasters and forceful repatriation most of the IDPs and returnees migrate to cities increasing the urban poverty.

**Table 4:** Internally Displaced Persons (IDPs) and Returnees

S. No.	COUNTRIES	RATE OF PREVALENCE
١	AFGHANISTAN	١.٦.٧
٢	CAMBODIA	١.١.٧
٣	LAO PDR	١.٠.٧
٤	INDIA	١.٦.٠
٥	IRAN	١.٦.٣
٦	NEPAL	١.١.٧
٧	PAKISTAN	١.٦.٥

### E. Extremely vulnerable urban poor and unemployed

Growing migrations to cities, job insecurity, indebtedness and collapse of traditional safety nets pushes many urban households into poverty leading to higher number of homeless, elders and mentally imperilled without adequate family support.

Afghanistan has a large unemployed population. According to the Afghanistan Central Statistic Office (CSO) around 40 percent of working age people are unemployed.

<sup>1</sup> Working age group is 15-64 years.

<sup>2</sup> Afghanistan MDG Report 2005, UNICEF estimate.

<sup>3</sup> Number of NGOs regard this estimate as highly conservative.



## CHAPTER 4

# CURRENT STATE OF THE SOCIAL PROTECTION SECTOR IN AFGHANISTAN

## SOCIAL PROTECTION SYSTEM

The existing Social Protection System has significantly improved since 2002. However, it is still far from being sufficient to respond to: (i) the short-term requirements of the poor; (ii) the necessity to develop effective risk management and prevention system, and (iii) the need to establish efficient mechanisms for risk mitigation and coping.

## TARGETING

A rough estimate shows that half of the Afghan population (12 million) requires Government support. However, in 2006 only around 2.5 million people benefited from social protection arrangements.

**Table 5: Afghan population covered by some of the public and market arrangements for social protection in 2006/1385**

Martyrs' families	850 224
Disabled	717 87
Orphans	500 10
Children enrolled in kindergartens	000 25
Pensioners	000 54
Public works and skill development	000 750 1
Microfinance	000 340
<b>Total</b>	<b>067 492 2</b>

**Source:** Ministry of Labor and Social Affairs, Marty's and Disabled (MOLSMD) - 2007

The current social protection interventions cover several groups: (1) martyrs' families, (2) disabled with war-related disability, (3) orphans and children enrolled in kindergartens, (4) victims of natural disasters, (5) pensioners, and (6) unemployed.

## EXISTING SOCIAL RISK MANAGEMENT ARRANGEMENTS

All three traditional categories for social risk management exist within the Afghanistan's Social Protection System: informal arrangements, market-based and public arrangements.<sup>1</sup>

### A. Informal arrangements

Afghanistan survives because people do not operate only as individuals; they also operate as members of network; a salary does not feed your immediate family, it supports an entire group of people to whom you have obligations. Those in work share with those without, remittances from those lucky enough to have gone overseas keep entire villages from starvation.

**Source:** Johnson and Leslie (2004), Islamic Republic of Afghanistan, MDGs Country Report 2005

Like in most developing countries, informal risk management arrangements play the greatest role in protecting the poor and vulnerable. In Afghanistan they are manifested through extended family social networks. The male head of household is the breadwinner responsible for the family, which commonly goes beyond his wife and children. Sons are "social security" and parents invest more in their education and skills, which increases the gender gap.

Most common informal arrangements include:

- **Diversification of income:** the role of agriculture declines and poor households

<sup>1</sup> There are several arrangements developed to deal with exposure to risks: (i) informal or "self-protection" arrangements most commonly manifested through family and community solidarity; (ii) market based arrangements often manifested through targeted saving, insurance and microfinance, and (iii) public arrangements manifested in the form of public works, targeted transfers etc.

<sup>1</sup> Draft 1: Research on Chronically Poor Women in Afghanistan, Ministry of Women's Affairs, July 2007.

more and more combine farm and non-farm activities to increase income.

Traditional centrality of agriculture in supporting the poor has declined: in 2003 an estimated 63 percent of Afghan households were involved in agricultural activities, while this number declined to around 47 percent in 2005, reflecting a greater involvement of the rural poor in non-farm to diversify the risks of floods and droughts.

**Withdrawing children from school and early marriage of girls:** the need to work and increase income of the family is one of the main reasons for dropping out of school for boys and the girls (after long distance to school and insecurity).<sup>3</sup>

- Taking short-term loans: Buying staple foods from shopkeepers on credit is characteristic of the urban poor.
- Migration to cities or abroad is often utilized as a way to mitigate risks.
- Remittances from migrant workers play an important role in supporting poor families.

## B. Existing market based arrangements

With the exception of microfinance, market-based arrangements that target poor, such as community savings or crop insurance, are absent. As of April 2007 around 340,000 people borrowed around US\$76 million from 15 microfinance institutions that have operated in Afghanistan. Around 70 percent of active clients are women. The current repayment rate stands very high at 95 percent, indicating sustainability.

## C. Existing public sector based arrangements

The existing social protection system has developed several (public arrangements) for social risk management:

## 1. Direct cash transfers

Martyrs' families from previous wars and individuals with only war and land mine related disabilities are entitled to monthly cash transfers that range from US\$3 to US\$10, depending on the number of a martyr's family members and on the type of disability. In 2006 this benefit was paid to 224,850 martyrs' families and to 87,717 disabled people. The annual amount spent on this was around US\$20 million.

### Importance of the Database Project

The capacity of the MOLSAMD for monitoring has been significantly strengthened with the recent introduction of the Database Project. The aim of this project is to re-register all beneficiaries. In the process of re-registration only in Kabul Province about 20,000 martyrs' families were taken off the list since it was proven that they either did not exist or were ineligible for the benefit.

Source: Activity Report of the MOLSAMD for 2006

## Weaknesses of the current targeted transfers

Only those martyrs' families and individuals with disabilities from the previous wars (before 2001) are entitled to this benefit. The entitlement is distributed regardless of the economic situation of the beneficiary and due to this in many cases it does not appear to be a form of social protection.

Thus the current targeted transfers are more *the instrument of expressing societal solidarity with the victims of the war than the instrument of social protection*. The weak institutional capacity to monitor the process of evaluating eligibility for cash transfers led to a number of misuses. The Provincial Courts are also facing problem of corruption.

A number of entitled individuals were identified with false documentation. The benefit is paid quarterly through banks that are usually situated in the provincial capitals. Given this many poor and eligible martyrs' families and disabled are discouraged to apply as the transportation costs exceed the benefits. This significantly lowers the social protection character of the existing targeted cash transfers, since poverty in remote areas is the highest.

<sup>3</sup> Report on Economic and Social Rights in Afghanistan, Afghanistan Independent Human Right Commission, May 2006.



## 2. Support to orphanages and kindergartens

In 2006, MOLSAMD allocated around US\$ 2.6 million to finance the operating cost of 32 orphanages sheltering around 10,500 orphans. MOLSAMD is also responsible for operating 365 kindergartens with around 25,000 children enrolled. The social protection character of the kindergarten system is also highly questionable since the enrolled children usually come from the civil servants' and military families, which in the majority of cases, are not vulnerable groups.

**Figure 2:** MoLSAMD currently running 32 orphanage centers in the country which provide shelter for about 10,500 orphans.



## 3. Public works

Public works have played an important role in social risk mitigation. They could be divided into two groups:

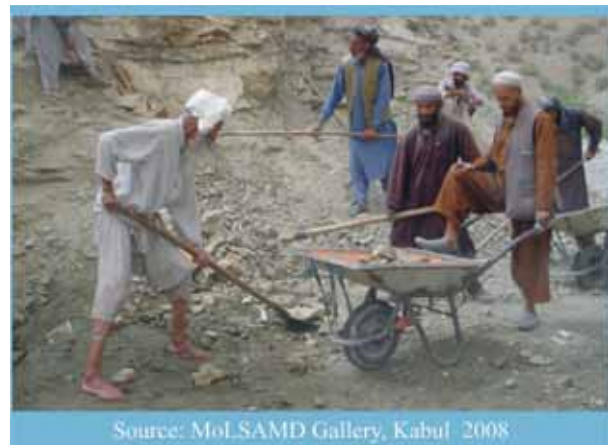
- **National and Cash-for-Work Programs:** The National Solidarity Program (NSP), National Rural Accessibility Program (NRAP), and
- **Food aid Programs:** Food for Work Program (FFW), and Iodized Salt Program

### Weakness of the Cash-for-Work Programs

According to NRVA 2005, program participation was very limited among Kuchis, who are one of the most vulnerable groups. Participants from urban areas spent the longest period in the program

and received the highest wages. The participation rate among the poor has been higher than among non-poor; however, non-poor participants have received higher wages.

**Figure 3:** Provision of short-term employment “Cash for Work” through NSP & NRAP to the most vulnerable groups in the community.



The programs were mainly concentrated in central and eastern regions (densely populated). Despite the fact that program implementation has penetrated into many remote areas, it has not been active in Dai Kundi, which is the poorest province. NRVA 2005 also emphasized that information about the possibility to participate in programs has not been very well communicated to the poor. Lack of awareness about the programs was the limiting factor for higher participation of the most vulnerable.

It is not very clear to which extent the NSP and NRAP provide substantial cash-for-work component. The redesign of the NEEP into the NRAP has considerably reduced the labor insensitivity of the program as the most of the work has been mechanized with higher involvement of the private companies in implementation of the projects. The NSP appears to have some cash-for-work component within its community projects. However, it is yet to be evaluated how much of this is related to the traditional cash-for-work activities and how substantially the NSP contributes to poverty reduction.

## Weaknesses of the Food Aid Programs

Like in the case of the cash-for-work programs, the low participation of the poor was a result of limited knowledge about the possibility to participate in food aid programs. According to NRVA 2005, around 64 percent of interviewed households had never heard of the iodized salt programs.

## 4. Skill development

Education, literacy and skills of the head of the household is directly correlated with poverty. The poverty headcount rate among those households with an illiterate head is 37 percent, compared to only 23 percent among those whose heads of household who can read.<sup>4</sup>

### National Skill Development Program (NSDP)

Since its inauguration in 2004 around 10,000 people have been trained through the NSDP (among them 42 percent of women and around 5 percent of the disabled). Eighty two percent of all trainees managed to find employment. The NSDP target is to provide training for 150,000 unemployed by 2010 of which women should comprise at least 35 percent while the disabled should make minimum 10 percent.

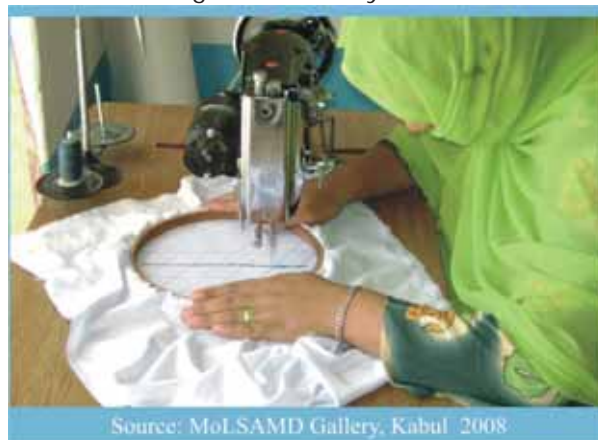
### Weaknesses of the skill development programs and the NSDP

There are a number of skill development programs in Afghanistan. In most cases, NGOs develop their own curriculum which is not always in line with standard requirements and the need of the Afghan labor market. The number of trained individuals is often a more important deliverable than the quality of their training. Neither MOL-SAMD nor the Ministry of Education has the database on these skill development programs and service providers. The lack of equipment for quality training, and the lack of Government accreditation and certification institutions remain serious

<sup>4</sup> Draft Poverty Analysis: Understanding Poverty in Afghanistan, The World Bank, 2006

concerns. Supported by the WB, the Government has initiated discussion about introduction of the standard national qualifications framework for skill development programs and projects. Number of ministries (including MoE, MoHE) has already approved this approach.

**Figure 4:** 42% of women have been trained under the National Skills Development Program on country level and currently they are self-sufficient and contributing to their family income



The NSDP is targeting unemployed and underemployed people regardless of their socio-economic situation. Nevertheless, it does provide the opportunity for training to many of the poor and among them to the disabled and chronically poor women. Another weakness is the lack of labor market analysis. This analysis is an important prerequisite for adjusting the skills program to the needs of the Afghan labor market. Finally, the NSDP is faced with a number of limitations such as: (a) lack of the instructors to train the trainers; (b) no unified training materials or curriculum; (c) a lack of coordination among the service providers; (d) low capacity of the local service providers and high cost of the international ones; (e) the procurement process is complex and lengthy.

## 5. Other existing formal (public) arrangements:

- **Targeted land distribution:** land (and apartment) distribution for disabled (war-related) and to the martyrs' family is



part of the overall system to support war survivors.<sup>5</sup>

- **Distribution of humanitarian aid and conditional payments in kind:** according to WFP reports, through their channels alone, humanitarian aid reached around 5.2 million people in 2004.<sup>6</sup> Food for Education is one of the conditional payments in kind. It aims to assist the Government to rebuild the national education system by encouraging school attendance, especially among girls. Food for training is another type of conditional payment in kind used as an incentive for teachers to embark on a training process.

- **Lump-sum payments:** are used to support families who lost their breadwinners in the ongoing war against anti-government groups, civilian victims of conflict and victims of natural disaster. The money is paid from the Emergency Budget for Disastrous Situations (per President's decree).

- **Public subsidies:** the cost of electricity, particularly for consumers in Kabul, has been heavily subsidized by the Government (in 1385/2006 with US\$50 million). The collection of pension contributions has always been weak. In 1385/2006, US\$21 million had to be transferred from the Budget to pay pensions. In both cases, subsidies appeared to have had a larger impact on the non-poor than on the poor (given low access to electricity for the rural poor).

## INSTITUTIONAL AND LEGISLATIVE FRAMEWORK

The main responsibility for social protection lies with the Ministry of Labor, Social Affairs, Martyrs and Disabled (MOLSAMD). Apart from MOLSAMD, several other ministries and government

agencies play an important role in the area of social protection. The most important are: Ministry of Education (MoE), Ministry of Public Health (MoPH), Ministry of Agriculture and Livestock (MoA), Ministry of Rural Rehabilitation and Development (MRRD), Ministry of Women Affairs (MoWA), and Ministry of Urban Development (MoUD).

As all other Afghan ministries, MOLSAMD is centrally organized, with its headquarters situated in Kabul. However, MOLSAMD has already established provincial departments in all 34 provinces, as well as eleven Provincial Employment Services Centers. Around 8000 civil servants currently work for the Ministry at the national and sub-national levels. The legislative framework for MOLSAMD is based on the Executive Order of the President and on the decisions of the Council of Ministers. Social policies and interventions are based on the Law on Rights and Privileges of Martyrs' Families and the Disabled.

## CAPACITY ASSESSMENT

In recent years the capacity for social affairs and labor policies has been significantly improved. Several strategies have been prepared, such as the National Strategy for Children "at risk", and National Action Policy for Disability. The work on establishing the database for martyrs' families and the disabled has been initiated. Preparation for launching the survey to collect more accurate data about martyrs' families and the disabled is at its final stage. A number of the disabled resource centers and orthopaedic centers have been built with the help of donors.

Despite progress, MOLSAMD's capacity remains weak, especially at the provincial level and in the following areas: (a) poverty and vulnerability analysis; (b) social risk assessment; (c) targeting; (d) policy making and monitoring, and (e) donor coordination and cooperation with NGOs. The MOLSAMD's organizational structure appears to be complex and calls for restructuring.

<sup>5</sup> In 2006 alone, a total of 6,665 residential land plots were distributed to the disabled and martyrs' families. To date, around 47,000 families and individuals have received this type of benefit.

<sup>6</sup> Standard Project Report, WFP, 2006

## CONCLUDING REMARKS: WEAKNESSES AND CONSTRAINTS OF THE SOCIAL PROTECTION SYSTEM

### A. Weaknesses

#### **Dominance of informal social risk management arrangements:**

The basic characteristic of today's Social

Protection System in Afghanistan is an over-reliance of the poor and other vulnerable groups on the informal social risk management arrangements as Afghanistan's poor have developed "self-protecting" arrangements. However, due to decades of war and severe poverty the informal arrangements and extended family networks have weakened making the urban poor even more vulnerable. Community based coping arrangements rarely reach beyond rural neighborhoods leading, amongst others, to higher placement of the children in orphanages.<sup>7</sup>

#### **Formal arrangements through public safety nets play a limited role**

Around 80 percent of total official social protection transfers in 1385/2006 (cash transfers and subsidies) have not targeted only the most vulnerable. They were mainly aimed at supporting war-victims (martyrs' families and individuals with war related disability). Public subsidies for fuel and pensions have not been targeted at supporting the poorest. In the past the poor and vulnerable have benefited mainly from the public works and skills development programs.

#### **The pensions system also plays a limited role in supporting public safety nets**

In 2006 the pension fund provided pensions to around 53,426 pensioners, who are currently coming only from the government administration, public banking, military and security structures.

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<sup>7</sup> According to MOLSAMD, around 2/3 of children currently placed in the orphanages have at least one living parent.

#### **Market-based arrangements for managing the social risks are least developed**

There are no instruments for saving and insurance that would target the poor and vulnerable. The only developed instrument is micro financing, which has grown in recent years.

#### **Poor donor coordination**

In most cases, donors and NGOs are trying to fill the gap. They mainly focus on supporting children, disabled and vulnerable women. However, donor coordination is very poor and MOLSAMD doesn't have a full overview over the implementation of programs and projects.

#### **Inefficient monitoring framework and misuses in delivering the current cash transfers**

Inefficient application of criteria and weak monitoring led to number of misuses in distributing cash transfers to martyrs' families and disabled.

#### **Weak emphasis on supporting urban poor and Kuchis**

Most donor and public funds are channeled to support the rural poor. However, recent studies on urban livelihoods raise serious concerns over increasing poverty among the urban poor (as a result of growing migrations of the rural households and the returnees into cities). Many Kuchi families were forced to settle as they have been denied the rights to use their traditional summer pastures (by the local authorities, crime and growing conflicts with the settled population). This drives many of them into even deeper poverty.

### B. Constraints

**Fiscal limitations:** low mobilization of domestic revenues and a limited amount of donor funds<sup>8</sup> are serious constraints for meeting the basic needs

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<sup>8</sup> Donor assistance per capita to Bosnia and Kosovo was twice as high per capita as Afghanistan (ANDS research)

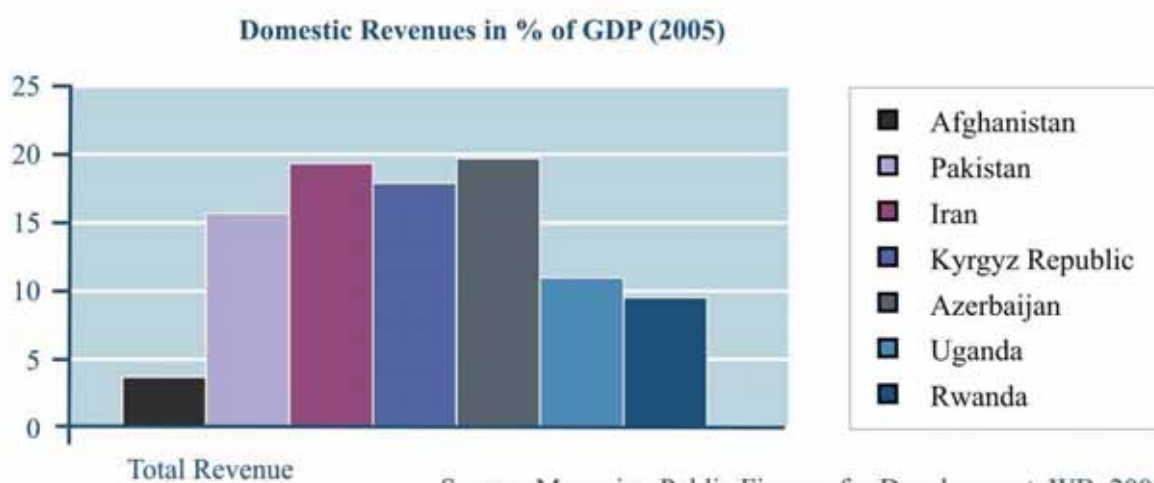
even for the most vulnerable. Most of the funding for social protection still comes from the donor-managed External Budget.

**Social responsibility to care for a large number of war survivors:** as a result of past and ongoing wars and military operations, a number of families lost their breadwinners and many lost the use of their limbs. Therefore, the societal solidarity with the war victims (martyrs' families and the

disabled) dominates the existing Social Protection System.

In 2006 the number of martyrs families and disabled people that benefited from the existing social transfers has reached 280,000. Despite low entitlements this has left very little room to support other vulnerable groups, such as children, elderly, vulnerable women and individuals with non-war related disability.

**Chart – 2 on the next page show: Domestic Revenues in % of GDP (2005)**



**Culture and tradition:** chronically poor women are one of the most vulnerable groups. Due to culture and tradition effective support to vulnerable women is difficult. Despite tremendous progress, the gender gap remains high. Only 12.6 percent of female adults are literate<sup>1</sup> and of these, only a very small percent of them are employed.

**Capacity:** the Afghan public administration is undergoing a significant capacity building process. In the case of social protection, low policy making and monitoring capacity remains serious a constraint.

**Security:** military operations and anti-government war activities contribute to the rising security risks for the poor and vulnerable. They cause loss of human lives and assets and force poor households to migrate and withdraw children from school.

<sup>1</sup> Afghanistan Human Development Report, UNDP, 2007



## CHAPTER 5

# PENSION SYSTEM: CURRENT SITUATION

### BASIC CHARACTERISTICS

The current pension scheme in Afghanistan is part of the greater set of public safety net arrangements. It operates on a pay-as-you-go (PAYG) basis. The basic characteristics are as follows:

- the benefit is linked to the last pay and years in service: 40% of last wage for 10 years of service, plus 2% for each additional year;
- maximum pension: 100% of last wage;
- no automatic adjustment for inflation;
- insurance against old age, disability, work-related injury or illness and death;
- no benefit adjustment for early retirement.<sup>1</sup>

The pension system is designed to be funded by pension contributions. However, in practice 80% of the funding comes from budget subsidies.

The Government is required to set aside 8% of the employees' salary, and employees must contribute 3% of their pay as pension contribution. In reality, pension contributions are poorly collected. The exiting benefit formula is generous by regional and international standards: the average pension replaces approximately 70% of the final basic wage. With 40 years of service retiring employees can claim up to 100% of their final basic wage as pension.

In the region, only Bangladesh and Sri Lanka have

the same or a more generous benefit formula.<sup>2</sup>

**Figure 5:** Around 83,177 individual has been registered in and 54,392 individuals has been benefited from the government pension scheme.



The whole system is based on manual paper work and pensioners have to present themselves physically every year to collect their pensions.

According to table 6, in 1385 (2006/07) around US\$20 million were paid to 54,393 pensioners.

The average pension for civil servants was around US\$25 and for military pensioners around US\$40.

<sup>1</sup> WB and the MOLSAMD analysis, 2007

<sup>2</sup> Strategy Note on Public Employee Pensions in Afghanistan, MOLSAMD, 2007

**Table 4:** Year 1386 92006/070 Pensions total amount.

Categories	Registered pensioners	Pensions collected in 1385 (2006)	Total amount paid to pensioners in Afs (1 US\$ = 50 Afs)
Civil Pensioners	33,532	19,958	298,480,683
Civil Survivors	14,843	7,855	140,753,419
Military Pensioners	17,916	15,445	490,041,617
Military Survivors	5,783	2,614	76,007,542
Civil & Military Pensioners and their survivors in provinces	11,104	8,500	103,720,000
<b>Total:</b>	83,177	54,392	1,109,003,261

Source: MOLSAMD, 2007

## INSTITUTIONAL AND LEGISLATIVE FRAMEWORK

There are two pension schemes operated by the public sector:

- Civil Servant and Military Pension Scheme;
- covers civil servants, employees of state owned enterprises (SOEs), teachers, military, police and security officers;
- in 2006 paid 54,392 pensions;
- operated by Pension Department of MOLSAMD

### Da Afghanistan Bank Pension Scheme (DAB):

- covers employees of the public banking sector;
- in 2006 paid around 3000 pensioners;
- operated by the Pension Unit of DAB

The legislative framework for the Civil Servant and Military Pension Scheme is based on the pension legislation. However, from the legislative point of view the process of collecting pension contributions ANDS the role of the Pension Department is ambiguous.

The legislative status of the Da Afghanistan Bank Pension Scheme is not clear. The current legislation doesn't envisage establishment of the pension schemes for private sector employees.

## CAPACITY ASSESSMENT

Capacity of the Pension Department within MOLSAMD requires significant strengthening. Overall staff capacity remains extremely weak as no training of any sort has been provided to them. New recruits to the department learn the job informally from their seniors. Many of the staff lack motivation as archaic methods/systems are in place and no innovations seem to be in the offing. The existing pension manual was written in year 1353/1974 and no systemic revision has ever taken place. The Pension Department also requires lots of investment in information technology.

## CONCLUDING REMARKS: WEAKNESSES AND CONSTRAINTS

### A. Fiscal limitations

The employees' pension contributions constitute a small part (20 percent) of the revenues while government agencies (employers) provide even smaller amounts. Thus, direct budget allocations on a needs basis provide a major source of funding.



There are generous norms in place for giving benefits to the pensioner's relatives once he has passed on, for employees who retire on grounds of disability and for making payments to survivors of employees who die while in service. The pension payments are not indexed to inflation.

This results in pensions losing their value and in arbitrary increases in pensions due to pensioners' protests. Given this complicated system, many pensioners do not collect their pensions. Instead, some of them present themselves after several years and submit their consolidated claim. This leads to an accumulation of arrears and upsets the budget prepared by the MoF.

The number of pensioners is likely to increase, as well as the number of public employees (especially the number of teachers and military personnel). Approximately 83,177 pensioners are registered, of whom 54,392 collected their pensions in 1385.<sup>1</sup> A growing number of pensioners claimed their benefits after a benefit increase in 1382. Moreover, the existing civil service is relatively old and many civil servants will be retiring soon. Finally, the Pay and Grading reforms are being implemented: these reforms will result in a substantial salary and pensions hike leading to a higher number of pensions paid, which will make the whole system even more fiscally unsustainable.

Till 1382/2003, the pension amount used to be so meager that most pensioners in the provinces were often of the view that it was not worth the time and money to follow up their case in Kabul. After the introduction of the rank-specific pensions in 1382 (2003) the pension has become more attractive. However, many old pensioners are not yet aware of the change in the rules. Some of them have died and their families do not follow up the case for family pensions.

Source: MOLSAMD, 2007

Unclear institutional and legislative framework: The collection of pension contributions and entitlements are disconnected. The Pension Department does not control the process of contribution collection. Instead, the MoF administers it and the Pension Department receives very poor information about it.

<sup>1</sup> WB and MOLSAMD analysis, 2007

Poor record-keeping system and application procedures: The Pension Department does not track employees until the claim for pension benefit is filed. Individuals apply for pension only with the documents certified by their employers, which could lead to fraud. A lack of a computerized database hampers efforts to make future expenditure projections.

Lack of capacity of the Pension Department and the Ministry of Finance: Compliance enforcement of pension contribution is weak. Other revenues (tax, customs) remain a priority for collection. Lack of the clear rules for application procedures, non-existence of centralized database of personal records of employees, poor record keeping and weak infrastructure are serious constraints for the Pension Department.

## B. Disaster Preparedness in Afghanistan Today

Afghanistan is vulnerable to natural disasters causing losses to lives, livelihoods and property. In recent history, natural disasters have led to social shocks, such as food insecurity and population exodus. In Afghanistan's context disaster preparedness is an important part of the social risk management system.

## HAZARD PROFILE

Between 1970 and 2000 the country experienced 57 large scale disasters with estimated number of killed at 19,630 people and affecting 3,361,178.<sup>2</sup> In the Hindu Kush Mountains the earthquakes of magnitude near to 4 on the Richter Scale occur every week or two. The largest river in Afghanistan, the Amu Darya, causes floods almost every year. Afghanistan is often a victim of droughts: according to the ADB, localized droughts occur almost every three to five years. Extreme winters often cause the loss of human lives. Periodic locust attacks damage harvests. Vulnerability to natural disasters can be classed in four categories:

<sup>2</sup> Afghanistan, National Disaster Management Plan, Transitional Islamic State of Afghanistan, December 2003



- Geological: earthquakes,
- Hydro-meteorological: droughts, floods, landslides, avalanches, sandstorms,
- Technological: chemical and industrial accidents, fires, building collapse, air, road accidents,
- Biological: epidemics, pest attacks

## INSTITUTIONAL AND LEGISLATIVE FRAMEWORK

The main responsibility for disaster preparedness lies with the Afghanistan National Disaster Management Authority (ANDMA) whose main responsibilities are as follows:

- To coordinate the Government's response to disasters and to provide policy making,
- To ensure that the line ministries and provinces will develop their own disaster preparedness plans,
- To monitor the situation through the National Emergency Operation Center

The institutional arrangement includes the National Commission for Emergency and Disaster Management consisting of key (lead) ministries such as: the Ministry of Agriculture, Ministry of Interior, MRRD, Ministry of Energy and Water, Ministry of Public Health and Ministry of Defence. However, broader membership of the National Commission includes 22 ministries, as well as the Afghan Red Crescent Society, province governors, municipal mayors and international agencies. The ANDMA acts as the Secretariat for the National Commission, which is chaired by the President. The Emergency Budget for Disastrous Situations has been established to provide quick responses. The Budget is managed by the President and on an annual basis it totals around US\$15 million. Although the Budget is reserved

only for disaster situations, in the past the lump sum payments have often been made to the families of those who have been killed.

## CAPACITY ASSESSMENT

The capacity of the ANDMA has been significantly improved in the last few years. A five-year Disaster Risk Reduction Program was developed with the help of UNDP. The National Emergency Operation Center was strengthened as well as coordination with the line ministries and key donors. However, despite progress there is still a big capacity gap in terms of both human and physical capital. The communication system requires lots of investments. A number of laws will need to be adjusted to strengthen the ANDMA's coordination responsibilities, especially in (i) monitoring and evaluating preparedness of the line ministries; (ii) developing the capacities for preparedness at the sub-national level, and (iii) establishing standardized operational procedures.

## CONCLUDING REMARKS: WEAKNESSES AND CONSTRAINTS

**Fiscal limitations:** like in other sectors, low mobilization of domestic revenues and insufficient donor assistance is a serious constraint to building an effective disaster preparedness and response mechanism. Most interventions are funded from the Emergency Budget for Disastrous Situations. However, as mentioned previously, funds are often used for needs outside of disaster preparedness activities.

**Weak inter-ministerial coordination:** the key for successful disaster preparedness and response is effective coordination between Government agencies at the national and the sub-national levels. The ANDMA coordination role has been undermined by the weak response from the line ministries. Moreover, ANDMA's risk assessments and recommendations for disaster preparedness have not been followed to a large extent.<sup>3</sup>

<sup>3</sup> According to the ANDMA's authorities, some important infrastructure, such as schools, has been built in risky areas.

**Low capacity and insufficient equipment:** the ANDMA requires a significant capacity building as well as investment in its infrastructure and equipment.

**Lack of the storage facilities:** one of the major problems for improving disaster preparedness and response is lack of the storages (for humanitarian assistance and equipment) throughout the

country. This is one of the major reasons for the lack of effective disaster response of relevant the aid agencies.<sup>4</sup>

**Security:** the security situation has a significant adverse impact on ANDMA's activities as in the case of the recent floods in Uruzgan, Helmand and Zabul provinces.

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<sup>4</sup> Strategy of the Office for Disaster Preparedness (DDP), April 2007



## CHAPTER 6

# SOCIAL PROTECTION SECTOR: STRATEGIC POLICY FRAMEWORK

The strategy for the Social Protection Sector aims to develop the Government's strategic policy framework for the social support, pension reform and disaster preparedness. It complements the Education, Health, Agriculture and Rural Development Sector Strategies, where implementation will be also key to poverty reduction.

### STRATEGIC VISION

The strategic vision of the Social Protection Sector is to decrease the vulnerability of a large number of the Afghans and to help the poor to climb out of poverty. It is also to empower the poor and make their voices heard -- to decrease inequality, especially among the women, and to enhance social inclusion of neglected such as the minorities and disabled. Most of the Afghans are young and many of them children. The vision of the Social Protection Sector is an Afghanistan free of child labor and the country "free of any oppression, discrimination and violence and based on the rule of law, social justice, protection of human rights and dignity." It is also about strengthening national solidarity amongst those who lost their beloved or sacrificed their personal health and lives to defend the freedom and the unity of Afghanistan.

The Social Protection Sector Strategy aims to support the implementation of the AC benchmarks and MDGs and the country's "Vision ۲۰۲۰" which "collectively reflects Afghanistan's aspirations for its people of reducing poverty and hunger, providing universal primary education, reducing child mortality, improving maternal health, combating diseases, promoting gender equality, ensuring environmental sustainability and enhancing personal security". The ultimate vision of Afghanistan's Social Protection Sector is to build a country where social justice prevails in line with Islamic values and Afghan traditions.

### STRATEGIC GOALS AND OBJECTIVES

The strategic goal of the Social Protection Sector Strategy is to (a) support economic growth by improving human capital accumulation and (b) to

support stability of the country by reducing poverty and increasing social inclusion.

### PRIORITY POLICIES

The priority policies for implementation of the sector's vision, goals and objectives will be:

- to ensure equitable growth distribution
- to maintain macroeconomic stability and increase mobilization of domestic revenues
- to build a fiscally affordable social protection system
- to build a fiscally sustainable pension system
- to improve disaster preparedness and response
- to enhance aid coordination
- to strengthen the capacity and institutional framework of the Social Protection Sector

### TARGETS/EXPECTED RESULTS

The implementation the Social Protection Sector Strategy will aim to achieve the following

targets in line with the Afghanistan Compact and MDGs:

- by end-2012/13 the spring national poverty headcount rate of 42 percent will

decrease by 2 percent per year;

- by end-2010, and in line with the MDGs, the proportion of people living on less than US\$1 a day will decrease by 3 percent per year;
- by end-2010 the proportion of people who suffer from hunger will decrease by 5 percent per year;
- by end-2012/13 the prevalence of underweight children under five in urban and rural areas will decrease by 2 percent per year;
- by end-2012/13 the proportion of the population below the minimum level of dietary energy consumption in urban and rural areas will decrease by 2 percent per year;
- by end-2010, the number of female-headed households that are chronically poor will be reduced by 20 percent and their employment rate will increase by 20 percent;
- by end-2010 increased assistance will be provided to meet the special needs of all disabled people, including their integration into society through opportunities for education and gainful employment;
- by end-2010 skill development trainings will be provided for 150,000 unemployed of which women will comprise at least 35
- percent and the disabled will comprise minimum 10 percent;
- by end-2012/13 the government will employ 3 % of disabled persons within its

#### **administration;**

- by end-2012/13 the government will employ 20 % of women within its administration;
- by end-2010 the number of treated drug users will increase by 20 percent;
- by 2012/13 the pension reform will be implemented;
- by end-2010 an effective system of disaster preparedness will be in place;
- by end-2010 an effective system of disaster response will be in place.
- By end-2015 reduce gender disparity in access to justice by 50%, and completely (100%) by 2020.

#### **EXPECTED OUTCOMES**

Implementation of the Social Protection Sector's strategic vision, objectives and priority policies will lead to visible progress in supporting the implementation of the following major outcomes:

- poverty and vulnerability reduction
- improved social inclusion
- women
- disabled
- drug addicts
- minorities (Kuchis)
- lower infant and maternal mortality
- reduction in child labor
- reduction in drug demand within the country
- reduction in vulnerability to natural disasters
- improved aid effectiveness



# CHAPTER 7

## SOCIAL SUPPORT SYSTEM

### Needs Assessment

An agenda for social protection (welfare) reform is challenging: it ranges from the need to support those who are already vulnerable to strengthening risk prevention, mitigation and coping mechanisms. Recent poverty estimates show that around 12 million Afghans require government assistance. They are either poor or concentrated very close to the poverty line and vulnerable to falling into poverty. A rough calculation shows that the Government would require annually around **US\$2 billion** just to keep the poorest and most vulnerable above the poverty line.

### Goals and Objectives

A main objective of social support reform is to (a) support the preservation of human capital; (b) enhance poverty and vulnerability reduction, and (c) increase social inclusion.

### Principles for Social Support Reform

#### Enhancing fiscal sustainability by focusing on the most vulnerable

Given the huge needs and scarce resources the targeting will need to improve to focus on supporting the “*poorest of the poor*”, improved targeting will assume the following actions: (a) higher selectivity in providing social protection (public) arrangements across the vulnerable groups, and (b) higher levels of support to the most isolated and remote areas (where majority of the poor resides).

#### Strengthening the social protection component of existing public arrangements

1 NRVA 2005, Spring 2007 survey

The existing social support system is dominated by supporting war survivors’ (martyrs’) families, subsidizing fuel cost and pension systems and by funding kindergartens. In many cases these public arrangements do not provide support to the most vulnerable but also to a large number of the non-poor. The future welfare system will change this and focus on supporting the most vulnerable only.

#### Providing balanced support to the rural and urban poor

Because of the predominantly rural nature of poverty in Afghanistan, the rural poor will remain a priority for future social support interventions. However, given the large pockets of severe poverty in many urban areas, and the specific causes of poverty among Kuchis, adequate social protection will also be provided to these categories of the poor.

#### Taking into consideration seasonality in providing support to vulnerable

The winter is the most difficult time of year for the Afghan poor. Future public arrangements will be adjusted to ensure higher support to the poor and vulnerable in winter and early spring.

#### Sequencing in introducing the social protection benefits

Targeted vulnerable groups for future social support will be introduced into the benefits sequentially to reflect the needs of strengthening the public revenue base, collect data, approve legislation, build criteria and the capacity for implementation and monitoring.



## Strengthening the public/NGOs/private sector partnership

The Government role in policy making and providing regulations will remain strong while the role of the private sector and NGOs in service delivery, project implementation and advocacy will be strengthened.

### Integration of the PDPs into the Social Protection Sector Strategy

The top priority needs identified in the social protection sector of all PDPs was related to the provision of employment opportunities for the most vulnerable group.<sup>1</sup> Given this, skill development will remain one of the most important public arrangements. The PDPs also highlighted the need to provide direct cash transfers to all vulnerable persons with disabilities. More than half the PDPs, including the poorest provinces in the South, identified the provision of housing for the most vulnerable as a priority. Given this, free distribution of land plots will remain to be used in the future. Most of the PDPs recommended the need to reduce violence against women. Thus, building shelters for the victims of violence was designated as a high priority. This was particularly emphasized in the Center, North and Western regions and was closely related to the need to improve the rights of women and protection from forced marriages. The Social Protection Sector Strategy has identified women “at risk” as a priority target group for future public interventions. In cooperation with NGOs, a network of shelters to protect victims of violence will be built and this vulnerable group will be a priority group for the skill development trainings and participation in public works programs.

## Priority Policies

- Social support reform will be supported with implementation of the following priority policies:
- to improve the efficiency of public arrangements for social risk management
- conditional payments (in cash and kind)
- community based rehabilitation
- skill development
- public works
- to diversify market based arrangements for social risk management
- community based savings

- community based insurance
- to strengthen informal arrangements for social risk management
- to improve targeting
- disabled
- children “at risk”
- women “at risk”
- drug addicts
- to strengthen the capacity and restructure the MOLSAMD
- to improve partnership with the civil society (NGOs)
- to enhance aid coordination

## A. Public arrangements to support social support reform

Future social protection (welfare) system will include some of the existing public arrangements such as: (i) direct cash payments, (ii) payments in kind, (iii) public works, (iv) skill development, (v) lump sum payments, (vi) support to orphanages and (vii) land distribution. Given the insufficient impact on the poor some arrangements like **subsidies (for fuel and pensions)** and support to **kindergartens**, will gradually be eliminated reflecting the need to use scarce resources to support the most vulnerable.

### Kindergarten's reform

MOLSAMD will continue supporting 310 kindergartens (in 2001/2002 around 100 children were enrolled). However, given the fact that these institutions provide services to mainly non-poor households (civil servants and military personal) MOLSAMD will develop and implement a strategy for the gradual privatization of kindergartens. By doing this, precious resources will be freed to support the most vulnerable such as poor families with small children.

Funding **orphanages** will continue to represent the largest form of support to welfare institutions. However, orphanages will be reorganized to provide day care services for other children “at risk”. The Afghanistan Red Crescent Society and

other NGOs will receive support for building additional shelters and community based rehabilitation centers to support the most vulnerable such as homeless, elders without support and victims of violence.

**Current cash transfers** to martyrs' families and individuals with war related disabilities will be integrated into the pension system and will cease to be a part of the welfare system. However, this will occur only in the medium term after completion of the pension reform. The same will be done with different direct cash transfers provided by the MoD and MoI. These new direct cash transfers will be gradually introduced for the poorest individuals with non-war related disabilities and for chronically poor female headed households. Finally, the inclusion of the poorest families with small children into the direct cash benefit transfers *will depend* on the mobilization of domestic revenues and possible introduction of the Zakat-based tax system.

**Payment in kind**, through the distribution of humanitarian assistance will continue to be an important instrument of support to children's enrolment in schools (food for education) and teacher training (food for training). However, the new program will be developed to provide **free distribution of livestock, orchards and tools for farming**. According to the NRVA 2005 report, incidents of poverty appear to be fewer among families involved in animal husbandry and diversified production of crops. Both direct cash transfers and payments in kind will be made **conditional**: poor families will have to enroll their children in schools and to take them for regular health check-ups.

#### Winterization

According to the NRVA 2005 report the poorest households have critically low consumption during winter, especially in March. Therefore, the new system of payments in kind will be introduced for the poorest families with small children. The parcels with basic food and non-food items will be distributed (through the Afghan Red Crescent Society) to support the poorest households in the most difficult period of year.

More than 80 percent of trainees from NSDP have found the job. Given this and huge unemployment among the most vulnerable, the **skill development** will remain to be one of the priority public arrangement for the future social protection. The terms of reference of the NSDP will be changed to introduce the most vulnerable as the highest priority group for receiving the skill development trainings.

**Public works** will remain an part important of future public arrangements. The NSP and the NRAP will continue to play the biggest role in providing the jobs for the poor. However, the new public works program to re-forest Afghanistan (Greening of Afghanistan) will be introduced to supply additional jobs to the poor and to decrease deforestation of the country. All the public works programs will be redesigned to reach the most isolated and remote areas. Finally, effective communication campaigns will be implemented (at the sub-national level) to ensure that the poor will receive information about opportunities to participate in the public work programs.

In addition to other public arrangements, **targeted land distribution** and **lump sum payments** will continue to be used to help the poorest war victims.

#### Measures to be taken:

Integrate the current direct cash transfers to martyr's families and people with disability into the pension system (MOLSAMD, by end-2012)

Develop the project and criteria for the free distribution of the livestock, seeds and tools for farming (MOLSAMD, MoA, by mid-2009)

Develop project and criteria for free distribution of parcels with food and non-food items (winterization) in winter period (MOLSAMD, ARCS, by mid-2009)

Develop a new public work program: "Greening of Afghanistan" (MAIL by mid-2009)

Redesign the NSP and the NRAP to ensure their presence in remote and poor provinces (MOL-SAMD, MRRD, by end-2008)

Improve communications campaigns to better inform the poor about opportunities to participate in the public work programs (relevant line ministries, continuously)

Ensure that the most vulnerable groups will be priority for participation in public work programs and skill development trainings (respective line ministries, continuously)

Develop the strategy for privatization of kindergartens (MOLSAMD, MoF, by mid-2008)

Gradually privatize kindergartens (MoF, by end-2012)

Change the NSDP terms of references to introduce the most vulnerable categories as priority groups for receiving skill development trainings (MOL-SAMD, by mid-2008)

Establish the institutional framework for accrediting the service providers for skills development training and for issuing certificates (Government, by end-2008)

Complete the Labor Market Study to ensure that NSDP will meet the needs of the labor market for skills (MOLSAMD, NSDP, by mid-2008)

Develop the national curriculum for kindergartens (MoE, by end-2008)

## **B. Diversification of the market based arrangements**

In Afghanistan, market based arrangements for social protection are dominated by **microfinance schemes**, and will continue to be strengthened and developed. However, efforts will be made to develop other market based arrangements such as (i) increasing **financial market literacy**; and (ii) introduction of **community-based insurance schemes**. Loss of women's inheritance entitlements to male relatives and denial of their property rights render

women and their children (especially in female-headed households) more vulnerable to poverty. Given the lack of capacity to present collaterals to banks, this impedes women's access to loans and self-employment opportunities. Therefore, future Government policies will take measures to enforce women's rights to inheritance.

## **Saving and community based insurance**

### **Safe Save in Bangladesh**

Safe Save is a financial service provider, which operates in poor parts of Dhaka. It started with only 2,000 clients in 1999 and around total saving deposits of around US\$1,000\$. Today Safe Save already covers its operational cost from its loan interest income and has a prospect of becoming fully sustainable.

**Source:** Poverty and Vulnerability in South Asia, WB, June 2002

**Financial market literacy** is instrumental to providing the vulnerable groups with information on how to access financial services, such as savings. Recent experience has shown that even poor households are eager to save if provided with safe, flexible, accessible accounts and attractive interest rates. **Community-based public insurance** could play an important role in mitigating the risk from harvest failure and harvest loss, which are substantial in Afghanistan. Commercial banks usually focus on large farms rather than on small ones. In this case, the public insurance scheme such as "crop insurance" could help vulnerable rural households to minimise their risks.<sup>2</sup>

## **Measures to be taken:**

Improve the legislative framework to support further microfinance development (MoF, by end-2008)

Develop the strategy for establishing community based insurance schemes (MOLSAMD, MoF, by end-2008)

Establish, on a pilot basis, the Crop Insurance  
2 Poverty and Vulnerability in South Asia, WB, June 2002

Scheme in at least two provinces (MoF, MOL-SAMD, by mid 2009);

Continue with efforts to liberalize the banking sector; (MoF, continuously)

Implement awareness campaigns to increase the financial market literacy of the poor (MoF, continuously)

Approve legislation to reinforce women's rights to inherit land and assets (Government, MoWA, by mid -2009)

### **C. Strengthening informal arrangements for social risk management**

Migration to neighboring countries and remittances will probably remain a key informal arrangement of the poor. The Government will need to ensure that Afghan migrant workers will not be subjected to any abuse in the countries of their destination.

#### **Measures to be taken:**

Conclude international agreements with neighbouring and other countries to regulate the rights of Afghan migrant workers (MoFA, MOLSAMD, by end-2009)

### **D. Improved targeting and priority target groups**

Social protection will target two large groups: (a) populations "at risk", and (b) war survivors. Populations "at risk" include the most vulnerable while the war survivors target group refers to martyrs' families and disabled people due to ongoing conflict.

#### **1. Population "At Risk"**

##### **Chronically poor female headed households with small children**

Risk vulnerability analysis suggests that the largest vulnerable group is poor households with small children. However, given limited resources,

future arrangements will have to focus on supporting the most vulnerable within this group: chronically poor female headed households with small children. The Afghanistan Compact obliges the Government to improve assistance to this category.

#### **Public arrangements to be provided:**

**Payment in kind (winterization):** food parcels will be provided during the winter through the Afghan Red Crescent Society (winterization program)

**Skill development:** female heads of the chronically poor households with small children will be priority groups for skill development training.

**Distribution of livestock, orchards, seeds and tools for farming:** chronically poor rural households with small children residing in remote areas where the public works programs are not active will be priority groups for receiving livestock, orchards, seeds and farming tools.

**Microfinance:** provided that conditions are met, female heads of the chronically poor households with small children will be a priority group for microfinance borrowing.

**Employment:** female heads of chronically poor households with small children will be priority groups for participation in public works. Provided they had the right qualifications, they will be given priority for civil service employment.

Prospects for greater support to poor families with small children: Zakat-based tax

#### Zakat: experience from Pakistan

In Pakistan, the principal form of cash transfers to the poor is through the publicly administered Zakat system. Zakat can be thought of as a wealth tax of 2.5 percent on individually owned financial assets. Zakat is paid into a central fund administered by an autonomous Zakat Council and maintained by the State of Pakistan. Those eligible to receive Zakat directly or indirectly, include the poor (especially widows and orphans) and the handicapped

Poverty and Vulnerability in South Asia, WB, June 2002

Limited resources are an impediment to supporting poor families with small children. The introduction of the Zakat-based tax and establishment of the Afghanistan Welfare Fund to attract charity contributions in line with the Islamic values could mobilize significant resources to support vulnerable families. Larger support to the poor families with small children would decrease the prevalence of underweight children and infant mortality, which is another obligation of the Government under the Afghanistan Compact. Given this, the MOLSAMD will initiate public debate about prospects and modalities for introduction of the Zakat-based tax

#### Measures to be taken:

Conduct a survey to collect data about female headed chronically poor households with small children (MoWA, MOLSAMD, by end-2008)

Develop policy and criteria for providing comprehensive support to female headed chronically poor households with small children (MOLSAMD, MoWA by mid-2009)

In partnership with the Afghan Red Crescent Society develop the criteria and mechanisms for distributing food parcels in winter (MOLSAMD, ARCS, by mid-2009)

Initiate and complete the public debate about establishment of the Afghanistan Welfare Fund and introduction of the Zakat-based tax (MOLSAMD, MoF, MoRA, by mid-2008)

Establish the Afghanistan Welfare Fund and in-

troduce the Zakat-based tax in line with the recommendations from the public debate and consultations (MOLSAMD, by mid-2009)

Improve implementation of the family planning programs (MoPH, continuously)

#### Children “At Risk”

The MOLSAMD has approved the National Strategy for Children “At Risk”, which targets a number of children. However, given scarce resources, future social protection arrangements will have to focus on supporting the most vulnerable at risk within this group: orphans, street children (begging and working), children in exploitative public work places (currently including restaurants and guest houses, transport and mechanic workshops, carpet producers), children in conflict with the law and children whose mothers are in detention and children with disability.

#### Orphans

##### ?(What is a Day Care Center (DCC

The DDC is the area where vulnerable children – beggars; working in streets or exploitative labour; victims of violence, sexual abuse, drug abuse, severe physical/mental impairment – can seek emergency support on a daily basis in the form of food, hygiene, medical check ups, trauma counseling, information and referrals to services (training, education courses). The managers of the DDCs are also involved in persuading parents and employers to allow children to send children to school for appropriate education (mainstream class, accelerated learning, literacy). There are a number of NGOs who are running day care centers for children which need to be integrated into orphanage services

The MOLSAMD will continue to provide support to 32 orphanages and around 11,000 orphans. However, orphanages will be reformed to serve as *day care centers (DCC)* in order to be able to support a larger number of vulnerable children in need of emergency temporary support (by providing them with food, hygiene, regular medical check-ups and by reintegrating them into the education system). An important part of future efforts will be the *reintegration of children into their families*. As mentioned previously, around two



thirds of the children in these orphanages have at least one living parent. Under MOLSAMD's leadership and through NGOs, parents will be encouraged to repatriate their child back into the family. To support this process, families will be provided with employment opportunities, skills development trainings and grants to start their own small businesses.<sup>3</sup>

### Street working children

**Actions against harmful child labor:** the Government will improve legislation and law enforcement to prevent child labor. The MOLSAMD will establish a Child Labor Monitoring System (CLMS) to observe child labor and evaluate programs for reintegration of children into schools. Finally, the MOLSAMD and the MoE will organize special evening skill development programs and education classes for working street children and continuously implement awareness raising campaigns to prevent child labor

**Street working children, children engaged in begging and exploitative work:** According to UNICEF around 25 percent of children are considered currently working. A network of community based day care centers will be developed under the supervision of MOLSAMD in cooperation with NGO service providers to serve those areas where needs exist and where there are no orphanages.

**Children in conflict with law:** This target group refers to children in police detention or in juvenile centers.<sup>4</sup> Some NGOs (organized within the CRC) report that in those centers children mingle with adults, are denied a proper education and health protection and are vulnerable to a number of abuses. Many children have been in trial detention for too long without being tried. The MOLSAMD will develop policy and standards for government officials and police involved in dealing with children in conflict with law. This will include employment of qualified social workers that will support the reintegration of this category of children into so-

ciety. In cooperation with NGOs, MOLSAMD will ensure that these children receive education and health services and free legal counselling.

**Children with mothers in detention:** This target group refers to children between four and fourteen years old who live in detention centres with their mothers. MOLSAMD will develop policies for dealing with this vulnerable group of children. In cooperation with NGOs, MOLSAMD will launch pilot projects to provide these children with shelters, education and health services.

**Children with severe disability:** Children with extreme physical or mental impairment (and particularly girls) are recognized as one of the most vulnerable categories at risk. Measures will be developed with key stakeholders and the MoE to provide support to child and family to ensure integration into educational activities and society in both urban and rural areas.

### Measures to be taken:

In cooperation with NGOs develop programs for reunifying orphans with their living parent/parents and develop and approve policy and standards for establishing day care centers within orphanages and linkages to services by the NGOs (MOLSAMD, by mid-2009)

In cooperation with NGOs develop policy and standards for dealing with children in conflict with law and with children who live with mothers in detention (MOLSAMD, by mid-2009)

In cooperation with the NGOs implement the pilot project for supporting the children that are living with mothers in detention and for children in conflict with law ((MOLSAMD, by end-2008)

<sup>3</sup> The number of NGOs has successfully reintegrated around 700 children in the last two years.

<sup>4</sup> According to UNICEF there are around 500 children in police detention or juvenile centers in 11 provinces where integrated child-focused interventions are being piloted.

In cooperation with disability NGOs initiate urban support to children with severe physical/mental impairment and their families (MOLSAMD, BY END-2008)

Improve legislation and law enforcement against harmful child labor (Government of Afghanistan on the initiative of MOLSAMD, by end-2009)

Develop the Child Labor Monitoring System (MOLSAMD, by mid-2009)

Establish the Secretariat for Children within MOLSAMD (MOLSAMD, by end-2008)

Develop the program for evening classes and skill development training for street working children (MOLSAMD, MoE, by mid-2009)

Implement the awareness campaign against harmful child labour (MOLSAMD, continuously)

### Poor Persons with Disability

Afghanistan has one of the highest prevalence of people with disabilities in the world. According to the Altai survey (2003) around 25 percent of people's disabilities are war related while the rest is the result of poverty, malnutrition, and accidents, diseases and poor health protection. Future social support arrangements will focus on supporting all vulnerable persons with disabilities (not only on individuals with war related disability). However, given scarce resources, the priority will be to support the poorest among them. The Afghanistan Compact obliges the Government to improve assistance to "specific needs" of this vulnerable group.

### Public arrangements to be provided:

**Direct cash transfers:** will also be introduced to the poorest people with non-war related disabilities.

### ?(What is Community Based Rehabilitation (CBR

The objective of the CBR is to facilitate social inclusion of people with disabilities by providing them with access to public services (health, education), home based rehabilitation, promoting non-discrimination, raising public awareness about the rights of disabled individuals and enabling them to participate in the whole range of human activities. In essence, it is a strategy for socio-economic development with great emphasis on human rights

**Community based rehabilitation:** will address special needs of people with disabilities through removing the physical, attitudinal and communicational barriers and by assisting them to achieving physical rehabilitation, economic independence and social inclusion. This will include empowering civil society groups, providing persons with the disability with home based physical rehabilitation and treatment, general public

awareness, developing Braille and sign language and providing access to information.

**Skill development:** disabled individuals will be a priority group for skill development trainings.

**Employment:** 3% of public administration will be staff with disabilities and the poorest of them will be given priority.

**Others:** MoE will develop a program for inclusive education for the disabled. This will include allowing disabled individuals to attend regular public schools, training teachers and adjusting learning materials in accordance with the special needs of the disabled. Special training centers will need to be established to prepare the disabled for inclusive education. MoPH will improve the work of its rehabilitation centers and will ensure that the rehabilitation of disabled people will be included in BHP in all provinces (at the moment it exists only in 10 provinces). Other relevant ministries (MoUD, MoT...) will adjust the government and public infrastructure and transport to provide better physical accessibility for disabled persons in the country.



## Measures to be taken:

Approve the new Law on Privileges of Disabled and ratify the UN Convention on Rights and Dignity of Persons with Disability (National Assembly, by mid-2008)

Revise the National Action Plan on Disabilities against the ANDS Social Protection Sector Strategy in coordination with NGOs, UN organizations and other civil society actors (MOLSAMD, by mid-2008)

Conduct the survey to collect data on poor persons with disability (MOLSAMD, by mid-2009)

Develop criteria and mechanisms for distributing direct cash entitlements to poor disabled individuals with non-war related disability (MOLSAMD, by mid-2009)

Develop and approve policy and standards for establishing community based rehabilitation centers by the NGOs (MOLSAMD, by mid-2009)

Include rehabilitation of the disabled in the BHP in all provinces (MoPH, by end-2009)

Integrate the management and core funding of existing physical rehabilitation centers and physiotherapy services into the BPHS and EPHS in all provinces (MoPH, by end-2012)

Develop and implement the policy for inclusive education by establishing the taskforce and implementing the pilot project (MoE, by mid-2010)

Improve cooperation and coordination among key line ministries for mainstreaming of disability into the national policies, programs and projects aimed at providing basic needs for the disabled people in the country (continuously, MOLSAMD, MoE, MoPH)

Review the legislative framework to ensure that all potentially discriminatory acts against the people with disability are eliminated and that their constitutional rights will be enforced (MoJ, Supreme Court, by end-2009)

## Victims of violence

AIHRC and MoWA report on significant cases of violence against women and children. This vulnerable group will cover: (a) women “at risk” (female victims of family and community violence, women in conflict with law), and (b) child victims of violence and abuse and child trafficking.

### Public arrangements to be provided:

**Shelter:** women “at risk” will be placed in the shelters of the MoWA approved shelters run by NGOs

**Skill development:** women “at risk” will be priority groups for skill development trainings

**Employment:** women “at risk” will be the priority group for participation in public work programs and for employment within public administrations (provided other conditions are met)

**Microfinance:** provided other conditions are met, women “at risk” will be prioritised for microfinance borrowing

**Orphanages:** victims of violence, child abuse and child trafficking without parents will be placed in orphanages or in shelters of the Afghan Red Crescent Society and in the MOLSAMD’s approved shelters

**Free legal advice and mediation:** in partnership with NGOs, women in conflict with the law, child victims of violence and abuse, and victims of child trafficking will be offered free legal advice. Moreover, MOLSAMD’s social workers and qualified representatives of NGOs will offer mediation in order to integrate these vulnerable groups back into their families. Offering free legal advice to women “at risk” will contribute to the implementation of the Afghanistan specific obligations under the MDGs (improved access to justice for women).

## Measures to be taken:

Develop policy and criteria for supporting victims of violence which should include housing, mediation for reintegration into families, schools and the society (MOLSAMD, by mid-2009)

Provide support to the Afghan Red Crescent Society for building new shelters/marastoons in line with documented demand (MOLSAMD, continuously)

Develop and approve guidance for providing free legal advice and mediation services (for reintegration into families) to all vulnerable groups (MOLSAMD, by mid-2008)

## Drug addicts

According to a recent United Nations survey, there are some 900,000 drug users in Afghanistan today, including around 60,000 children.<sup>5</sup> Almost 200,000 of them are opium and heroin addicts.

The use of drugs is most widespread among the returnee population (72%) which has increasingly moved from “smoking to injection” of heroin, bringing a danger of HIV and other infectious diseases. The Afghanistan Compact requires the Government to improve treatment of drug users.

Women and children drug addicts are the most vulnerable. Afghan culture doesn't tolerate drug addiction especially among women. The prevalence among young people (14-25) is the highest, which is a serious concern. Treatment for addicts is inadequate in the following respects:

Rehabilitation capacity is insufficient<sup>6</sup>

Legal treatment for the drug-users conflicts in most of the cases with legislation regarding drug

<sup>5</sup> UNDOC, *Afghanistan Drug Use Survey, November 2005*

<sup>6</sup> In his interview to the ANDS staff, Mr. Bayan Shairshah, project coordinator for the GTZ-funded Integrated Drug Prevention Treatment and Rehabilitation project, emphasized that many more Afghans would like to embark on voluntary rehabilitation than is the current capacity of the MoH and of NGOs. The waiting list for the treatment at the project's center in Herat included 5000 people who wanted to be treated. However, treatment was possible only to several hundred of them.

addiction, as drug use and addiction is regarded as a criminal activity, not as illness

Culture: drug addiction conflicts with Islamic values upon which Afghan society is based. Thus, voluntary treatment, especially among women, is limited and is dominated by men. Drug-addicts are discriminated against by police and society in general.

Public arrangements to be provided:

Rehabilitation: capacity will need to be increased for treatment and rehabilitation of the larger number of drug addicts. In cooperation with NGOs, culturally acceptable home based treatments for women (with outreach teams) will be developed

Community based rehabilitation: a program will be developed to support the rehabilitation of drug-addicts into society by providing them with day care services, opportunities for employment, skills development and protection against any mistreatment or abuse

Public works and skill development: drug-addicts will be a priority group for skills development trainings and participation in public works

Other activities:

Drug prevention awareness through media, schools and religious leaders

Legislation alterations to clear the status of the drug-addicts before the law

Improve inter-ministerial coordination in implementing the Counter Narcotics Strategy, Drug Demand Reduction Strategy and Drug Harm Reduction Strategy

Measures to be taken:

Develop and approve policy, criteria and program for community based rehabilitation of drug-addicts (MOLSAMD in cooperation with MoPH, MoI, and NGOs, by mid-2009)

Change the legislation to clarify the treatment of drug addiction before the law (MOLSAMD, MoH, MoI, Government, National Assembly, by end-2008)

Implement a Drug Prevention Awareness Campaign through media, schools and religious leaders (MoE, MoCN, MoRA, continuously)

#### Extremely Vulnerable Individuals

This category refers mainly to the urban poor and includes: mentally handicapped people without family support, homeless people, elders without family support and Kuchi families who have been forced to settle.

Rising poverty among the urban poor and weakened extended family safety nets drive many poor people into even deeper poverty. Denied access to their traditional summer pastures forces many Kuchi families to settle leading to a loss of livestock and property.

#### Public Arrangements to be provided:

Shelter and reintegration into families: extremely vulnerable individuals will be placed in the care of Afghan Red Crescent Society for temporary shelter, food, hygiene care, and provided referrals for medical or trauma support, livelihood development, literacy courses, skills development. Mentally handicapped people will be placed into specialized institutions of the MoPH.

Mediation for reintegration into families: MOLSAMD social workers and qualified NGO workers (certified by MOLSAMD) will mediate and encourage the families of extremely vulnerable individuals to reintegrate them. Families will be offered skill development training and grants to start with small businesses.

Skill development, literacy courses: settled and poor Kuchi families will receive skill development training and literacy courses. The Government of Afghanistan will regulate the use of summer pas-

tures with the aim of enabling a balanced use by Kuchis and the settled population.

#### Measures to be taken:

In cooperation with NGOs implement pilot projects to support extremely vulnerable groups which should include options for reintegration into families (MOLSAMD, by end-2009)

Develop a program of support to impoverished Kuchi families who have been forced to settle, which should include Government regulation of land use of summer pastures (MOLSAMD, by mid-2008)

#### Unemployed and underemployed

Afghanistan has the highest number of unemployed people in the region. Due to low salaries many of the employed fall into the category of “*working poor*”. Unemployment and underemployment is a serious cause of poverty, especially among the urban poor.

#### Public arrangements to be provided:

Skill development: unemployed and underemployed will continue receiving skill development training

#### Measures to be taken:

Improve labor market regulations to eliminate abuses against workers (MOLSAMD, by end-2008)

#### Victims of natural disasters

This vulnerable group refers to families and individuals who have lost assets and property due to natural disasters.

#### Public arrangements to be provided:

**Lump-sum payments:** to affected families will be paid from the Emergency Budget for Disastrous Situations

**Skills development:** to affected families and individuals will be made available

**Payment in kind:** humanitarian assistance will be provided

Measures to be taken:

Policy and criteria for supporting victims of natural disasters will be developed (President's Office, MOLSAMD, by mid-2008)

## 11. War Survivors

This target population group includes: (a) martyrs' families from the ongoing conflict, b) disabled individuals with war related disabilities, and (c) civilian victims of the ongoing conflict. The social support to this group will be coordinated with the support from the MoD and MOI.. Given the fact that this category doesn't always represent the poor and most vulnerable, it will be integrated into the future pension and compensation system of NATO/ISAF.

Martyrs' families and individuals with war related disabilities

This target group refers to martyrs' families and individuals with war related disabilities from the previous and ongoing conflict. Both categories will continue to receive direct cash transfers until this benefit has been integrated into the future pension system. However, MOLSAMD and other line ministries will have to eliminate all irregularities that have already led to a significant loss of scarce public resources to those that have not been entitled to receive it.

Public arrangements to be provided:

**Direct cash transfers:** all martyrs' families and individuals with war related disabilities will receive cash payments, which will be gradually translated into future pension payments

**Skill development and public works:** members of the impoverished martyrs' families and the in-

dividuals with war related disabilities will be priority groups for skills development training and for participation in public works programs

**Distribution of livestock, seeds and tools for farming:** the poor martyrs' families and the poor individuals with war related disabilities will receive this kind of benefit

**Distribution of land plots:** the poor martyrs' families and the poor individuals with war related disabilities will be entitled to free distribution of residential land plot

Measures to be taken:

Conduct a comprehensive survey to collect data on number of martyrs' families and individuals with war related disabilities, about their socio-economic situation (MOLSAMD, by end-2008)

Eliminate all existing misuses and irregularities in distributing direct cash transfers (MOLSAMD, continuously)

Implement a new schedule for payments of the direct cash transfers (twice a year) in order to decrease cost of collecting the payments for vulnerable martyr's families and individuals with war related disability who are living in remote areas (MOLSAMD, by mid-2008)

Translate direct cash transfers to martyrs' families and individuals with war related disabilities into pensions (MOLSAMD, MoF, by end-2011)

Civilian victims of the conflict

This target group refers to civilian victims of the current conflict and include: (a) families who have lost their breadwinner or family members as result of military operations; (b) families who lost their breadwinner or family members as result of suicide bombings that targeted international or Government troops; (c) families that lost breadwinners or family members as a result of military attack against international or Government troops; (d) individuals which became disabled

as a result of the military operation; (e) individuals that became disabled as result of suicide or military attacks against international or Government troops; and (f) families or individuals whose property was destroyed or damaged as result of military operations, suicide and military attack against international or the Government troops.<sup>7</sup>

#### Afghanistan Civilian Assistance Program

There are several initiatives and projects funded by USAID or NATO to compensate civilian victims of war directly or through communities. Afghanistan Civilian Assistance Program (ACAP) is designed to assist Afghan families and communities. This initiative doesn't provide direct support to civilian victims. Instead it invests in the local infrastructure, provides skills development and small grants for community income generation projects. In addition to this, victims can file a claim with the US military and receive lump sum payments up to US\$2500 (condolence payments).

Finally, there is new initiative within NATO to establish a Post Operation Humanitarian Relief Fund which would provide more comprehensive support to civilian victims. All these initiatives are uncoordinated and rarely provide direct support to victims. The Government compensation scheme doesn't exist apart from sporadic lump sum payments.

Public arrangements to be provided:

**Lump sum payments:** funded jointly by the Government and ISAF/NATO

**Skill development:** organized jointly by the NSDP and NGOs

**Distribution of land plots:** for civilian victims of conflict

Measures to be taken:

Conduct the survey to collect data on civilian victims of conflict (MOLSAMD, by mid-2008) and develop policy and criteria to support civilian victims (MOLSAMD, NATO, by mid-2008)

Reach an agreement with ISAF/NATO on long term direct support to civilian victims of conflict

<sup>7</sup> According to the MoI around 1300 civilians have been killed as result of military operations

(Government, ISAF/NATO, by mid-2008)

#### E. Strengthening the capacity and restructuring of the MOLSAMD

Implementation of social protection reform will require a significant capacity building of the MOLSAMD. The main objective of the capacity building will be to (a) improve policy/strategy/ elaboration of standards of care, monitoring, targeting and project preparation/implementation in partnership with NGOs in charge of service delivery; and to (b) increase absorption capacity. Enhanced role of the private sector and NGOs in providing the services will support timely implementation of the projects. Restructuring of the MOLSAMD will also be important part of streamlining and increasing the effectiveness of the overall social protection system. An important part of capacity building will be the investment in human resources. Afghanistan's labor market lacks qualified social workers. With respect to this MOLSAMD will, in cooperation with the MoHE and major universities, develop specialized courses to enable university graduates to obtain social worker qualifications.

Measures to be taken:

conduct functional review of the molsamd and prepare the plan for capacity building and restructuring (molsamd, by end-2008)

Establish the Unit for Poverty and Vulnerability Assessment (MOLSAMD, by end-2009) Develop a Proxy Means Test (PMT) based on non-income variables (MOLSAMD, by end-2008)

Approve poverty-targeted criteria for channeling social protection (MOLSAMD, by mid-2009) and establish the database of the beneficiaries (MOLSAMD, by end-2009)

Develop a course to enable university graduates to obtain a social worker qualification (MoHE, MOLSAMD, by end-2008)

#### F. Strengthening cooperation with NGOs and aid coordination



MOLSAMD will remain largely involved in providing regulations and criteria for the implementation of social protection projects. Given its weak capacity, the role of NGOs in providing services and project implementation will strengthen. Currently, most of the NGOs operate with a certain degree of autonomy without coordinating their activities with MOLSAMD.

This will require from the MOLSAMD to map the NGOs activities and provide the standards for the NGOs involvement in implementation of the social protection projects. Apart from this, MOLSAMD will strengthen its contacts with major donors and agencies to improve aid coordination, avoid duplications and increase aid effectiveness in providing welfare support to the most vulnerable.

Measures to be taken:

Map NGO activities in the social protection sector (MOSAMD, by mid-2008)

Develop standards for NGO involvement in the implementation of social protection projects and set up a recognized referral system and publish it (MOLSAMD, by end-2008)

Establish a register of accredited NGOs involved in providing social protection services (MOLSAMD, by end-2008)

Develop a database of all Government and donor-funded projects in the area of social protection (MOLSAMD, by mid-2009)

(Footnotes)

1 *Rapid Analysis of Key Issues, Needs and Priorities for the ANDS Identified in the PDPs*

to diversify market based arrangements for social risk management

community based savings

community based insurance

to strengthen informal arrangements for social risk management

to improve targeting

disabled

children "at risk"

women "at risk"

drug addicts

to strengthen the capacity and restructure the MOLSAMD

to improve partnership with the civil society (NGOs)

to enhance aid coordination

A. Public arrangements to support social support reform

Future social protection (welfare) system will include some of the existing public arrangements such as: (i) direct cash payments, (ii) payments in kind, (iii) public works, (iv) skill development, (v) lump sum payments, (vi) support to orphanages and (vii) land distribution. Given the insufficient impact on the poor some arrangements like **subsidies (for fuel and pensions)** and support to **kindergartens**, will gradually be eliminated reflecting the need to use scarce resources to support the most vulnerable.

#### Kindergarten's reform

MOLSAMD will continue supporting 365 kindergartens (in 1385/2006 around 25 000 children were enrolled). However, given the fact that these institutions provide services to mainly non-poor households (civil servants and military personal) MOLSAMD will develop and implement a strategy for the gradual privatization of kindergartens. By doing this, precious resources will be freed to support the most vulnerable such as poor families with small children

Funding **orphanages** will continue to represent the largest form of support to welfare institu-

tions. However, orphanages will be reorganized to provide day care services for other children “at risk”. The Afghanistan Red Crescent Society and other NGOs will receive support for building additional shelters and community based rehabilitation centers to support the most vulnerable such as homeless, elders without support and victims of violence.

**Current cash transfers** to martyrs’ families and individuals with war related disabilities will be integrated into the pension system and will cease to be a part of the welfare system. However, this will occur only in the medium term after completion of the pension reform. The same will be done with different direct cash transfers provided by the MoD and MoI. These new direct cash transfers will be gradually introduced for the poorest individuals with non-war related disabilities and for chronically poor female headed households. Finally, the inclusion of the poorest families with small children into the direct cash benefit transfers *will depend* on the mobilization of domestic revenues and possible introduction of the Zakat-based tax system.

**Payment in kind**, through the distribution of humanitarian assistance will continue to be an important instrument of support to children’s enrolment in schools (food for education) and teacher training (food for training). However, the new program will be developed to provide **free distribution of livestock, orchards and tools for farming**. According to the NRVA 2005 report, incidents of poverty appear to be fewer among families involved in animal husbandry and diversified production of crops. Both direct cash transfers and payments in kind will be made **conditional**: poor families will have to enroll their children in schools and to take them for regular health check-ups.

#### Winterization

According to the NRVA 2005 report the poorest households have critically low consumption during winter, especially in March. Therefore, the new system of payments in kind will be introduced for the poorest families with small children. The parcels with basic food and non-food items will be distributed (through the Afghan Red Crescent Society) to support the poorest households in the most difficult period of year

More than 80 percent of trainees from NSDP have found the job. Given this and huge unemployment among the most vulnerable, the **skill development** will remain to be one of the priority public arrangement for the future social protection. The terms of reference of the NSDP will be changed to introduce the most vulnerable as the highest priority group for receiving the skill development trainings.

**Public works** will remain an part important of future public arrangements. The NSP and the NRAP will continue to play the biggest role in providing the jobs for the poor. However, the new public works program to re-forest Afghanistan (Greening of Afghanistan) will be introduced to supply additional jobs to the poor and to decrease deforestation of the country. All the public works programs will be redesigned to reach the most isolated and remote areas. Finally, effective communication campaigns will be implemented (at the sub-national level) to ensure that the poor will receive information about opportunities to participate in the public work programs.

In addition to other public arrangements, **targeted land distribution** and **lump sum payments** will continue to be used to help the poorest war victims.



## Measures to be taken:

Integrate the current direct cash transfers to martyr's families and people with disability into the pension system (MOLSAMD, by end-2012)

Develop the project and criteria for the free distribution of the livestock, seeds and tools for farming (MOLSAMD, MoA, by mid-2009)

Develop project and criteria for free distribution of parcels with food and non-food items (winterization) in winter period (MOLSAMD, ARCS, by mid-2009)

Develop a new public work program: "Greening of Afghanistan" (MAIL by mid-2009)

Redesign the NSP and the NRAP to ensure their presence in remote and poor provinces (MOLSAMD, MRRD, by end-2008)

Improve communications campaigns to better inform the poor about opportunities to participate in the public work programs (relevant line ministries, continuously)

Ensure that the most vulnerable groups will be priority for participation in public work programs and skill development trainings (respective line ministries, continuously)

Develop the strategy for privatization of kindergartens (MOLSAMD, MoF, by mid-2008)

Gradually privatize kindergartens (MoF, by end-2012)

Change the NSDP terms of references to introduce the most vulnerable categories as priority groups for receiving skill development trainings (MOLSAMD, by mid-2008)

Establish the institutional framework for accrediting the service providers for skills development training and for issuing certificates (Government, by end-2008)

Complete the Labor Market Study to ensure that NSDP will meet the needs of the labor market for skills (MOLSAMD, NSDP, by mid-2008)

Develop the national curriculum for kindergartens (MoE, by end-2008)

## B. Diversification of the market based arrangements

In Afghanistan, market based arrangements for social protection are dominated by **microfinance schemes**, and will continue to be strengthened and developed. However, efforts will be made to develop other market based arrangements such as (i) increasing **financial market literacy**; and (ii) introduction of **community-based insurance schemes**. Loss of women's inheritance entitlements to male relatives and denial of their property rights render women and their children (especially in female-headed households) more vulnerable to poverty. Given the lack of capacity to present collaterals to banks, this impedes women's access to loans and self-employment opportunities. Therefore, future Government policies will take measures to enforce women's rights to inheritance.

## Saving and community based insurance

### Safe Save in Bangladesh

Safe Save is a financial service provider, which operates in poor parts of Dhaka. It started with only ২০০ clients in ১৯৯৯ and around total saving deposits of around US৫০,০০০\$. Today Safe Save already covers its operational cost from its loan interest income and has a prospect of becoming fully sustainable.

**Source:** Poverty and Vulnerability in South Asia, WB, June ২০০২

**Financial market literacy** is instrumental to providing the vulnerable groups with information on how to access financial services, such as savings. Recent experience has shown that even poor households are eager to save if provided with safe, flexible, accessible accounts and attractive interest rates. **Community-based public insurance** could play an important role in mitigating the risk from harvest failure and harvest loss, which are

substantial in Afghanistan. Commercial banks usually focus on large farms rather than on small ones. In this case, the public insurance scheme such as “crop insurance” could help vulnerable rural households to minimise their risks.<sup>8</sup>

Measures to be taken:

Improve the legislative framework to support further microfinance development (MoF, by end-2008)

Develop the strategy for establishing community based insurance schemes (MOLSAMD, MoF, by end-2008)

Establish, on a pilot basis, the Crop Insurance Scheme in at least two provinces (MoF, MOLSAMD, by mid 2009);

Continue with efforts to liberalize the banking sector; (MoF, continuously)

Implement awareness campaigns to increase the financial market literacy of the poor (MoF, continuously)

Approve legislation to reinforce women’s rights to inherit land and assets (Government, MoWA, by mid -2009)

C. Strengthening informal arrangements for social risk management

Migration to neighboring countries and remittances will probably remain a key informal arrangement of the poor. The Government will need to ensure that Afghan migrant workers will not be subjected to any abuse in the countries of their destination.

Measures to be taken:

Conclude international agreements with neighbouring and other countries to regulate the rights of Afghan migrant workers (MoFA, MOLSAMD, by end-2009)

#### D. Improved targeting and priority target groups

<sup>8</sup> Poverty and Vulnerability in South Asia, WB, June 2002

Social protection will target two large groups: (a) populations “at risk”, and (b) war survivors. Populations “at risk” include the most vulnerable while the war survivors target group refers to martyrs’ families and disabled people due to ongoing conflict.

#### 1. Population “At Risk”

Chronically poor female headed households with small children

Risk vulnerability analysis suggests that the largest vulnerable group is poor households with small children. However, given limited resources, future arrangements will have to focus on supporting the most vulnerable within this group: chronically poor female headed households with small children. The Afghanistan Compact obliges the Government to improve assistance to this category.

Public arrangements to be provided:

**Payment in kind (winterization):** food parcels will be provided during the winter through the Afghan Red Crescent Society (winterization program)

**Skill development:** female heads of the chronically poor households with small children will be priority groups for skill development training.

**Distribution of livestock, orchards, seeds and tools for farming:** chronically poor rural households with small children residing in remote areas where the public works programs are not active will be priority groups for receiving livestock, orchards, seeds and farming tools.

**Microfinance:** provided that conditions are met, female heads of the chronically poor households with small children will be a priority group for microfinance borrowing.

**Employment:** female heads of chronically poor households with small children will be priority groups for participation in public works. Provided they had the right qualifications, they will be given priority for civil service employment.

Prospects for greater support to poor families with small children: Zakat-based tax

#### Zakat: experience from Pakistan

In Pakistan, the principal form of cash transfers to the poor is through the publicly administered Zakat system. Zakat can be thought of as a wealth tax of 2.5 percent on individually owned financial assets. Zakat is paid into a central fund administered by an autonomous Zakat Council and maintained by the State of Pakistan. Those eligible to receive Zakat directly or indirectly, include the poor (especially widows and orphans) and the handicapped.

Poverty and Vulnerability in South Asia, WB, June 2002

Limited resources are an impediment to supporting poor families with small children. The introduction of the Zakat-based tax and establishment of the Afghanistan Welfare Fund to attract charity contributions in line with the Islamic values could mobilize significant resources to support vulnerable families. Larger support to the poor families with small children would decrease the prevalence of underweight children and infant mortality, which is another obligation of the Government under the Afghanistan Compact. Given this, the MOLSAMD will initiate public debate about prospects and modalities for introduction of the Zakat-based tax

Measures to be taken:

Conduct a survey to collect data about female headed chronically poor households with small children (MoWA, MOLSAMD, by end-2008)

Develop policy and criteria for providing comprehensive support to female headed chronically poor households with small children (MOLSAMD, MoWA by mid-2009)

In partnership with the Afghan Red Crescent Society develop the criteria and mechanisms for

distributing food parcels in winter (MOLSAMD, ARCS, by mid 2009)

Initiate and complete the public debate about establishment of the Afghanistan Welfare Fund and introduction of the Zakat-based tax (MOLSAMD, MoF, MoRA, by mid-2008)

Establish the Afghanistan Welfare Fund and introduce the Zakat-based tax in line with the recommendations from the public debate and consultations (MOLSAMD, by mid-2009)

Improve implementation of the family planning programs (MoPH, continuously)

#### Children “At Risk”

The MOLSAMD has approved the National Strategy for Children “At Risk”, which targets a number of children. However, given scarce resources, future social protection arrangements will have to focus on supporting the most vulnerable at risk within this group: orphans, street children (begging and working), children in exploitative public work places (currently including restaurants and guest houses, transport and mechanic workshops, carpet producers), children in conflict with the law and children whose mothers are in detention and children with disability.

#### Orphans

##### What is a Day Care Center (DCC)?

The DCC is the area where vulnerable children – beggars; working in streets or exploitative labour; victims of violence, sexual abuse, drug abuse, severe physical/mental impairment – can seek emergency support on a daily basis in the form of food, hygiene, medical check ups, trauma counseling, information and referrals to services (training, education courses). The managers of the DCCs are also involved in persuading parents and employers to allow children to send children to school for appropriate education (mainstream class, accelerated learning, literacy). There are a number of NGOs who are running day care centers for children which need to be integrated into orphanage services.

The MOLSAMD will continue to provide support to 32 orphanages and around 11,000 orphans. However, orphanages will be reformed to serve

as *day care centers (DCC)* in order to be able to support a larger number of vulnerable children in need of emergency temporary support (by providing them with food, hygiene, regular medical check-ups and by reintegrating them into the education system). An important part of future efforts will be the *reintegration of children into their families*. As mentioned previously, around two thirds of the children in these orphanages have at least one living parent. Under MOLSAMD's leadership and through NGOs, parents will be encouraged to repatriate their child back into the family. To support this process, families will be provided with employment opportunities, skills development trainings and grants to start their own small businesses.<sup>9</sup>

#### Street working children

**Actions against harmful child labor:** the Government will improve legislation and law enforcement to prevent child labor. The MOLSAMD will establish a Child Labor Monitoring System (CLMS) to observe child labor and evaluate programs for reintegration of children into schools. Finally, the MOLSAMD and the MoE will organize special evening skill development programs and education classes for working street children and continuously implement awareness raising campaigns to prevent child labor.

**Street working children, children engaged in begging and exploitative work:** According to UNICEF around 25 percent of children are considered currently working. A network of community based day care centers will be developed under the supervision of MOLSAMD in cooperation with NGO service providers to serve those areas where needs exist and where there are no orphanages.

**Children in conflict with law:** This target group refers to children in police detention or in juvenile centers.<sup>10</sup> Some NGOs (organized within the CRC) report that in those centers children mingle with adults, are denied a proper education and health protection and are vulnerable to a number of abus-

es. Many children have been in trial detention for too long without being tried. The MOLSAMD will develop policy and standards for government officials and police involved in dealing with children in conflict with law. This will include employment of qualified social workers that will support the reintegration of this category of children into society. In cooperation with NGOs, MOLSAMD will ensure that these children receive education and health services and free legal counselling.

**Children with mothers in detention:** This target group refers to children between four and fourteen years old who live in detention centres with their mothers. MOLSAMD will develop policies for dealing with this vulnerable group of children. In cooperation with NGOs, MOLSAMD will launch pilot projects to provide these children with shelters, education and health services.

**Children with severe disability:** Children with extreme physical or mental impairment (and particularly girls) are recognized as one of the most vulnerable categories at risk. Measures will be developed with key stakeholders and the MoE to provide support to child and family to ensure integration into educational activities and society in both urban and rural areas.

#### Measures to be taken:

In cooperation with NGOs develop programs for reunifying orphans with their living parent/parents and develop and approve policy and standards for establishing day care centers within orphanages and linkages to services by the NGOs (MOLSAMD, by mid-2009)

In cooperation with NGOs develop policy and standards for dealing with children in conflict with law and with children who live with mothers in detention (MOLSAMD, by mid-2009)

In cooperation with the NGOs implement the pilot project for supporting the children that are living with mothers in detention and for children in conflict with law ((MOLSAMD, by end-2008)

<sup>9</sup> The number of NGOs has successfully reintegrated around 700 children in the last two years.

<sup>10</sup> According to UNICEF there are around 500 children in police detention or juvenile centers in 11 provinces where integrated child-focused interventions are being piloted.

In cooperation with disability NGOs initiate urban support to children with severe physical/mental impairment and their families (MOLSAMD, BY END-2008)

Improve legislation and law enforcement against harmful child labor (Government of Afghanistan on the initiative of MOLSAMD, by end-2009)

Develop the Child Labor Monitoring System (MOLSAMD, by mid-2009)

Establish the Secretariat for Children within MOLSAMD (MOLSAMD, by end-2008)

Develop the program for evening classes and skill development training for street working children (MOLSAMD, MoE, by mid-2009)

Implement the awareness campaign against harmful child labour (MOLSAMD, continuously)

#### Poor Persons with Disability

Afghanistan has one of the highest prevalence of people with disabilities in the world. According to the Altai survey (2003) around 25 percent of people's disabilities are war related while the rest is the result of poverty, malnutrition, and accidents, diseases and poor health protection. Future social support arrangements will focus on supporting all vulnerable persons with disabilities (not only on individuals with war related disability). However, given scarce resources, the priority will be to support the poorest among them. The Afghanistan Compact obliges the Government to improve assistance to "specific needs" of this vulnerable group.

Public arrangements to be provided:

**Direct cash transfers:** will also be introduced to the poorest people with non-war related disabilities.

#### What is Community Based Rehabilitation (CBR)?

The objective of the CBR is to facilitate social inclusion of people with disabilities by providing them with access to public services (health, education), home based rehabilitation, promoting non-discrimination, raising public awareness about the rights of disabled individuals and enabling them to participate in the whole range of human activities. In essence, it is a strategy for socio-economic development with great emphasis on human rights.

**Community based rehabilitation:** will address special needs of people with disabilities through removing the physical, attitudinal and communicational barriers and by assisting them to achieving physical rehabilitation, economic independence and social inclusion. This will include empowering civil society groups, providing persons with the disability with home based physical rehabilitation and treatment, general public

awareness, developing Braille and sign language and providing access to information.

**Skill development:** disabled individuals will be a priority group for skill development trainings.

**Employment:** 3% of public administration will be staff with disabilities and the poorest of them will be given priority.

**Others:** MoE will develop a program for inclusive education for the disabled. This will include allowing disabled individuals to attend regular public schools, training teachers and adjusting learning materials in accordance with the special needs of the disabled. Special training centers will need to be established to prepare the disabled for inclusive education. MoPH will improve the work of its rehabilitation centers and will ensure that the rehabilitation of disabled people will be included in BHP in all provinces (at the moment it exists only in 10 provinces). Other relevant ministries (MoUD, MoT...) will adjust the government and public infrastructure and transport to provide better physical accessibility for disabled persons in the country.



## Measures to be taken:

Approve the new Law on Privileges of Disabled and ratify the UN Convention on Rights and Dignity of Persons with Disability (National Assembly, by mid-2008)

Revise the National Action Plan on Disabilities against the ANDS Social Protection Sector Strategy in coordination with NGOs, UN organizations and other civil society actors (MOLSAMD, by mid-2008)

Conduct the survey to collect data on poor persons with disability (MOLSAMD, by mid-2009)

Develop criteria and mechanisms for distributing direct cash entitlements to poor disabled individuals with non-war related disability (MOLSAMD, by mid-2009)

Develop and approve policy and standards for establishing community based rehabilitation centers by the NGOs (MOLSAMD, by mid-2009)

Include rehabilitation of the disabled in the BHP in all provinces (MoPH, by end-2009)

Integrate the management and core funding of existing physical rehabilitation centers and physiotherapy services into the BPHS and EPHS in all provinces (MoPH, by end-2012)

Develop and implement the policy for inclusive education by establishing the taskforce and implementing the pilot project (MoE, by mid-2010)

Improve cooperation and coordination among key line ministries for mainstreaming of disability into the national policies, programs and projects aimed at providing basic needs for the disabled people in the country (continuously, MOLSAMD, MoE, MoPH)

Review the legislative framework to ensure that all potentially discriminatory acts against the people with disability are eliminated and that their constitutional rights will be enforced (MoJ, Supreme Court, by end-2009)

## Victims of violence

AIHRC and MoWA report on significant cases of violence against women and children. This vulnerable group will cover: (a) women “at risk” (female victims of family and community violence, women in conflict with law), and (b) child victims of violence and abuse and child trafficking.

### Public arrangements to be provided:

**Shelter:** women “at risk” will be placed in the shelters of the MoWA approved shelters run by NGOs

**Skill development:** women “at risk” will be priority groups for skill development trainings

**Employment:** women “at risk” will be the priority group for participation in public work programs and for employment within public administrations (provided other conditions are met)

**Microfinance:** provided other conditions are met, women “at risk” will be prioritised for microfinance borrowing

**Orphanages:** victims of violence, child abuse and child trafficking without parents will be placed in orphanages or in shelters of the Afghan Red Crescent Society and in the MOLSAMD’s approved shelters

**Free legal advice and mediation:** in partnership with NGOs, women in conflict with the law, child victims of violence and abuse, and victims of child trafficking will be offered free legal advice. Moreover, MOLSAMD’s social workers and qualified representatives of NGOs will offer mediation in order to integrate these vulnerable groups back into their families. Offering free legal advice to women “at risk” will contribute to the implementation of the Afghanistan specific obligations under the MDGs (improved access to justice for women).

Measures to be taken:

Develop policy and criteria for supporting victims of violence which should include housing, mediation for reintegration into families, schools and the society (MOLSAMD, by mid-2009)

Provide support to the Afghan Red Crescent Society for building new shelters/marastoons in line with documented demand (MOLSAMD, continuously)

Develop and approve guidance for providing free legal advice and mediation services (for reintegration into families) to all vulnerable groups (MOLSAMD, by mid-2008)

### Drug addicts

According to a recent United Nations survey, there are some 900,000 drug users in Afghanistan today, including around 60,000 children.<sup>11</sup> Almost 200,000 of them are opium and heroin addicts.

The use of drugs is most widespread among the returnee population (72%) which has increasingly moved from “smoking to injection” of heroin, bringing a danger of HIV and other infectious diseases. The Afghanistan Compact requires the Government to improve treatment of drug users.

Women and children drug addicts are the most vulnerable. Afghan culture doesn't tolerate drug addiction especially among women. The prevalence among young people (14-25) is the highest, which is a serious concern. Treatment for addicts is inadequate in the following respects:

Rehabilitation capacity is insufficient<sup>12</sup>

Legal treatment for the drug-users conflicts in most of the cases with legislation regarding drug

<sup>11</sup> UNDOC, *Afghanistan Drug Use Survey*, November 2005

<sup>12</sup> In his interview to the ANDS staff, Mr. Bayan Shairshah, project coordinator for the GTZ-funded Integrated Drug Prevention Treatment and Rehabilitation project, emphasized that many more Afghans would like to embark on voluntary rehabilitation than is the current capacity of the MoH and of NGOs. The waiting list for the treatment at the project's center in Herat included 5000 people who wanted to be treated. However, treatment was possible only to several hundred of them.

addiction, as drug use and addiction is regarded as a criminal activity, not as illness

Culture: drug addiction conflicts with Islamic values upon which Afghan society is based. Thus, voluntary treatment, especially among women, is limited and is dominated by men. Drug-addicts are discriminated against by police and society in general.

Public arrangements to be provided:

Rehabilitation: capacity will need to be increased for treatment and rehabilitation of the larger number of drug addicts. In cooperation with NGOs, culturally acceptable home based treatments for women (with outreach teams) will be developed

Community based rehabilitation: a program will be developed to support the rehabilitation of drug-addicts into society by providing them with day care services, opportunities for employment, skills development and protection against any mistreatment or abuse

Public works and skill development: drug-addicts will be a priority group for skills development trainings and participation in public works

Other activities:

Drug prevention awareness through media, schools and religious leaders

Legislation alterations to clear the status of the drug-addicts before the law

Improve inter-ministerial coordination in implementing the Counter Narcotics Strategy, Drug Demand Reduction Strategy and Drug Harm Reduction Strategy

Measures to be taken:

Develop and approve policy, criteria and program for community based rehabilitation of drug-addicts (MOLSAMD in cooperation with MoPH, MoI, and NGOs, by mid-2009)



Change the legislation to clarify the treatment of drug addiction before the law (MOLSAMD, MoH, MoI, Government, National Assembly, by end-2008)

Implement a Drug Prevention Awareness Campaign through media, schools and religious leaders (MoE, MoCN, MoRA, continuously)

#### Extremely Vulnerable Individuals

This category refers mainly to the urban poor and includes: mentally handicapped people without family support, homeless people, elders without family support and Kuchi families who have been forced to settle.

Rising poverty among the urban poor and weakened extended family safety nets drive many poor people into even deeper poverty. Denied access to their traditional summer pastures forces many Kuchi families to settle leading to a loss of livestock and property.

#### Public Arrangements to be provided:

Shelter and reintegration into families: extremely vulnerable individuals will be placed in the care of Afghan Red Crescent Society for temporary shelter, food, hygiene care, and provided referrals for medical or trauma support, livelihood development, literacy courses, skills development. Mentally handicapped people will be placed into specialized institutions of the MoPH.

Mediation for reintegration into families: MOLSAMD social workers and qualified NGO workers (certified by MOLSAMD) will mediate and encourage the families of extremely vulnerable individuals to reintegrate them. Families will be offered skill development training and grants to start with small businesses.

Skill development, literacy courses: settled and poor Kuchi families will receive skill development training and literacy courses. The Government of Afghanistan will regulate the use of summer pas-

tures with the aim of enabling a balanced use by Kuchis and the settled population.

#### Measures to be taken:

In cooperation with NGOs implement pilot projects to support extremely vulnerable groups which should include options for reintegration into families (MOLSAMD, by end-2009)

Develop a program of support to impoverished Kuchi families who have been forced to settle, which should include Government regulation of land use of summer pastures (MOLSAMD, by mid-2008)

#### Unemployed and underemployed

Afghanistan has the highest number of unemployed people in the region. Due to low salaries many of the employed fall into the category of “*working poor*”. Unemployment and underemployment is a serious cause of poverty, especially among the urban poor.

#### Public arrangements to be provided:

Skill development: unemployed and underemployed will continue receiving skill development training

#### Measures to be taken:

Improve labor market regulations to eliminate abuses against workers (MOLSAMD, by end-2008)

#### Victims of natural disasters

This vulnerable group refers to families and individuals who have lost assets and property due to natural disasters.

#### Public arrangements to be provided:

**Lump-sum payments:** to affected families will be paid from the Emergency Budget for Disastrous Situations

**Skills development:** to affected families and individuals will be made available

**Payment in kind:** humanitarian assistance will be provided

**Measures to be taken:**

Policy and criteria for supporting victims of natural disasters will be developed (President's Office, MOLSAMD, by mid-2008)

## 11. War Survivors

This target population group includes: (a) martyrs' families from the ongoing conflict, b) disabled individuals with war related disabilities, and (c) civilian victims of the ongoing conflict. The social support to this group will be coordinated with the support from the MoD and MOI. Given the fact that this category doesn't always represent the poor and most vulnerable, it will be integrated into the future pension and compensation system of NATO/ISAF.

### **Martyrs' families and individuals with war related disabilities**

This target group refers to martyrs' families and individuals with war related disabilities from the previous and ongoing conflict. Both categories will continue to receive direct cash transfers until this benefit has been integrated into the future pension system. However, MOLSAMD and other line ministries will have to eliminate all irregularities that have already led to a significant loss of scarce public resources to those that have not been entitled to receive it.

**Public arrangements to be provided:**

**Direct cash transfers:** all martyrs' families and individuals with war related disabilities will receive cash payments, which will be gradually translated into future pension payments

**Skill development and public works:** members of the impoverished martyrs' families and the in-

dividuals with war related disabilities will be priority groups for skills development training and for participation in public works programs

**Distribution of livestock, seeds and tools for farming:** the poor martyrs' families and the poor individuals with war related disabilities will receive this kind of benefit

**Distribution of land plots:** the poor martyrs' families and the poor individuals with war related disabilities will be entitled to free distribution of residential land plot

**Measures to be taken:**

Conduct a comprehensive survey to collect data on number of martyrs' families and individuals with war related disabilities, about their socio-economic situation (MOLSAMD, by end-2008)

Eliminate all existing misuses and irregularities in distributing direct cash transfers (MOLSAMD, continuously)

Implement a new schedule for payments of the direct cash transfers (twice a year) in order to decrease cost of collecting the payments for vulnerable martyr's families and individuals with war related disability who are living in remote areas (MOLSAMD, by mid-2008)

Translate direct cash transfers to martyrs' families and individuals with war related disabilities into pensions (MOLSAMD, MoF, by end-2011)

### **Civilian victims of the conflict**

This target group refers to civilian victims of the current conflict and include: (a) families who have lost their breadwinner or family members as result of military operations; (b) families who lost their breadwinner or family members as result of suicide bombings that targeted international or Government troops; (c) families that lost breadwinners or family members as a result of military attack against international or Government troops; (d) individuals which became disabled

as a result of the military operation; (e) individuals that became disabled as result of suicide or military attacks against international or Government troops; and (f) families or individuals whose property was destroyed or damaged as result of military operations, suicide and military attack against international or the Government troops.<sup>13</sup>

#### **Afghanistan Civilian Assistance Program**

There are several initiatives and projects funded by USAID or NATO to compensate civilian victims of war directly or through communities. Afghanistan Civilian Assistance Program (ACAP) is designed to assist Afghan families and communities. This initiative doesn't provide direct support to civilian victims. Instead it invests in the local infrastructure, provides skills development and small grants for community income generation projects. In addition to this, victims can file a claim with the US \$200,000 military and receive lump sum payments up to US \$10,000 (condolence payments)

Finally, there is new initiative within NATO to establish a Post Operation Humanitarian Relief Fund which would provide more comprehensive support to civilian victims. All these initiatives are uncoordinated and rarely provide direct support to victims. The Government compensation scheme doesn't exist apart from sporadic lump sum payments

#### **Public arrangements to be provided:**

**Lump sum payments:** funded jointly by the Government and ISAF/NATO

**Skill development:** organized jointly by the NSDP and NGOs

**Distribution of land plots:** for civilian victims of conflict

#### **Measures to be taken:**

Conduct the survey to collect data on civilian victims of conflict (MOLSAMD, by mid-2008) and develop policy and criteria to support civilian victims (MOLSAMD, NATO, by mid-2008)

Reach an agreement with ISAF/NATO on long term direct support to civilian victims of conflict (Government, ISAF/NATO, by mid-2008)

<sup>13</sup> According to the MoI around 1300 civilians have been killed as result of military operations

#### **E. Strengthening the capacity and restructuring of the MOLSAMD**

Implementation of social protection reform will require a significant capacity building of the MOLSAMD. The main objective of the capacity building will be to (a) improve policy/strategy/elaboration of standards of care, monitoring, targeting and project preparation/implementation in partnership with NGOs in charge of service delivery; and to (b) increase absorption capacity. Enhanced role of the private sector and NGOs in providing the services will support timely implementation of the projects. Restructuring of the MOLSAMD will also be important part of streamlining and increasing the effectiveness of the overall social protection system. An important part of capacity building will be the investment in human resources. Afghanistan's labor market lacks qualified social workers. With respect to this MOLSAMD will, in cooperation with the MoHE and major universities, develop specialized courses to enable university graduates to obtain social worker qualifications.

#### **Measures to be taken:**

conduct functional review of the molsamd and prepare the plan for capacity building and restructuring (molsamd, by end-2008)

Establish the Unit for Poverty and Vulnerability Assessment (MOLSAMD, by end-2009) Develop a Proxy Means Test (PMT) based on non-income variables (MOLSAMD, by end-2008)

Approve poverty-targeted criteria for channeling social protection (MOLSAMD, by mid-2009) and establish the database of the beneficiaries (MOLSAMD, by end-2009)

Develop a course to enable university graduates to obtain a social worker qualification (MoHE, MOLSAMD, by end-2008)

#### **F. Strengthening cooperation with NGOs and aid coordination**

MOLSAMD will remain largely involved in providing regulations and criteria for the implementation of social protection projects. Given its weak capacity, the role of NGOs in providing services and project implementation will strengthen. Currently, most of the NGOs operate with a certain degree of autonomy without coordinating their activities with MOLSAMD.

This will require from the MOLSAMD to map the NGOs activities and provide the standards for the NGOs involvement in implementation of the social protection projects. Apart from this, MOLSAMD will strengthen its contacts with major donors and agencies to improve aid coordination, avoid duplications and increase aid effectiveness in providing welfare support to the most vulnerable.

#### **Measures to be taken:**

Map NGO activities in the social protection sector (MOLSAMD, by mid-2008)

Develop standards for NGO involvement in the implementation of social protection projects and set up a recognized referral system and publish it (MOLSAMD, by end-2008)

Establish a register of accredited NGOs involved in providing social protection services (MOLSAMD, by end-2008)

Develop a database of all Government and donor-funded projects in the area of social protection (MOLSAMD, by mid-2009)



## CHAPTER 8

# PENSION REFORM: POLICY FRAMEWORK

Pension reform will be an important part of the Social Protection Sector Strategy. Initially it will focus on covering government civil servants and military personnel providing the framework for later development of the pension schemes that will cover private sector employees.

### GOALS AND OBJECTIVES

The pension reform should be inaugurated in 2008 to ensure coordination with Pay and Grade (P&G) reform. The main objective of the pension reform will be to:

- improve old-age protection (especially for civil servants and military) and,
- establish a fiscally sustainable pension scheme.

### EXPECTED OUTCOMES

The pension reform will require five years to be implemented. Therefore, the expected results will be:

- to complete pension reform and introduce a new pension system by 2012.

### OVERALL DESIGN OF THE PENSION REFORM

The overall design of the pension reform will include the following features:

**Scope of pension system and employees covered:** the future pension system will cover the same group of employees that are covered in the current system (civil servants and military personnel).

**Benefit formula:** the system will remain a defined benefit system based on a formula that will take into account age, years of service, and a specified accrual rate. The average benefit for an employee with 25 years of service will equal 50 percent of final pay after Pay and Grading reform. The benefit accrual rate will be 2 percent for each year of service. This formula will be adjusted to increase equity, reduce cost, and address human resource needs of the Government.

**Larger pensions:** pension benefits will be increased in absolute terms (as a result of Pay and Grading reform), but reduced as a percentage of the last drawn pay of an employee. They will be automatically indexed for increases in costs of living to preserve the value of pensions.

**Retirement age:** employees will be eligible for a pension at age 65 if they have completed 10 years of service and will be able to retire at age 55 if they have completed 25 years of service.

**War survivors, disability and death benefits:** disability pensions and pre-retirement and post-

retirement war survivors' benefits will be provided in addition to regular pensions. The existing direct cash transfers to martyrs' families and individuals with war related disabilities will be integrated into the future pension system.

**Financing:** the pension system will be self-financed from the Government and employee contributions on wages (payroll tax). Direct budget subsidies will be gradually eliminated. The overall contribution, however, will increase from 11% of pay to 16% to ensure fiscal sustainability. Around 2% (of the 16%) will be used to fund post-

retirement benefits. The Government should contribute 8 percent of the payroll. The employee's contribution will also be 8 percent. The employee's contribution will gradually increase while the Government's will gradually be reduced.

**Special categories:** to recognize several types of professional hazards, the Government may consider special provisions for selected groups such as military and police. The special provisions might include earlier retirement age, higher accrual rate and compensation for injury or death in combat. Given scarce resources the special provisions will have to be fiscally affordable.

**Transition:** Employees retiring before implementation of the Pay and Grading reform will earn pensions based on the current pension system rules. Employees and new entrants who make contributions to the new system and retiring after Pay and Grading reform implementation will earn a benefit under the new provisions. Previous years of service will be fully recognized. Pre-1382 retirees and war survivors will be paid lump sum payments equal to the present value of their pensions. However, post-1382 retirees under the old arrangements will have the option of a lump sum or continued pension payment.

## CAPACITY BUILDING

Employees of the current pension department,

including the management, will be required to go through comprehensive trainings. Staff will need to be trained in the use of the new automated systems that will be developed in the meantime. Managers will be required to acquire new skills in program supervision and project management. The most significant attribute of the new pension scheme would be the introduction of the payment of pensions through authorized banks.

### Measures to be taken:

- Promulgate pension reform by the Government decree (Government, by end-2008)
- Develop new IT system and processes (MOLSAMD, by end-2010)
- Conduct capacity building and training for the staff and managers of the Pension Department (MOLSAMD, by mid-2011)
- Modernize accounting and internal operational procedures in harmony with the IT system implementation and improve record keeping and processes (MOLSAMD, by end-2010)
- Improve collection of the pension payroll taxes (MoF, continuously in next 3-5 years)
- Establish a central database to store and process the details on pensioners and their bank accounts (MOLSAMD, by end-2010)
- Introduce payments of pensions through banks (MOLSAMD) in Kabul by mid-2009, and throughout the country by end 2010 subject to availability of banking services.





# DISASTER PREPAREDNESS: POLICY FRAMEWORK

Given Afghanistan's high vulnerability to natural disasters, disaster preparedness and response will also be an important part of the Social Protection Sector Strategy.

## GOALS AND OBJECTIVES

Improved disaster preparedness and response will be an important part of the future social risk management structure. Given Afghanistan's high vulnerability to natural disasters, the main objective of the reform is to:

- Decrease risks from natural disasters and improve disaster preparedness and response with the aim of protecting human lives, assets, public infrastructure and the environment.

## TARGETS/EXPECTED RESULTS

- By end-2010 an effective system of disaster preparedness will be in place;
- By end-2010 an effective system of disaster response will be in place;

## PRIORITY POLICIES

- to strengthen the capacity of ANDMA, not only for coordination and policy making, but

also for the implementation of programs and projects;

- to strengthen the capacity of line ministries for disaster preparedness and disaster response;
- to enhance the provincial and community mechanisms for disaster preparedness and response;
- to improve coordination within the Government for disaster preparedness and response, and
- to improve aid coordination in the area of delivering the humanitarian assistance

Different diseases and epidemics usually occur in the aftermath of a natural disaster. Thus, future disaster preparedness and response will need to incorporate public health measures to protect the most vulnerable, especially children and the elderly. Future disaster preparedness and response will also need to integrate the measures to address long-term needs for rehabilitation of affected areas.

## A. New role for ANDMA

Under existing legislation, the prime responsibility of ANDMA is to coordinate the Government's efforts and to provide policy making. However, the lack of responsibility for implementing key projects for disaster preparedness/response and over-reliance on line ministries, has been proven as a weakness. Therefore, the legislation will need to be improved in order to reflect the need to strengthen ANDMA's role in implementing some of the key projects. However, it is important to stress that the line ministries will remain responsible for the implementation of most projects for disaster preparedness/response..

## B. Strengthening capacity and improving coordination

The ANDMA, and to a lesser extent the line ministries, require strong capacity building and equipment modernization in order to be able to successfully coordinate activities for disaster preparedness and response. Having rescue equipment, management tools and operational centers at the provincial level will provide the necessary facilities to respond to disasters. Strengthening disaster preparedness and response at the community level through CDCs will be required. Maintaining access to modern technology, such as with alarming devices, is important for reducing casualties and damages that occur during disasters. Finally, given the existing legal ambiguities, the role of the ANDMA in leading and coordinating the national efforts for disaster preparedness and response will need to be clearly defined and this will require adjustment of the current legislative framework

### Measures to be taken:

- Adjust the legislation to clearly reflect the leading role of the ANDMA in coordinating the national efforts for disaster preparedness and response but also for

implementing of key programs and projects (Government, ANDMA, by end-2009)

- Approve on regular basis annual plans for disaster preparedness (Government, continuously)

- Finalize disaster risk analysis (ANDMA,

by mid-2009) and develop a guideline for disaster response (ANDMA, by mid-2009)

- Develop Standardized Operational Procedures for quick assessment and response, reporting, and for rapid mobilization of international assistance (ANDMA, line ministries, by mid-2009)

- Establish Emergency Operation Centers at provincial level, response centers and teams at the regional level and effective early warning system (ANDMA, by end-2009)

- Establish community emergency response system and develop back-up communication system based on Codan (ANDMA, by end-2010)

- Develop the provincial disaster management plans (ANDMA, Governors, by end-2009)

- Establish ANDMA's offices along with the operational centers (ANDMA, by end-2009)

- Construct 12 regional storages for aid assistance and equipment (ANDMA, by end-2010)

- Improve public awareness activities and raise national awareness about disaster risks and vulnerabilities (ANDMA, continuously)



## CHAPTER 10

# SOCIAL PROTECTION SECTOR STRATEGY: INTEGRATION OF CROSS-CUTTING ISSUES

### CAPACITY BUILDING

Implementation of the ANDS Social Protection Strategy will require significant capacity building. It will also require strengthening of the existing and building new institutions. Most capacity building and institutional strengthening will be required for MOLSAMD and its Pension Departments as well as for the ANDMA.

MOLSAMD will need to strengthen its capacity for dealing with new beneficiaries and new public and market arrangements. The priority will be: (a) building the credible beneficiary data base and poverty-targeted eligibility criteria for channeling social protection benefits, (b) developing poverty and risk vulnerability analysis, (c) strengthening the implementation and monitoring capacity, and (d) improving the institutional framework for implementation of the pension reform.

Equipment modernization and strengthening the coordination role of the ANDMA will also be a priority. Building regional centers and putting in place regional teams will be instrumental to more effective disaster preparedness and response in the future.

### GENDER EQUALITY

Promotion of gender equality and narrowing the gender gap has been identified as an important

priority for the Social Protection Sector Strategy. The proposed public arrangements require the Government to introduce new social protection benefits for both female-headed households and female victims of violence. Lack of ownership over physical assets and the inability to present collaterals prevent women from accessing bank loans and increase opportunities for self-employment. Therefore, the Government will need to ensure women's property rights, especially right to inherit. Future social protection public arrangements will include food aid programs (Food for Education) in order to increase girls enrolment in schools.

### COUNTER-NARCOTICS

The implementation of the Social Protection Sector Strategy will support the Government's overall efforts to reduce poverty. Given the nature of poverty, most public arrangements will target the rural poor. Poverty reduction, especially in rural areas, will result in a number of the rural poor currently involved in opium production to become less vulnerable and less dependent on opium proceeds.

The implementation of the Social Protection Sector Strategy will contribute to reduction in domestic drug demand: special attention will be paid to reintegration of the drug users into society

and implementation of the awareness campaigns through the schools and Islamic leaders (*Ulemas*). Drug users will be a priority target group for skill development and participation in public works programs. They will also be included in a list of beneficiaries for day care centers and community based rehabilitation centers.

## ANTI-CORRUPTION

Higher transparency and better management in distributing existing cash benefits to martyrs' families and the disabled will be a priority for MOLSAMD and its current Database Projects. The recent control of beneficiaries revealed massive misuses. Large numbers of families and individuals were receiving cash benefits on the basis of fake documentation, only in Kabul around 20 000 families and individuals were removed from the list of beneficiaries.

The future capacity building of the MOLSAMD will need to prioritise strengthening capacities for more efficient monitoring of its programs and activities. However, all other institutions involved in assessing applications for benefit entitlement, and primarily courts and public health institutions, will need to tighten its procedures and eliminate corruption.

## ENVIRONMENT

Afghanistan is not vulnerable only to natural but also to human-induced hazards. Widespread poverty increases pressure on natural resources. Massive deforestation has already contributed to soil instability and weakening of the flood protection. The Social Protection Sector Strategy recommends introduction of re-forestation as a new national development program. The Program organized in the form of public works would not only provide jobs for the poor, but will also decrease the risk of floods.

## REGIONAL COOPERATION

Poverty reduction is an important agenda for all countries in the region and the Government of Afghanistan could benefit from their experiences. The Social Protection Sector Strategy has based a number of its recommendations on the experience of the regional social protection strategies. The recommendation to establish the Afghanistan Welfare Fund is to a certain extent in line with the Zakat-based social protection fund in Pakistan. Moreover, the recommendation to support introduction of the community-based insurance scheme was based on the experience from Bangladesh. The Social Protection Sector Strategy will support implementation of the SAARC Social Charter that has recently been approved at the Second Meeting of the Heads of National Co-ordination Committees (New Delhi, September 6-7, 2007).

### Measures to be taken:

- Establish the National Coordination Committee (within MOLSAMD) in line with the SAARC recommendations (Government, by mid-2008)
- Ensure that social protection programs of line ministries will be in line with the SAARC Social Chapter (MOLSAMD, continuously)

## OTHER SECTOR-RELATED ISSUES

### A. Poverty reduction

Poverty reduction is an important objective of the ANDS Social Protection Strategy. Public arrangements for social risk management and mitigation are aimed at (i) preventing the poor from falling into deeper poverty; (ii) helping the poor to climb out of poverty, and (iii) preventing other vulnerable groups (close to poverty line) from falling into poverty. The policies are designed to support the

Afghanistan Compact benchmarks and MDGs. Among several pro-poor targets, the most important one will be to lower poverty by 2 percent on an annual basis.

Poverty reduction is multidimensional and social protection, while crucial, can only play a limited role. The role of other sectors such as Education, Health, Agriculture and Rural Development is equally important. Given the huge needs of the Afghan poor and very limited resources, the ANDS social protection policies will have to focus on supporting the most vulnerable.

### **B. Role of the private sector**

Implementation of some of the public arrangements for social risk management will be supported by the private sector. The existing kindergartens schemes will evolve from government-led to private sector managed day-care institutions. In this respect, MOLSAMD is going to prepare the strategy for privatization of kindergartens.

### **C. Aid effectiveness**

In 2006, according to the chart-IV; around 2.7 percent of the external budget was allocated to social protection programs. Nevertheless, due to poor

donor coordination, it is difficult to assess the effectiveness of donor efforts. MOLSAMD is not aware of most donor-funded and NGO-operated programs. Successful implementation of ANDS social protection policies will depend on donor support. Given this, aid coordination will need to be significantly improved. This would pave the road to better targeting of the poor, more efficient social protection and greater aid-effectiveness.

#### **Measures to be taken:**

- (i) map the NGOs activities in social support system (MOLSAMD, by mid-2009)
- (ii) develop standards for NGOs involvement in implementation of the social support projects and set up recognized and publish referral system (MOLSAMD, by mid-2009)
- (iii) establish the register of the accredited NGOs involved in providing social support (MOLSAMD, by end-2009) and
- (iv) to develop database of all Government and donor-funded projects in the area of social support (MOLSAMD, by end-2009).





# IMPLEMENTATION, MONITORING AND EVALUATION

## IMPLEMENTATION

Implementation of the Social Protection Sector Strategy will primarily be the responsibility of MOLSAMD and the ANDMA. However, other ministries such as the Ministry of Education, Ministry of Public Health, Ministry of Agriculture and Livestock, Ministry of Public Works, Ministry for Urban Development, and Ministry for Rural Rehabilitation and Development will also play important roles in implementing future social protection policies.

### Inter-ministerial cooperation and implementation of the PDPs

Poverty and vulnerability is multidimensional. Success in implementation of the Social Protection Sector Strategy will depend from *strong inter-ministerial coordination*. The MRRD's and MoA's programs and projects will significantly contribute to rural poverty reduction. MoPH will support projects to rehabilitate and integrate disabled and drug-addicts into society. MoE would lead the effort on lowering the gender gap by increasing the girl's school enrolment. By improving its disaster preparedness all line ministries will contribute to lowering the risk from natural disasters. Apart from inter-ministerial cooperation the success of implementation of the Social Protection Sector Strategy will also depend from *national and sub-national coordination*. The provincial administration will need to play a greater role in implementing the social protection policies as well as in determining priority projects in line with the PDPs.

The most important instrument for implementation of the Social Protection Sector Strategy will be the Core Budget.

The National Welfare Program to support the implementation of the Strategy will be costed and integrated into the National (Core) Budget. In coop-

eration with donors, MOLSAMD will ensure that projects are funded through the donor-managed External Budget and will be in line with the priorities from the Social Protection Strategy.

### National Welfare Program

Implementation of the Social Protection Sector Strategy will be supported by the National Welfare programs which will have three components: (a) welfare reform; (b) pension reform, and (c) disaster preparedness. The preliminary cost of the program goes up to around US10.5 million with external funding requirement of around US12.5 million. Given that the Social Protection Sector Strategy covers new initiatives number of pilot projects will be launched to ensure that the capacity will be nurtured and build during the course of implementation of the ANDS.

The role of NGOs in the implementation of the social protection policies will strengthen. NGOs will be the main service providers and will play a key role in implementing program and projects for some important vulnerable groups such as women and children "at risk". It will require continuous donor support as well as involvement of civil society and NGOs.

Donors will continue to play an important role: the Social Protection Sector Strategy will not be able to be implemented without generous donor funding.

Establishment of more effective coordination between MOLSAMD and the donors will also contribute to more effective implementation of the Strategy.

Implementation of the Social Protection Sector Strategy will be monitored through the existing JCMB structure (working Group for Social Protection which consists of the Government, donors and NGO representatives).

## MONITORING AND REPORTING MECHANISM

The existing Joint Coordination and Monitoring Board (JCMB) mechanism will be used to monitor the implementation of the Social Protection Sector Strategy and the Working Group on Social Protection will be the main forum through which progress on implementation will be monitored.

## INDICATORS

### Improving the AC benchmarks

Some AC benchmarks will need to be improved in order to be monitorable. The benchmark related to percentage of people living below US\$1 a day will not be able to monitor due to poor national accounts data. Thus, percentage of the people living below poverty line appears to be an adequate replacement. Some benchmarks, like “meeting the special needs of disabled” will need to be clarified.

Monitoring of the implementation of the ANDS Social Protection Strategy will be conducted through regular measurements of key development (quantitative) indicators and other process-based indicators listed in the Social Protection Activity Matrix (Action Plan). The percentage of the population living below the poverty line will be the lead indicator. The NRVA surveys and future household budget surveys will be the key instruments for providing quality data. The Central Statistical Office (CSO) and the line ministries will be responsible for monitoring the qualitative indicators while the ANDS will monitor implementation of the process indications. Lack of the baselines for important development (quantitative) indicators is a serious matter for constraints. Given this the CSO and the line ministries will increase their capacities to establish baselines and monitor most important indicators.

The NRVA 2007 will significantly improve the monitoring mechanism: unlike the NRVA 2005 it covers more indicators such as those related to child labor, women “at risk”, and persons with disability.

## REPORTING

The implementation of the Social Protection Sector Strategy will be followed by the preparation and dissemination of bi-annual and annual progress reports. The progress reports will be presented to the Cabinet, JCMB, and to the public.

## EVALUATION

Evaluation of the implementation of the Social Protection Sector Strategy will be conducted every two years. The line ministries will be responsible for preparing the evaluation reports. However, civil society, donors and sub-national administrations will also take part in this. The evaluation reports will, together with the progress reports, form the basis for the revisions and updates of the ANDS. They will also be disseminated to the public and to donors.

### Measures to be taken:

- Improve inter-ministerial coordination in implementation of the social protection policies (Government, continuously)
- Improve the participation of the provincial administration in implementation of the social protection policies based on the PDPs (Government, Governor’s Offices, continuously)
- Finalized preparation of the National Welfare Program (MOLSAMD, by mid-2008)
- Cost, reprioritize and integrate into Core Budget the National Welfare Program (MOLSAMD, MoF, by end-2008)

- Establish the qualitative baseline indicators for monitoring of the Social Protection Sector Strategy (CSO, line ministries, by end-2008)
- Clarify some of the AC benchmarks (JCMB, ANDS Secretariat, by mid-2008)
- Prepare and disseminate regular progress and evaluation report on implementation of the Social Protection Sector Strategy (MOLSAMD, continuously)

## RISK ASSESSMENT

Implementation of the Social Protection Sector Strategy will be subject to many risks. The most important risks will be related to security, economic growth and continuation of the exceptional donor support.

**Economic growth and macroeconomic stability:** implementation of the ANDS will require strong annual economic growth of about 7-9 percent

of GDP as well as stronger mobilization of domestic revenues. Both economic growth and mobilization of domestic revenues will need to be supported by private sector development and higher levels of private investment. Any failure of the Government to maintain macroeconomic stability and implement the ANDS reform program for private sector growth will be a serious risk for implementation of the Social Protection Sector Strategy.

**Security:** implementation of the ANDS will need to be supported not only by macroeconomic but also political stability. The current high security costs and budget allocations will need to be decreased gradually to create more rooms for investments to support the growth. However, this will be possible only if security improves. In contrast, deterioration of the security will lead to even higher security costs, which will adversely affect

private sector development, growth and mobilization of domestic revenues. This will crowd out investment in human capital and in programs for social protection leading to failure in implementation of the Social Protection Sector Strategy.

**Donor assistance:** the undeveloped private sector, low mobilization of domestic revenue and high security cost will require from donors to continue with exceptional support to the ANDS. Any failure of the Government to secure donor assistance to fund the financing gap of the National Welfare Program will jeopardize the implementation of the Social Protection Strategy.

**Refugee return:** the intention proclaimed by neighboring countries to accelerate forceful repatriation of refugees is a risk for implementation of the ANDS and its Social Protection Sector Strategy. A large influx of returnees would require reprioritization of the ANDS expenditure policies, which would lead to lower funding of the Social Protection Strategy.

**Natural disasters:** Any major natural disaster would lead to reprioritization of the ANDS expenditures towards coping with the disaster and would also result in lower investments in the sector strategies, including the one for the social protection.

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## (ANNEX I: POLICY MATRIX (NATIONAL ACTION PLAN

Outcomes	Policy Action	Category	Time frame	Responsible Agency
<b>A. Social Support</b>				
Poverty and vulnerability reduction	Approve the new Law on Privileges of Disabled and ratify the UN Convention on Rights and Dignity of Persons with Disability	Legislation	(2009 – 2008) 1388 – 1387	National Assembly
	Develop policy and criteria for providing comprehensive support to female headed chronically poor households with small children	Other Measures/ Gender Cci	– 2008) 1389 – 1387 (2010	MOLSAMD, MOWA
	In cooperation with NGOs develop programs for reunifying orphans with their living parent/parents and develop and approve policy and standards for establishing day care centers within orphanages and by the NGOs	Other Measures	– 2008) 1389 – 1387 (2010	MOLSAMD
	Develop project and criteria for free distribution of livestock, orchards and tools for farming	Other Measures	– 2008) 1389 – 1387 (2010	MOLSAMD, MAIL
	In cooperation with NGOs develop policy and standards for dealing with children in conflict with law and with children who live with mothers in detention	Other Measures	– 2008) 1389 – 1387 (2010	MOLSAMD
	Ensure that the most vulnerable groups will be priority for participation in public work programs and skill development trainings	Other Measures	(2013 – 2008) 1392 – 1387	respective line ministries
	Implement awareness campaigns to increase financial market literacy of the poor	Other Measures/ AC ci	(2013 – 2008) 1392 – 1387	MoF
	Develop project and criteria for free distribution of parcels with food and non-food items (winterization) in winter period (MOLSAMD, ARCS, by mid-2009	Other Measures	– 2008) 1389 – 1387 (2010	ANDMA, ARCS
	Develop the course to enable university graduates to obtain qualification for social workers		(2009 – 2008) 1388 – 1387	MoHE, MOLSAMD
	Develop the new public work program (Greening of Afghanistan) to support re-foresting	Other Measures	– 2008) 1389 – 1387 (2010	MAIL
Increased employment				
Poverty reduction and improved natural disaster preparedness/response				



Outcomes	Policy Action	Category	Time frame	Responsible Agency
Capacity building	Conduct functional review of the MOLSAMD and prepare the plan for capacity building and restructuring	Other measures	(2009 – 2008) 1388 – 1387	MOLSAMD
	Establish the Unit for Poverty and Vulnerability Assessment		(2009 – 2008) 1388 – 1387	MOLSAMD
	Approve poverty-targeted criteria for channeling social protection and establish database beneficiaries	Other measures/ Activities	1389 – 1387 (2010)	MOLSAMD
	Develop the criteria and mechanisms for distributing direct cash entitlement to the poor disabled individuals with the non-war related disability	Other measures	1389 – 1387 (2010)	MOLSAMD
	Develop and approve policy and standards for establishing community based rehabilitation centers by the NGOs	Other measures	1389 – 1387 (2010)	MOLSAMD
Improved social inclusion	Review the legislative framework to ensure that all potentially discriminatory acts against the people with disability are eliminated and that their constitutional rights will be enforced		(2009 – 2008) 1388 – 1387	MoJ, Supreme Court
	Include rehabilitation of disabled in the BHP in all provinces	Other measures	(2009 – 2008) 1388 – 1387	MoPH
	Develop policy and criteria for supporting victims of violence which should include housing, medication for reintegration into families, schools and the society	Other measures	1389 – 1387 (2010)	MOLSAMD
	Develop and approve policy, criteria and program for community based rehabilitation of drug-addicts	Other measures	1389 – 1387 (2010)	MOLSAMD in cooperation with MoPH, MoI, and NGOs
	In cooperation with NGOs implement pilot projects to support extremely vulnerable groups which should include options for reintegration into families	Other measures	(2009 – 2008) 1388 – 1387	MOLSAMD
Improved social support system	Conduct the survey to collect data on civilian victims of conflict and develop policy and criteria to support civilian victims	Other measures	1389 – 1387 (2010)	MOLSAMD, NATO
	Map the NGOs activities in social protection sector	Other measures	1389 – 1387 (2010)	MOSAMD
	Develop the standards for the NGOs involvement in implementation of the social support projects and set up recognized and publish referral system	Other measures	1389 – 1387 (2010)	MOLSAMD
Improved aid coordination system	Develop the database of all Government and donor-funded projects in the area of social support	Other measures	(2009 – 2008) 1388 – 1387	MOLSAMD

Outcomes	Policy Action	Category	Time frame	Responsible Agency
Reduction in harmful child labor	Establish the Secretariat for Children within MOLSAMD		(2009 – 2008) 1388 – 1387	MOLSAMD
	Implement the awareness campaign against harmful child labor	Other measures	(2013 – 2008) 1392 – 1387	MOLSAMD
	Improve legislation and law enforcement against harmful child labor		(2009 – 2008) 1388 – 1387	GoA with initiative (of MOLSAMD
	Develop Child Labor Monitoring System		– 2008) 1389 – 1387 (2010	MOLSAMD
<b>B. Pension Reform</b>				
Improved old age protection	Promulgate the pension reform by the Government decree	Legislation	(2009 – 2008) 1388 – 1387	GoA
	Modernize accounting and internal operational procedures in harmony with the IT system implementation and improve record keeping and processes	Institution Building	– 2008) 1389 – 1387 (2010	MOLSAMD
	Develop the new IT system and processes	Other measures	– 2008) 1389 – 1387 (2010	MOLSAMD
	Improve collection of the pension payroll taxes	Other measures	(2013 – 2008) 1392 – 1387	MoF
	Establish a central database to store and process the details on pensioners and their bank accounts	Other measures	– 2008) 1389 – 1387 (2010	MOLSAMD
	Integrate the current direct cash transfers to martyr's families and people with disability into the pension system		(2013 – 2008) 1392 – 1387	MOLSAMD
	Introduce payments of pensions through banks in Kabul, throughout the country subject to availability of banking services	Other measures	– 2008) 1389 – 1387 (2010	MOLSAMD
<b>C. Disaster Preparedness</b>	Conduct the capacity building and training for the staff and managers of the Pension Department	Other measures	– 2008) 1389 – 1387 (2010	MOLSAMD

Outcomes	Policy Action	Category	Time frame	Responsible Agency
Improved disaster preparedness /response	Adjust the legislation to clearly reflect the leading role of the ANDMA in coordinating the national efforts for disaster preparedness and response but also for implementing of key programs and projects	Legislation	(2009 – 2008) 1388 – 1387	GoA, ANDMA
	Establish a coordination network of NGO's which are working in the field of disaster risk reduction by creating department of NGO in ANDMA structure		(2009 – 2008) 1388 – 1387	ANDMA
	Establish academic consultation network with academy of science, faculty of Engineering and Polytechnic University for designing, prevention & mitigation projects		(2009 – 2008) 1388 – 1387	ANDMA
	Establish ANDMA's offices along with the operational centers	Institution Building	(2009 – 2008) 1388 – 1387	ANDMA
	Construct 12 regional storages for aid assistance and equipment	Institution Building	– 2008) 1389 – 1387 (2010	ANDMA
	Approve on regular basis annual plans for disaster preparedness	Other Measures	(2013 – 2008) 1392 – 1387	GoA
	Develop Standardized Operational Procedures for quick assessment and response, reporting, and for rapid mobilization of international assistance	Other Measures	– 2008) 1389 – 1387 (2010	ANDMA, line ministries
	Improve public awareness activities and raise national awareness about disaster risks and vulnerabilities	Other Measures	(2013 – 2008) 1392 – 1387	ANDMA
	Finalize disaster risk analysis and develop a guideline for disaster response		– 2008) 1389 – 1387 (2010	ANDMA
	Establish Emergency Operation Centers at provincial level, response centers and teams at the regional level and effective early warning system		(2009 – 2008) 1388 – 1387	ANDMA
	Establish community emergency response system and develop backup communication system		– 2008) 1389 – 1387 (2010	ANDMA
	Develop the provincial disaster management plans		– 2008) 1389 – 1387 (2010	ANDMA & Governors

## ANNEX II: MONITORING MATRIX

PILLAR: SOCIAL PROTECTION SECTOR: SOCIAL PROTECTION			
Expected Outcomes	Indicators	Baseline	Targets
Poverty and Vulnerability Reduction	Percentage of people living on less than US\$1 a day	TBD	By end-2011 and in line with the MDGs the proportion of people living on less than US\$1 a day will decrease by 3 percent per year
	Percentage of people living below the poverty line (based on Spring data)	(2007) 42%	By end-2012/13 the proportion of the people living below the poverty line (will decline by 2 percent on annual basis (based on Spring poverty data
	Percentage of people who suffer from hunger	TBD	By end-2010 proportion of people who suffer from hunger will decrease by 5 percent
	Percentage of population below the minimum level of dietary energy consumption	45%	By end-2012/13 the proportion of the population below the minimum level of dietary energy consumption will decrease by 2 percent on annual basis
	Percentage of poor female headed households	TBD	By end-2010 number of female headed households that are chronically poor will be reduced by 20 percent and their employment rate will increase by 20 percent
	Percentage of employed females that on the head of the poor households	TBD	TBD
	Number of persons with disabilities received micro credit	TBD	By end-2010 increased assistance will be provided to meet the special needs of all disabled people, including their integration into society through opportunities for education, skill development and gainful employment
	Number of persons with disabilities received pension	TBD	
	Number of people received training	TBD	
	Number Persons with Disabilities received Inclusive and Exclusive Education Services	TBD	
Reduction in infant mortality	Number of Persons with Disabilities received Physical Rehabilitation Services	TBD	By end-2012/13 prevalence of underweight children in rural and urban areas will decrease by 2 percent on annual basis
	Number of Persons with Disability received other services	TBD	
	Percentage of underweight children in urban and rural; areas	TBD	

PILLAR: SOCIAL PROTECTION SECTOR: SOCIAL PROTECTION				
Expected Outcomes	Indicators	Baseline	Targets	
Improved Social Inclusion	Number of disabled that have gone through skill development program	TBD	By end-2010 provide training for 150 000 people of which women should be 35 percent and disabled 10 percent	
	Number of women that have gone through skill development program	TBD	TBD	
	Percentage of disabled in the public administration	TBD	By end-2012/13 the Government will employ at least 3 percent of disabled and 30 percent of women within its administration	
	Percentage of women in the public administration	TBD	TBD	
Improved old age protection	Number of treated drug users	TBD	By end-2010 number of treated drug users will increase by 20 percent	
	Percentage of collected pension contribution of total pension payments	2%	By 2012/13 implement the pension reform and increase collection of the pension contributions	
Improved disaster preparedness and response	Number of the people affected by the natural disaster	TBD	By end-2010 an effective system of disaster preparedness and response will be in place	
	Monetary value of the destroyed assets as result of natural disaster	TBD	TBD	

## ANNEX III: LIST OF PROJECTS

S.No	AFG Bud Ref	Project Title	Project Duration		Breakdown of Requirements (US Millions)							total Requirement (US\$ Million	Total Funding (US\$ Million	Gap (US\$ Million	Donor	External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+	Core						
1	AFG/0616701	Skills Development Program	1387		10.000	29.12	35.26	0.00	0.00	0.00	74.380	2.000	-72.38	AFG	Core	MOLSAMD	
2		Skills Development Program	1387		0.000	0.00	0.00	0.00	0.00	0.00	0.000	8.000	8.00	WB	Core	MOLSAMD	
3	AFG/0812801	Grant and Management Unit	1387		0.400	1.00	0.92	0.00	0.00	0.00	2.320	0.00	-2.32		Core	MOLSAMD	
4	AFG/0037201	Recovery and Employment Afghanistan Program (REAP)	1387		0.02	0.00	0.00	0.00	0.00	0.00	0.02	0.02	0.00	EC	External	MOLSAMD	
5	AFG/0827001	Vocational Training under LECF II	1387		11.00	0.00	0.00	0.00	0.00	0.00	11.00	11.00	0.00	USAID	External	MOLSAMD	
6	AFG/0830101	Support to Social Protection in Afghanistan	1387		33.60	0.00	0.00	0.00	0.00	0.00	33.60	33.60	0.00	EC	External	MOLSAMD	
7	AFG/0830301	EC Humanitarian Assistance	1387		43.40	0.00	0.00	0.00	0.00	0.00	43.40	43.40	0.00	EC	External	MOLSAMD	

## ANNEXIV: PROVINCIAL PRIORITY PROJECTS

.No	Project Name	Project Location	Responsible agency	Project Duration ((year	
				Start	End
1	.Distribution of shelter for disabled & martyrs families (900 families	Daikundi	MOLSAMD	1388	
2	.Construction of kindergarten in centre of Panjshir province (about 20 rooms	Panjshir	MOLSAMD	1388	
3	(Construction of shelter for martyrs & disabled families (about 55 m2	Panjshir	MOLSAMD	1388	
4	(Establishment of rug weaving in the centre of Istalif (5000 beneficiaries	Kabul	MOLSAMD	1388	
5	(Establishment of vocational training centers (700 beneficiaries in Paghman and 5000 in Mir Bacha Kot	Kabul	MOLSAMD	1388	
6	Establishment of technical and vocational training courses in Surobi & Farza districts (700 beneficiaries in ( Surobi and 1000 in Farza	Kabul	MOLSAMD	1388	
5	Construction of technical and vocational training centre, provincial centre (2000 individuals as beneficia- (ries	Sari pul	MOLSAMD	1388	
6	(Creation of a vocational training project for disabled in Sayad district (800 beneficiaries	Sari pul	MOLSAMD	1387	
7	.Construction of vocational training centre building for disabled and widows in centre of Chighehiran	Ghor	MOLSAMD	1388	
8	.Establishment of vocational training courses for refugees in centre and all districts	Ghor	MOLSAMD	1387	
9	.Establishment of tailoring and carpet weaving courses for women in Chaharbojak	Nimroz	MOLSAMD	1387	
10	.Provision of long term loan for stable financial development in Chaghansor district	Nimroz	MOLSAMD	1388	
11	.Establishment of training for livestock production in Chakhnsor district	Nimroz	MOLSAMD	1388	
12	.(Establishment of vocational training centre building in Nilli (1 centre	Daikundi	MOLSAMD	1388	
13	Conducting of vocational courses for returnees and displaced men and women, in the centre of the province .((Khwaja Bahauddin and Eshkamish districts) (1000 household beneficiaries	Takhar	MOLSAMD	1387	
14	Construction of vocational training centers in the centre of Mosahi and Char Asyab districts (1,000 benefi- (ciaries	Kabul	MOLSAMD	1388	
15	.Construction of vocational training centers in the centre of Deh Sabz district (1,300 beneficiaries	Kabul	MOLSAMD	1388	
16	.Construction of vocational training centers in Kalakan & Qara Bagh district centers	Kabul	MOLSAMD	1388	
17	.Construction vocational training centers in the centre of Guldara district	Kabul	MOLSAMD	1388	



No.	Project Name	Project Location	Responsible agency	Project Duration ((year	
				Start	End
18	Construction of market and marketing for agricultural products and hand-crafts, in the centre of the province. 70 % of all inhabitants will be beneficiaries	Saripul	MOLSAMD	1388	
19	(Construction of martyr and disabled department building in centre of province. (20 rooms	Daikundi	MOLSAMD	1388	
20	(Construction of MOLSAMD department building in centre of province.(20 rooms	Panjshir	MOLSAMD	1388	
21	.Provision of long term loan for demobilized, reintegrated people at provincial level	Panjshir	MOLSAMD	1388	
22	Construction of a large vocational training centre for martyrs and disabled people, centre of Taluqan (500 beneficiaries	Takhar	MOLSAMD	1388	
23	.Raison Processing Center in centre of Kapisa province	Kapisa	MOLSAMD	1388	
24	.Creation of vocational courses for all districts of this province. Beneficiaries people of all rovince	Nimroz	MOLSAMD	1388	
25	.Creation of a vocational centre for youth in the centre and districts	Nimroz	MOLSAMD	1388	
26	.Creation of vocational courses in tailoring and handicrafts	Nimroz	MOLSAMD	1387	
27	Creation of vocational training courses for returnees and vulnerable men and women in the centre of province and all districts	Nimroz	MOLSAMD	1388	
28	.Construction of Labor and Social Affairs Directorate, provincial centre	Balkh	MOLSAMD	1388	
29	.Provision of Food for Work Projects, in the provincial centre	Balkh	MOLSAMD	1388	
30	.Establishment of economic enabling centers in the provincial centre	Balkh	MOLSAMD	1388	
31	.(Construction of orphanage in the provincial centre (20 rooms	Baghlan	MOLSAMD	1388	
32	.Construction of shelter for disabled, widows and martyr's families, in the provincial centre and districts	Baghlan	MOLSAMD	1388	
33	.(Construction of orphanage center on 8 jiribs land (1500 beneficiaries	Laghman	MOLSAMD	1388	
34	.Creation of easily accessible kindergarten in centre and all districts	Baghlan	MOLSAMD	1388	
35	.Construction of Labor & Social Affairs, Martyrs and Disabled Directorate, in the provincial centre	Baghlan	MOLSAMD	1388	
36	.Construction of a welfare centre for old aged disabled, provincial centre	Baghlan	MOLSAMD	1388	
37	.(Construction of the Directorate for Labor & Social affairs at Faizabad. (8 rooms	Badakhshan	MOLSAMD	1388	
38	Construction of a vocational and technical training centre in Faizabad & all districts (8 rooms, 4000 beneficiaries	Badakhshan	MOLSAMD	1388	

.No	Project Name	Project Location	Responsible agency	Project Duration ((year	
				Start	End
39	.(Construction of a kindergarten in Faizabad & all districts (8 rooms, 3000 beneficiaries	Badakhshan	MOLSAMD	1388	
40	.(Construction of 1 kindergarten building in Maimana city	Faryab	MOLSAMD	1388	
41	.(Construction of handicraft industries factory in Garziwan	Faryab	MOLSAMD	1388	
42	.(Construction of vocational training courses for men and women in Kohistan	Faryab	MOLSAMD	1387	
43	.(Construction of Department of Public Affairs building in Maimana city	Faryab	MOLSAMD	1388	
44	.(Construction of kindergarten in Shirin Tagab	Faryab	MOLSAMD	1388	
45	.(Establishment of industrial handicraft courses for martyr's families	Faryab	MOLSAMD	1388	
46	.(Construction of Public Affairs and Directorate of Martyrs and Disabled in the centre of Shibirghan (25 rooms	Jawozjan	MOLSAMD	1388	
47	.(Construction of nursery in centre of Shibirghan (20 rooms	Jawozjan	MOLSAMD	1388	
48	.(Construction of kindergarten building in Aqcha district. (20 rooms	Jawozjan	MOLSAMD	1388	
49	.(Establishment of Human Rights office in the centre of Parwan province	Parwan	MOLSAMD	1388	
50	.(Construction of LSAMD Directorate in center of province	Farah	MOLSAMD	1388	
51	.(Construction of an orphanage to accommodate 500, provincial centre	Parwan	MOLSAMD	1388	
52	.(Establishment of Training courses for disables in center of province and other districts	Farah	MOLSAMD	1387	
53	.(Construction of kindergarten in the centre of the province (200 beneficiaries	Parwan	MOLSAMD	1388	
54	.(Construction of tow kindergarten in district one and four	Farah	MOLSAMD	1388	
55	.(Construction of Labor and Social Affairs Directorate building, centre of the province	Parwan	MOLSAMD	1388	
56	Shelter for disable and martyr families	Farah	MOLSAMD	1388	
57	Establishment of vocational training courses for disabled poor and vulnerable people in districts and homes .((50 courses	Parwan	MOLSAMD	1387	
58	.(Establishment of computer and English courses	Parwan	MOLSAMD	1388	
59	.(Construction of kindergarten in provincial centre (15 rooms	Ghazni	MOLSAMD	1388	
60	.(Construction of vocational training centre building in provincial centre (30 rooms	Ghazni	MOLSAMD	1388	

No.	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
61	(Construction of Department of Public Affairs in centre of province (20 rooms	Ghazni	MOLSAMD	1388	
62	Construction of orphanage in Train Kot district	Urozzan	MOLSAMD	1388	
63	(Provision of urgent necessities for natural incidents vulnerable in 15 districts (1500 families	Hirat	MOLSAMD	1388	
64	. Establishment of Training facilities for youth. In center of province	Kunar	MOLSAMD	1388	
65	. Establishment of vocational training centers for men and women in 15 districts	Hirat	MOLSAMD	1388	
66	. Provision of long term loans without interest in 15 districts	Hirat	MOLSAMD	1388	
67	. Establishment of sanatorium for disabled and vulnerable in centre of province	Hirat	MOLSAMD	1388	
68	Establishment of handicraft industrial centre in Kashak, Ghorayan, Oba, Rabat Sangee and Shindand districts	Hirat	MOLSAMD	1388	
69	. Establishment of carpet weaving centre in Farsi district	Hirat	MOLSAMD	1388	
70	. Establishment of vocational training centre in Zindajan and Taqi Naqi districts	Hirat	MOLSAMD	1388	
71	. Provision of working visa for unemployed workers to foreign countries, at provincial level	Hirat	MOLSAMD	1388	
72	. Establishment of kindergarten in 15 districts	Hirat	MOLSAMD	1388	
73	Construction of Labor and Social Affairs Directorate (disabled and martyrs department) in the provincial (centre	Takhar	MOLSAMD	1388	
74	. Procurement of two jeribs land for an orphanage in the provincial centre	Takhar	MOLSAMD	1388	
75	. (Construction of a kindergarten in Taluqan and Rustaq districts (200 beneficiaries	Takhar	MOLSAMD	1388	
76	Construction of Directorate of Labor and Social	Takhar	MOLSAMD	1388	
77	Construction of a vocational training centre (tailoring & handicrafts) for widows & orphans in Jaghato (district, (5000 beneficiaries	Wardak	MOLSAMD	1388	
78	Establishment of a vocational training centre for the disabled & relatives of the martyred in Medan (Shar (1500 beneficiaries	Wardak	MOLSAMD	1388	
79	. (Construction of a Child protection centre for in the Hesa Awal district Behsood (400 beneficiaries	Wardak	MOLSAMD	1388	
80	. (Establishment of a carpet weaving centre in Medan Shar (10 rooms, 400 beneficiaries	Wardak	MOLSAMD	1388	
81	Construction of a technical training centre ( for the Agriculture & Rural Rehabilitation program ) in (all districts (8 centers, 1500 beneficiaries	Wardak	MOLSAMD	1388	

.No	Project Name	Project Location	Responsible agency	Project Duration ((year	
				Start	End
82	.(Creation of productive projects like husbandry & credit in the centre of Behsood , (800 beneficiaries	Wardak	MOLSAMD	1388	
83	Establishment of vocational training centers in the district of Lalpora, & Chaknawoor , 10 rooms each . centre, for 500 Families	Nangarhar	MOLSAMD	1388	
84	Establishment of vocational training centers in Shadal village, Speenghar district, (20 rooms , 1000 .(beneficiaries	Nangarhar	MOLSAMD	1388	
85	Establishment of a vocational training centre in the district of Sherzad , (20 rooms each ,1000 beneficia- .(ries	Nangarhar	MOLSAMD	1388	
86	Establishment of vocational training centers in the district centre of Pacheer wa Agam (20 rooms ,1000 .(beneficiaries	Nangarhar	MOLSAMD	1388	
87	Establishment of vocational training centers in the district centre of Hisarak Ghalji (20 rooms, 1000 .(beneficiaries	Nangarhar	MOLSAMD	1388	
88	.(Construction of a peaceful home for vulnerable women in the city, (500 beneficiaries, 10 rooms	Nangarhar	MOLSAMD	1388	
89	Establishment of 2 vocational training centers in Shaikh Misry & Qasamabad (10 rooms each, 600 .(beneficiaries	Nangarhar	MOLSAMD	1388	
90	.(Establishment of a training centre for disabled people in Sharana city (20,000 beneficiaries	Paktika	MOLSAMD	1388	
91	Construction of an orphanage, plus a home for the families of martyred in Sharana city (20,000 beneficia- .(ries	Paktika	MOLSAMD	1388	
92	Construction of a shelter for the families of martyred, disabled, widows, orphans, and homeless people .((3000 beneficiaries	Paktika	MOLSAMD	1388	
93	.(Establishment of technical and vocational training centers in Motakhan district, (500 beneficiaries	Paktika	MOLSAMD	1388	
94	Construction of homes or shelter for kuchiis, homeless & helpless people in all districts of the .(province (7000 beneficiaries	Paktika	MOLSAMD	1388	
95	.(Construction of a female prayer room in Bagrami district	Kabul	MOLSAMD	1388	
96	.(Distribution of shelter for disabled and returnees in Khake Jabar district, (30000 beneficiaries	Kabul	MOLSAMD	1388	
97	.(Creation of poultry project for vulnerable families in Shakar Dara district (800 beneficiaries	Kabul	MOLSAMD	1388	
98	Creation of technical and vocational courses for men and women in Dasht-i-Archi district (5000 beneficia- .(ries	Kkundoz	MOLSAMD	1387	

.No	Project Name	Project Location	Responsible agency	Project Duration ((year	
				Start	End
99	.(Creation of carpet weaving course for men and women in Ali Aabad and Kochi Ha (1500 beneficiaries	Kkundoz	MOLSAMD	1388	
100	.(Creation of carpentry course for disabled in Qala-i-Zal and Kochi Ha (2500 beneficiaries	Kkundoz	MOLSAMD	1388	
101	Construction of orphanage centre building in the centre of the province (500 beneficiaries). 6- Construction (of safe home for women in the centre of the province (200 beneficiaries	Kkundoz	MOLSAMD	1388	
102	.(Construction of Old Aged People's Home (Aasaishgah) (500 beneficiaries	Kkundoz	MOLSAMD	1388	
103	.(Distribution of land for building house for disabled in Emam Saheb district, (500 disabled	Kkundoz	MOLSAMD	1388	
104	.(Creation of cotton weaving factory for disabled in Khan Aabad district	Kkundoz	MOLSAMD	1388	
105	Creation of welfare centre for disabled widows without families and ole aged persons, in the provincial .centre	Samangan	MOLSAMD	1388	
106	.(Creation and distribution of shelter for disabled and martyrs families	Samangan	MOLSAMD	1388	
107	Construction of technical and vocational training centers in order to increase employment, in the centre and (all districts, (10,000 beneficiaries	Samangan	MOLSAMD	1388	
108	.(Establishment of vocational trainings and tailoring courses, in Dara-i-Suf Bala, (120,000 beneficiaries	Samangan	MOLSAMD	1387	
109	Provision of employment projects, e.g. carpentry, iron-works and animal husbandry farms, in the centre of (Khuram-o-Sarbagh district, (5000 beneficiaries	Samangan	MOLSAMD	1387	
110	.(Construction of shelter in Mahmood Raqi, Tagab Nijrab, Hesa Awal Kohistan and Kohband (2300) families	Kapisa	MOLSAMD	1388	
111	.(Construction of Social and Public Affairs, Disabled and Martyrs complex in Mahmood Raqi	Kapisa	MOLSAMD	1388	
112	.(Establishment and creation of centers for vulnerable people in the provincial centre (500 beneficiaries	Saripul	MOLSAMD	1388	
113	.(Construction of kindergarten in the provincial centre (1000 beneficiaries	Saripul	MOLSAMD	1388	
114	.(Construction of orphanage (300 beneficiaries	Saripul	MOLSAMD	1388	
115	.(Provision of long-term free interest micro-finance loans for disabled (2500 beneficiaries	Saripul	MOLSAMD	1388	
116	Construction of 18 Education centers for disabled people in the provincial centre & all districts	Kandahar	MOLSAMD	1388	
117	Construction of shelter for orphans, relatives of martyrs and disabled in the provincial centre & all (districts, (each shelter 102m2	Kandahar	MOLSAMD	1388	
118	Establishment of 18 vocational training centers for the orphans & widows in the provincial centre & .all districts	Kandahar	MOLSAMD	1388	

.No	Project Name	Project Location	Responsible agency	Project Duration ((year	
				Start	End
119	Establishment of 350 vocational training centers for refugees & displaced in the provincial centre & all districts	Kandahar	MOLSAMD	1388	
120	Construction of a employment centre in Daman district to help financially & support the helpless/poor & jobless people	Kandahar	MOLSAMD	1388	
121	Establishment of a vocational training centre for poor , jobless & helpless people in Arghandab district .((3 centers, 92000 people	Kandahar	MOLSAMD	1388	
122	.Establishment of a vocational training centre in Pul-e-Alam city and all districts	Logar	MOLSAMD	1388	
123	.(Construction of an orphanage at Pul-e-Alam (500 orphans & other homeless children	Logar	MOLSAMD	1388	
124	.(Construction of Directorate of Labor Social Affairs & Disabled (4 jiribs land, 7000 beneficiaries	Laghman	MOLSAMD	1388	
125	.(Construction of vocational training centre (5 jiribs Land, 1000 beneficiaries	Laghman	MOLSAMD	1388	
126	.(Construction of shelter for 3500 families on 4000m land	Laghman	MOLSAMD	1388	
127	Establishment of vocational training centers & districts	Laghman	MOLSAMD	1388	
128	Construction of braille course for 200 blind people in centre 2000M2 Land	Laghman	MOLSAMD	1388	
129	.(Construction of vocational training centre in Gambiri district on 1500 jiribs land (2000 beneficiaries	Laghman	MOLSAMD	1388	
130	Construction of a vocational training centre in the centre & districts for refugees 2000m2 (2000 families as beneficiaries	Laghman	MOLSAMD	1388	
131	.(Construction of vocational training centre in Centre for Refugees (4 jiribs land, 300 beneficiaries	Laghman	MOLSAMD	1388	
132	.(Construction of a kindergarten for children in Qalat City (20 rooms	Zabul	MOLSAMD	1388	
133	Establishment of a vocational training centre for orphans, and relatives of martyrs in Qalat city, Shajoi, .(Shahresafa and other districts (10,000 families	Zabul	MOLSAMD	1388	
134	.(Construction of day care centers for widows, old people, and disabled at province level	Zabul	MOLSAMD	1388	
135	.(Construction of Directorate of MOLSAMD (15 rooms	Zabul	MOLSAMD	1388	
136	.(Construction of village for disabled in Tarin Kot	Urozgan	MOLSAMD	1388	
137	.(Construction of Directorate of Labor and Disabled in provincial centre (5 jiribs land 200000 beneficiaries	Urozgan	MOLSAMD	1388	
138	.(Establishment of vocational centers for disabled in Khas Uruzgan	Urozgan	MOLSAMD	1388	
139	.(Construction of orphanage in Dehra Wood district (4 jiribs land, 500 beneficiaries	Urozgan	MOLSAMD	1388	

No	Project Name	Project Location	Responsible agency	Project Duration ((year	
				Start	End
140	.Construction of Department for Social Affairs building in centre of Chighchiran	Ghor	MOLSAMD	1388	
141	.Construction of women's garden in centre of Chighchiran. (1200 m2) land	Ghor	MOLSAMD	1388	
142	.Construction of shelter for vulnerable families	Ghor	MOLSAMD	1388	
143	Establishment of counter natural disaster management centers in the provincial centre. Disaster management	Nimroz	MOLSAMD	1388	
144	.(Construction of kindergarten in centre of Zarange and districts. (20 kindergartens	Nimroz	MOLSAMD	1388	
145	.(Establishment of vocational training centers for kuchies in all districts (20 centers	Nimroz	MOLSAMD	1388	
146	.(Construction of a Directorate of Labor and Social Affairs in central Paroon (8 rooms	Noristan	MOLSAMD	1388	
147	Establishment of vocational training centre (tailoring, carpet weaving, etc.) For the disabled, poor, helpless women & widows in all districts & provincial centre	Noristan	MOLSAMD	1388	
148	Construction of orphanage (500 children from each district in the district centre of Noorgram & other districts (20 rooms each	Noristan	MOLSAMD	1388	
149	Establishment of 4 vocational training centers (tailoring, carpet making) for the disabled, poor, helpless (women & widows in Shegal village, Bergmatal district (300 beneficiaries	Noristan	MOLSAMD	1388	
150	Establishment of 4 vocational training centers (tailoring, carpet making ) for disabled, poor, helpless (women & widows in Wama district centre ( 200 beneficiaries	Noristan	MOLSAMD	1388	
151	.Construction of orphanage for 300 boys and girls in provincial centre	Hilmand	MOLSAMD	1388	
152	.Provision of job opportunities for unemployed youth in the centre	Hilmand	MOLSAMD	1388	
153	.Construction of Foundation Base (Asayeshgah) for 1600 disabled in the provincial centre	Hilmand	MOLSAMD	1388	
154	(Construction of Directorate of Labor and Social Affairs on 2 jiribs land in the provincial centre (8 rooms	Hilmand	MOLSAMD	1388	
155	.(Establishment of vocational centers for internal returnees (500 beneficiaries	Hilmand	MOLSAMD	1388	
156	.(Establishment of vocational centre for disabled men and women (500 beneficiaries	Hilmand	MOLSAMD	1388	
157	. Establishment of vocational training course in Ghazi Abad and Babrak Tana area	Khost	MOLSAMD	1388	
158	.(Establishment of vocational training courses in provincial centre and centre of districts (three courses	Khost	MOLSAMD	1388	
159	.Construction of kindergarten in each district of Khost city	Khost	MOLSAMD	1388	



.No	Project Name	Project Location	Responsible agency	Project Duration (year)	
				Start	End
160	.(Establishment of capacity building seminars in centre of province. ( 6 seminars	Khost	MOLSAMD	1388	
161	.(Construction of orphanage (24 rooms, Asad Abad	Kunar	MOLSAMD	1388	
162	.(Establishment & construction of vocational training centers in centre & 14 districts (15 centers	Kunar	MOLSAMD	1388	
163	.(Construction of Directorate of Labor and Social Affairs & disabled (half jiribs land	Kunar	MOLSAMD	1388	
164	.(Interest free loans for vulnerable people in centre and districts	Kunar	MOLSAMD	1388	
165	.(Establishment of vocational training centers in all districts for youth (5000 beneficiaries	Kunar	MOLSAMD	1388	
166	.(Establishment of kindergartens in all districts of the province (5000 beneficiaries	Paktia	MOLSAMD	1388	
167	.(Establishment of the marble and carpentry factories in Chamkani district (500 ) 500 factories seems a lot	Paktia	MOLSAMD	1388	
168	.(Establishment of a technical & vocational training centre in Zurmat district, (3000 beneficiaries	Paktia	MOLSAMD	1388	
169	.(Establishment of technical centre & workshop (motor, welding, iron works) in Jaji Aryoub district (500 beneficiaries	Paktia	MOLSAMD	1388	
170	.(Establishment of vocational training centers in Dand Patan district	Paktia	MOLSAMD	1388	
171	.(Establishment of vocational training centers and an orphanage in Chamkani district (300 beneficiaries	Paktia	MOLSAMD	1388	
172	.(Establishment of technical & vocational training centers for unemployed untrained youth, Gardiz City	Paktia	MOLSAMD	1388	
173	.(Creation of welfare center (Aasaishgah) in 17th district and will be beneficial for 3000 persons	Kabul Urban	MOLSAMD	1388	
174	.(Creation of technical and vocational centers in district 6th (Pul-i-Sokhta) and will be beneficial for 1500 persons	Kabul Urban	MOLSAMD	1388	
175	.(Creation of shelter for disabled and martyrs families in 19th district, will be beneficial for 200 families	Kabul Urban	MOLSAMD	1388	
176	.(Creation of technical and vocational training courses in 21st district and will be beneficial for 600 families	Kabul Urban	MOLSAMD	1388	
177	.(Creation of a kindergarten in 1st district (Bagh Ali Mardan) and will be beneficial for 200 children	Kabul Urban	MOLSAMD	1388	
178	.(Construction of building for disabled and martyrs family protection center, in 5th district (Afshar, Silo) and will be beneficial for 2000 persons	Kabul Urban	MOLSAMD	1387	
179	.(Creation of technical and vocational center in "Mamozai city" and will be beneficial for 600 persons	Kabul Urban	MOLSAMD	1388	
180	.(Creation of technical and vocational center in "Barik Aab city" and will be beneficial for 500 persons	Kabul Urban	MOLSAMD	1388	
181	.(Creation of kindergarten in 10th district and will be beneficial for 200 children	Kabul Urban	MOLSAMD	1388	



# **Refugees, Returnees & IDPs Sector Strategy 1387 - 1391 (2007/08 - 2012/13)**





## **Pillar III - Social & Economic Development**



# Refugees, Returnees and IDP's Sector Strategy

Approved by:  
Sector Responsible Authorities

Prepared & submitted by:		
<i>Ministry/Agency</i>	<i>Name of Minister/Director</i>	<i>Signature</i>
Ministry of Refugees and Repatriation (MORR)	H.E. Mr. Shair Mohammad "Etebari" Minister	
Afghanistan National Disaster Management Authority (ANDMA)	H.E. Dr. Abdul Mateen "Edrak," Director	

Submission Date

March 2008 30



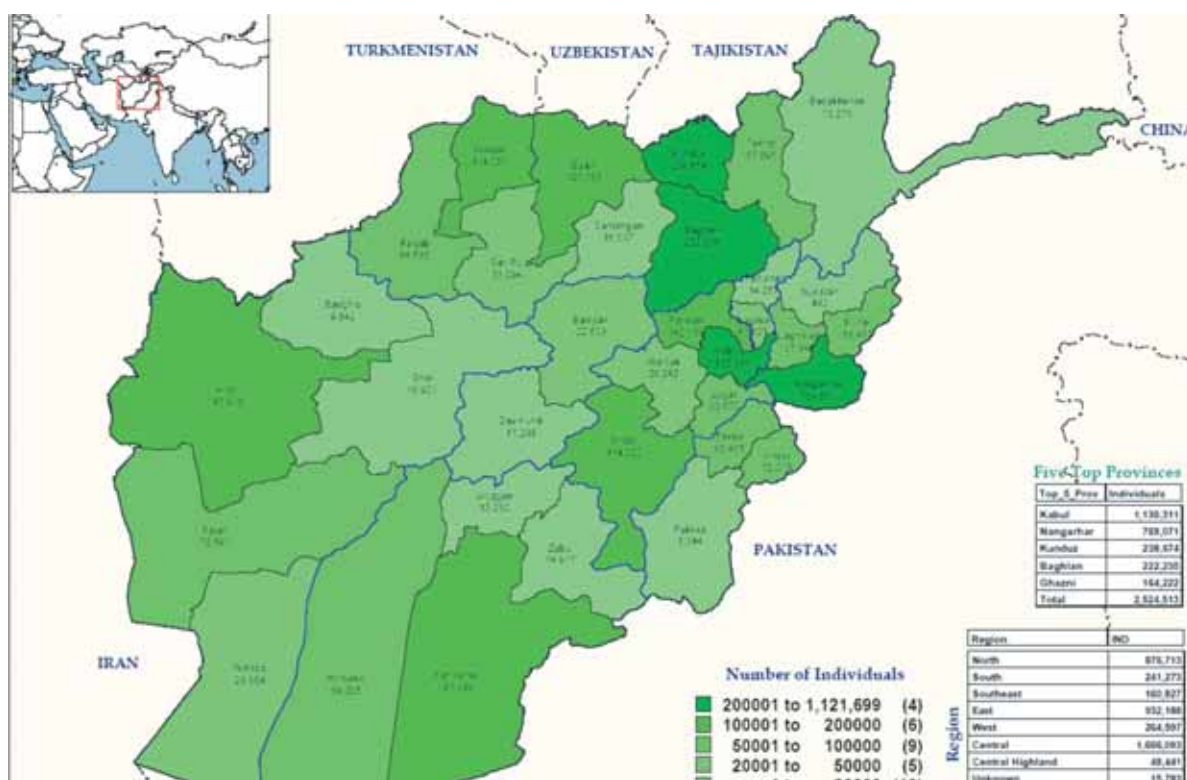
# CHAPTER 1

## Executive Summary

Since 2002, more than 5 million Afghans have returned home, the vast majority from Pakistan and Iran. This returnee population is composed of, 52% male, 48% female. Three million still remain outside the country, with an exact breakdown of gender and age unavailable at this time. The majority have been absent from Afghanistan for more than twenty years. After four years of exceptionally high returns, the level of repatriation has declined. At the same time, the volume

of migration linked to seasonal labour and trade and is growing. In view of its links to the refugee presence, it raises important questions about the future management of population movements to and from Afghanistan. Despite the achievements accomplished in the return and reintegration of a large number of refugees and Internally Displaced Persons (IDPs) since 2002, internal displacement remains a significant problem largely due to ongoing conflict and natural disasters (drought, floods) and requires a stronger response.

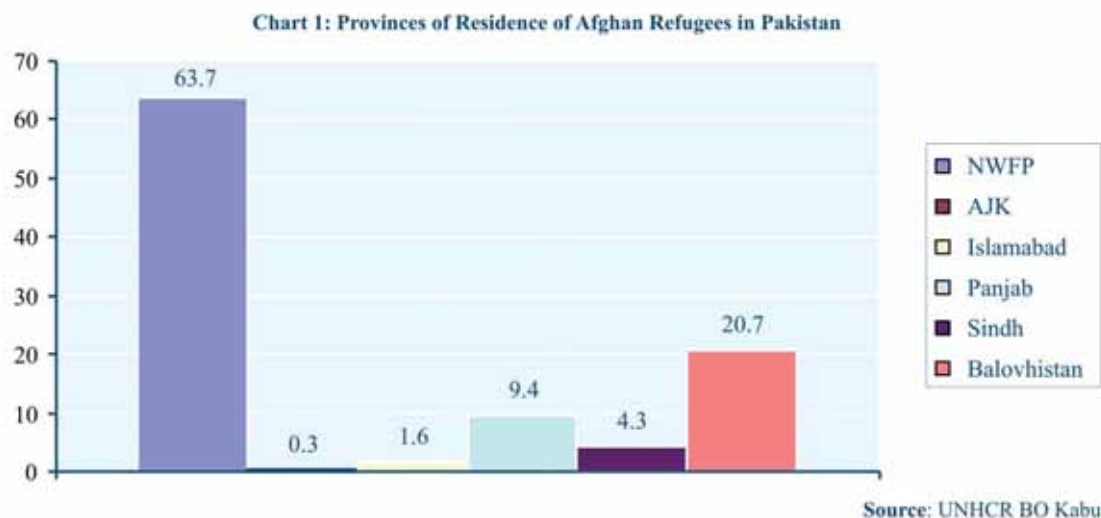
**Map1:** Assisted voluntary repatriation to Afghanistan, Return by province of destination March – 02 to 30 – April – 08 – 02





Finding solutions for these remaining populations, and developing broader policy frameworks for displacement, represents a complex and continuing challenge and exceed the capabilities of humanitarian agencies alone to address. To secure further progress towards solutions, for issues including right to property, right to life, right to

education and the right to liberty and security of person, a significant and visible increase in political engagement, improved management and co-ordination, and more substantial investments in programmes enhancing reintegration will be required in the coming years from the Government and the donor community.



During 2006 repatriation trends were affected by three key factors – the deteriorating security situation, the economic and social differentials with the neighbours, and the fact that most of the remaining registered Afghan populations in Pakistan (2.15 million) and Iran (0.9 million approximately) have been in exile for over twenty years. It is very probable that high levels of mass and voluntary repatriation are over. The refugees' long stay in exile, poverty, and dissuasive conditions in many parts of the country are likely to prove difficult obstacles to overcome in future. Attempts to engineer large scale return risk infringing the critical principle of voluntary and dignified return and jeopardizing the sustainability of return. This is particularly the case for extremely vulnerable individuals, unaccompanied women, unaccompanied minors, women at risk, the elderly, the very poor, those in need of medical care and drug addicted individuals. At the same time maintaining voluntary repatriation movements will certainly assist in reducing bilateral tensions on this issue with neighbours. There is pressure in some quar-

ters for the introduction of formal Refugee Status Determination procedures which could result in many Afghans being obliged to return. The Government and its international supporters will therefore need to develop a range of political and practical solutions and responses to this complex situation to enable a workable and humane compromise.

## INTRODUCTION

The importance in political and socio-economic terms of the return of more than 5 million represents for the process of reconstruction in Afghanistan has been recognized. A population movement of this dimension has substantial implications for political reconciliation, reconstruction, and development. The return and successful reintegration of 3.6 million by the end of 2005 was seen as one the major achievements of the Bonn Agreement. The Afghanistan Compact and Afghanistan National Development Strategy (ANDS) give similar prominence to the issue of refugees and return.

The Afghanistan Compact contains three benchmarks relating to refugees, returnees and IDPs as follows:

- Under the heading Social Protection: “By end-2010, all refugees opting to return and internally displaced persons will be provided assistance for rehabilitation and integration in their local communities; their integration will be supported by national development programmes, particularly in key areas of return
- Under the heading Regional co-operation: “Afghanistan, its neighbors and countries in the region will reach agreements to enable Afghanistan to import skilled labour, and to enable Afghans to seek work in the region and send remittances home.”
- Under the heading Human rights: “...., human rights monitoring will be carried out by the Government and independently by the AIHRC, and the UN will track the effectiveness of measures aimed at the protection of human rights; the AIHRC will be supported in the fulfillment of its objectives with regard to monitoring, investigation, protection and promotion of human rights.

The decision taken by the Joint Co-ordination Monitoring Board (JCMB) at its session held on May 1st 2007 to establish a specific Consultative Group on “Returnees, Refugees and IDPs” is further testimony to the importance placed by the Government and the international community on the issue. Since its establishment, the Consultative Group on refugees has since met on 24 June 2007 and on 10 September 2007.

### **Refugees, Returnees and IDPS and Poverty Reduction and Economic Growth**

All returnees are not of equal economic status. The Government’s focus will be primarily on the poor and vulnerable; particular consideration will be given to their food security, shelter, and employment.

A significant percentage (approximately 20%) are children and youth below working age. Their return will require additional investments in education and vocational training.

The returnees can be significant source of human capital if properly utilized. Although the majority have a low skill profile, there are many returnees that have acquired skills and expertise during their exile. Through effective manpower planning, returnee capabilities can be put to good use.

Some returnees will require skill development and can gain this through National Skill Development Program (NSDP) or through vocational training programs. With proper manpower planning and skills development, trained returnees can fill gaps in different sectors. They can also make a positive contribution to the productivity of individual sectors and the economy.

## **CONTEXT**

The most direct impact of war and violence in Afghanistan has been the massive displacement of its people to neighboring countries that occurred initially as a consequence of the Soviet occupation. Between 1979 and 1992, more than a fifth of our population - over six million people - left the country in search of safety, mainly to Iran and Pakistan. Many hundreds of thousands continued to leave during the 1990s as internal factional and ethnic conflict persisted. By 2000, Afghans had sought asylum in more than 70 countries around the world. Internal displacement due to violence drought and poverty was also significant. In the spring of 2001, internal displacement was the fastest growing situation in the world.

Since 2002 more than 5 million have returned home, out of whom 4 million have been assisted by the Government and the Afghan and international partners, namely, UNHCR, IOM, other UN Agencies, local and international NGOs (thereaf-

ter referred to as the Partners). This repatriation process made an important political, economic and social contribution to the success of the Bonn Agreement. In overall terms, internal displacement due to violent conflict has declined since 2002 but significant displacement still occurs. Significant secondary movements beyond the region to Europe and elsewhere have largely ceased. Despite these huge and unprecedented repatriation movements, some 3 million registered remain in Pakistan (2.15 million) and Iran (0.9 million). However, population movements now demonstrate more normal migratory patterns. Still large numbers move to and from the neighbouring

countries and Afghanistan predominantly for economic and social purposes. Distinctions between refugees and migrants have become increasingly blurred. But policy and regulatory frameworks have not kept pace with these trends. For more detail in the number of returnees from Pakistan, Iran and other countries per year; please refer to the table – 1.

Assisted returns 2002-2007							
Year	Pakistan	%	Iran	%	Other countries	%	Total
2002	1,565,095	85.31%	259,792	14.16%	9,679	0.53%	1,834,566
2003	332,183	69.84%	142,280	29.91%	1,176	0.25%	475,639
2004	383,322	50.36%	377,147	49.55%	627	0.08%	761,096
2005	452,658	87.17%	65,526	12.62%	1,084	0.21%	519,268
2006	133,338	95.37%	5,264	3.77%	1,202	0.86%	139,804
2007	343,438	98.30%	6,053	1.7%			349,491
TOTAL	3,210,065	78.68%	856,062	20.98%	13,768	0.34%	4,079,895

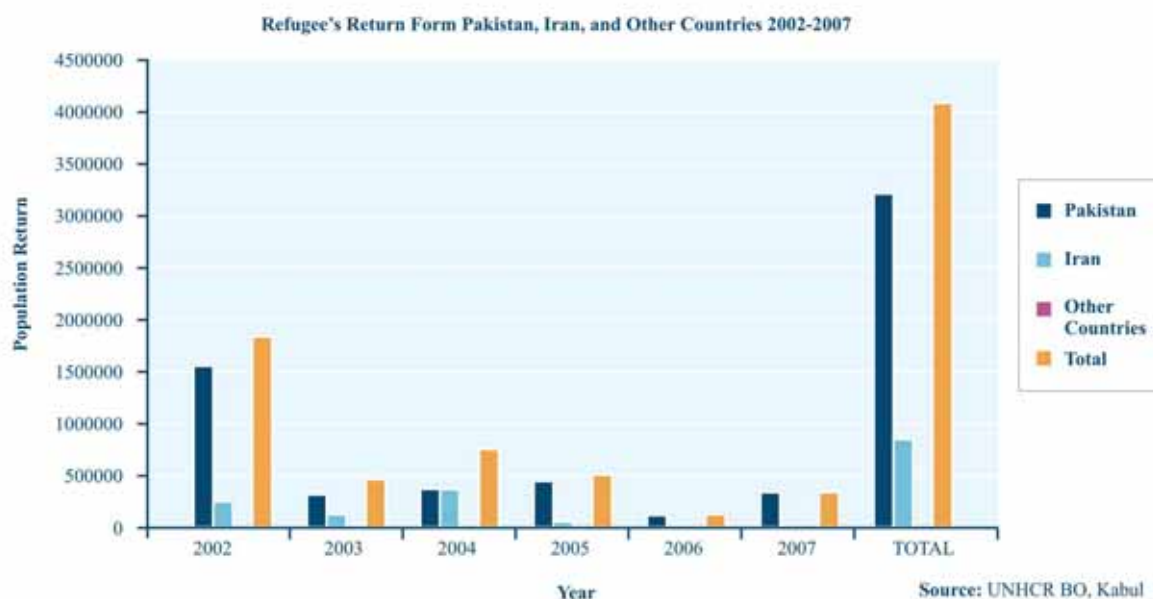
**Table – 1** Refugee's return from Pakistan, Iran and other countries 2002 to 2007

**Source:** UNHCR BO Kabul

In demographic terms, the number of Afghans currently in Iran and Pakistan are rather modest accounting overall for only 1.3 % of the populations and estimated labour forces in those countries. A balanced and objective analysis of their economic and social impact would need to include data detailing both costs and benefits. Unfortunately, the Afghans refugees have attracted accusations of

involvement in smuggling, drugs trafficking, and involvement with terrorism and the ongoing insurgency. Their longstanding presence often surfaces as an irritant to bilateral relations. This is further exacerbated by the lack of border management and the continuing unregulated movements of people, particularly to and from Pakistan.

**Chart 2: Refugee's return from Pakistan, Iran and other countries 02 – 07**



Approximately 80% of the remaining Afghan refugee population in Iran and Pakistan has been in exile for more than 20 years and 50% were born in those countries. The majority originate either from border provinces with Pakistan that are currently affected by insecurity or from impoverished central highlands and upland areas. Exposure to more developed living conditions has certainly had some impact on the attitude of refugees towards return. However, there is little evidence of improvements in their economic and social circumstances during exile. The majority remain poor and marginalized. Nevertheless, if given a choice, a considerable proportion would prefer to remain in exile until prospects in Afghanistan or their own personal situation improve. Cross border movement is frequent and substantial. Many families rely on transnational networks that operate between neighbours and throughout the region. These complicate ongoing efforts to apply humanitarian and refugee solutions to an increasingly complex and fluid situation.

Frustrated by the slow pace of recovery and reconstruction, the neighbors have applied a range of pressures and measures to encourage higher return figures. To date, the repatriation opera-

tion has by and large maintained its voluntary character. But maintaining this position may prove to be increasingly difficult as repatriation figures decline. The central policy consideration for the government is therefore whether to opt for fixed, time-bound repatriation targets with the consequent risk of unsustainable return and reintegration, or to remain committed to a more gradual approach based on voluntariness and the country's absorption capacity with the prospect of increased pressures for higher levels of return if figures remain modest. A workable compromise will need to be developed that can address both sets of concerns. In either instance, there will be a need for more intensive planning, coordination, and increased support especially for the reintegration component of the sector.

Achieving the sustainable return of all remaining Afghans from the neighbouring countries would ideally require the following: (i) peace and security in areas of refugee origin particularly where there is ongoing conflict, (ii) the improvement of political, economic, social and organisational absorption capacities in key sectors and areas, and (iii) an implementation plan and supporting resources executed over a number of years. Pre-

requisites for robust progress in this sector will be strong coordination among concerned government ministries and departments, and a significant increase in resources in support of existing national programmes and, if justified, supplementary interventions. A key requirement will also be the emergence of a more predictable and secure operating

environment.

Large numbers of Afghans have already returned voluntarily and reintegrated with relatively few major difficulties. But the arrival of 5 million additional persons since 2002 has certainly put pressure on economic opportunities, encouraged rural to urban migration, depleted local resources, and challenged social and family coping systems. Those remaining in exile have been absent for more than two decades. Their return will be much more challenging. The absorption capacity for unskilled labour is currently very limited, even in urban areas where the economy has grown most substantially.

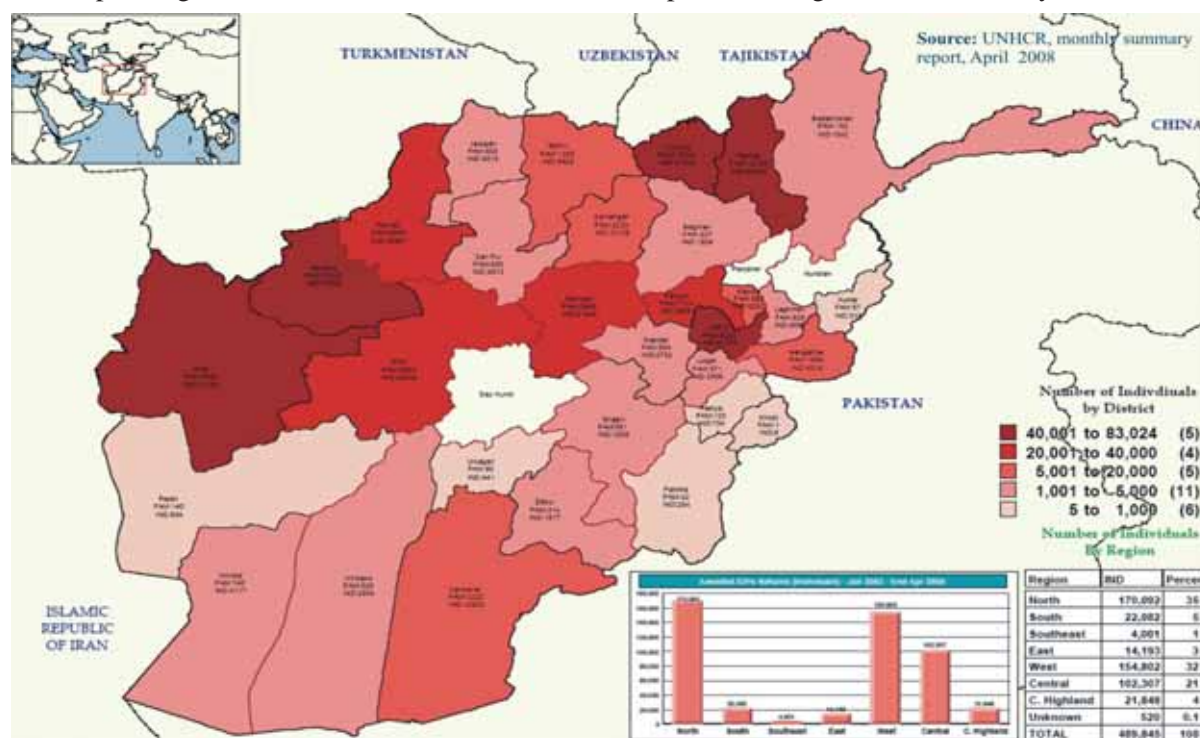
There is limited formal data on out-migration among former returnees. These movements may not necessarily evidence a reintegration failure but may very likely be part of a diversified livelihood strategy. Available information suggests, however, that has become more pronounced during recent years, especially where repatriation has

not been voluntary. This situation points to the need to develop a deeper understanding of what reintegration requires in both urban and rural contexts. temporary labour migration is an important source of household budget support. But to date, no formal policy or legal framework has been developed to manage these movements. In its absence, measures to restrict migration seem simply to encourage illegal movements and an increased reliance on traffickers and smugglers.

From the over 1 million displaced in the late nineties by drought and conflict, there remain today a residual caseload of more than 130,000 individuals, made up of 51% male and 49% female. The majority are located in the southern provinces of Kandahar and Helmand. In 2005, the Government of Afghanistan adopted a national IDP policy placing the emphasis on the active promotion of durable solutions through voluntary return or, alternatively, settlement in locations where IDPs had established themselves. The National IDP Policy also highlighted the importance for national development programmes to fully factor in and address the reintegration of formerly displaced populations keeping in mind the concerns in terms of gender and lack of gender rights equality. In 2007, for the sixth consecutive and last year, the Government of Afghanistan and UNHCR assist those IDPs willing to return to their places of origin.



Map 2: Afghanistan IDPs Assisted to return to their places of origin Jan 2002 to May 2008



In the meantime, heightened conflict in the southern provinces of Kandahar, Helmand, Nimroz, Uruzgan and Zabul has generated new displacements in 2006 and early 2007. Obtaining precise information as to the number of affected persons and their immediate humanitarian needs remains a challenge in the prevailing security environment. A significant number of new displaced have been in position to return to their places of origin. The policy of the Government of Afghanistan with the support of the international community has revolved around the following key principles in relation to new conflict-driven displacement: i) humanitarian responses should be based on proper assessment; ii) the co-ordination and delivery of assistance should take place as close as possible to the point of delivery under the leadership of Disaster Management Committees at the regional, provincial, district levels, iii) in order not to fix civilian populations in displacement, once-off assistance to most vulnerable will be favored whilst encouraging prompt return as soon as security conditions permit it. The increased num-

ber of civilian casualties has lately been an issue of growing concern. The systematic collection and analysis of information concerning new displacement as a result of conflict or natural disasters remain both a concern and a challenge for all actors.

In summary, there are a range of unpredictable external and internal factors that will shape the context and conditions for sustainable repatriation and reintegration and influence internal displacement during the period of the ANDS. They will make the elaboration of a detailed strategy and measures to address them extremely challenging. Future progress will depend to a significant degree on securing consistent engagement from other government and international actors in sectors that lie beyond the mandate of the Ministry of Refugees and Repatriation (MoRR) and its international partners. As such, the vision and objectives outlined in the present document will require further investment in developing practical programme interventions, and regular updating and adapting as the situation evolves in the coming years.





## CHAPTER 2

# OVERALL STRATEGY FOR REFUGEES, RETURNEES AND IDPS SECTOR STRATEGY

### STRATEGIC VISION AND GOAL

Since the first bilateral agreement on return between Afghanistan and Pakistan was signed in 1988, full repatriation has remained the preferred policy solution of all stakeholders. But despite huge return movements in 1992-93 and again since 2002, securing this objective has been complicated by the consequences of long conflict and its impact on politics, economics, and society. It has been made more elusive by the varied effects of protracted exile on such a large portion of the Afghan population.

Furthermore, the dynamics of Afghan migration that existed before the Soviet occupation and mass refugee flight are re-emerging. The international refugee policy framework and arrangements overseen by UNHCR have provided coherence and continuity for millions of displaced Afghans over many turbulent years. But the challenges for solutions have grown more complex both politically and operationally. Working closely with its international partners, the Government of Afghanistan will need to find practical and viable approaches to return and reintegration, to managing contemporary population movements, and to external political pressures for higher and faster levels of repatriation.

To meet these challenges, it will need (i) to upgrade the capabilities of individual Ministries concerned with repatriation (Foreign Affairs, Ref-

ugees and Repatriation), reintegration ( Rural Rehabilitation and Development, Urban Development, Health, Education) and migration (Foreign Affairs, Labour, Social Affairs, Martyrs and Disabled, Interior), (ii) improve inter-Ministerial policy co-operation and linkages between central government and provincial/district authorities, and (iii) mobilize substantial additional resources in close partnership with the international community.

With respect to repatriation, the range of political, security, and economic factors that will shape the durable resolution of the Afghan refugee and displacement issue make the setting of quantitative targets a risky exercise. Nevertheless, some broad scenarios for the return and reintegration sector could be envisaged for the period (2008 – 2013) covered by the ANDS. They assume that current trends will be unlikely to deviate dramatically (positively or negatively) from the present situation and that therefore there will still be a substantial number of Afghans remaining outside their country in 2013.

### A. Scenario One

Progress towards peace and security, political stability, economic and social development improves on current trend lines. There are no changes to current legal and operational frameworks governing repatriation. Support for reintegration through national programmes benefits from increased and

better targeted investments. Afghans continue to enjoy international legal protection as refugees. Internal displacement continues as a consequence of localized conflict. Under these conditions, it may be envisaged that a projected figure of between 800,000 and 1,000,000 Afghans return home voluntarily and sustainably, predominantly to the west, north and central regions of the country.

## B. Scenario Two

Progress towards peace and security, political stability, economic and social development remains on its current trend lines. The number of Afghans returning outside the Tripartite Framework increases as a result of new measures introduced by the neighbouring countries. Support for reintegration through national programmes benefits from increased and better targeted investments and improved response capabilities. The terms and conditions for registered Afghans to remain in the neighbouring countries deteriorate. Conflict induced internal displacement persists, especially in southern Afghanistan. Under these conditions it may be envisaged that a projected overall figure of 600,000 – 800,000 return voluntarily or are returned.

## C. Scenario Three

Progress towards peace and security, political stability, economic and social development deteriorate. There are no changes to current legal and operational frameworks governing repatriation. Support for reintegration through national programmes benefits from increased and better targeted investments but implementation is weak due to poor operating conditions (security). Afghans continue to enjoy a measure of international legal protection as refugees though less than before. Internal displacement continues as a consequence of localized conflict. Under these conditions, it may be envisaged that a projected figure of between 400,000 and 600,000 Afghans return home voluntarily and sustainably, predomi-

nantly to the west, north and central regions of the country.

### Vision:

To provide sustainable reintegration possibilities for all Afghan refugees, returnees and IDPs choosing to return to and in Afghanistan.

### Policy Goal

To transition out of a purely refugee and humanitarian framework for managing population movements to a more comprehensive set of policy arrangements that, with due consideration for cross cutting issues, will advance durable solutions for the remaining 3 million Afghans in the neighboring countries, for returnees, and for Internally Displaced Persons (IDPs) including the most vulnerable populations by the end of 2013.

## NEEDS ASSESSMENT

With respect to Afghans refugees in Pakistan and Iran and returnees, information has been generated regarding the socio-demographic features of these populations and their most pressing reintegration needs through principally three avenues: i) census and registration exercises, ii) the content of the National Human Rights Report, and iii) studies and researches.



The census (2005) and registration exercises (October 15th 2006 – February 15th 2007) conducted in Pakistan offer a comprehensive profile of the 2.1 million Afghans remaining in Pakistan, including the main reasons for not returning. A similar exercise (Amayesh I & II) was conducted in Iran (2005 and 2006). However, the data obtained from the

Iranian authorities regarding the remaining Afghan population so far provided has not been of the same depth and detail as in Pakistan.

Since 2002, a number of studies have been commissioned and conducted regionally in the areas of transnational networks, the socio-economic role(s) of Afghan communities in Pakistan and Iran, cross-border movements, the impact of returnees on local labour markets, and the fate of second generation Afghans in exile as well as in relation to return and reintegration.

In 2005 and 2006, the Afghan Independent Human Right Commission (AIHRC) jointly conducted with UNHCR some 20,000 interviews throughout the country under the National Human Rights Scheme. Through these interviews, AIHRC seeks to identify obstacles to sustainable reintegration in relation to 11 areas of rights. On the basis of these interviews, the AIHRC published its first report on Socio-Economic rights in 2006 and a second in 2007. In the recent 2007 report areas of essential concern included the lack of essential food, essential primary healthcare, housing, basic education, access to water, and economic vulnerability. These findings will need to be supplemented by deeper analysis of poverty, labour market integration, and mobility.

**Figure 2:** IDP's in different part of the country facing difficulties due to lack of basic need "Food, Water, Shelter, Access to health posts and etc."



Source: AIHRC/UNHCR joint assessment 2005 - 2006

Continued investments in research and the establishment of a baseline against which to measure progress in poverty reduction among returnees internally displaced persons (IDPs) (particularly with regard to vulnerable groups such as women, children, people with disabilities and the chronically poor as well as kuchis, returnees will be essential in tracking the future sustainability of the return and reintegration process and guiding future design and technical and financial programming requirements.

## OUTCOMES

### Supporting Policy Outcomes

- Facilitation of the gradual return of all Afghans who wish to return voluntarily from Pakistan, Iran, and other host countries through policy negotiation and coordination;
- Strengthened capacity of the Government of Afghanistan to plan, manage, and assist the sustainable reintegration of Afghan refugees and Internally Displaced Persons through policy advice, institutional strengthening, training, technical and financial support;
- Improved capacity of the Government to plan for, prepare and respond to internal displacement(s), at the central, provincial and district levels through policy advice, training, and material assistance support;
- Generation of international support for the sustainable reintegration of returning Afghans through mobilization of additional resources to enhance their physical, legal, and material safety;
- Monitoring and evaluation of the return process of both refugees and IDPS to ensure its voluntariness and that their rights are protected through data collection, analysis, and advocacy;

- Promotion of agreements with neighboring countries on improved and more predictable terms and conditions for the continued stay of those Afghans unwilling to return through informed policy advocacy and research;
- Progress towards bilateral agreements on temporary labour migration frameworks, including return arrangements so as to better managed cross border movements through negotiation informed through research and analysis.

## KEY POLICIES AND CO-ORDINATION

Within the region, the principle legal and operational framework governing voluntary repatriation is provided by the Tripartite Agreements (TA) signed between Afghanistan, UNHCR, Iran and Pakistan respectively. These agreements are serviced by regular meetings of Tripartite Commissions at both Ministerial and working level. The TA with Iran was renewed for a further year on 27 February 2007; the TA with Pakistan was signed on 2 August 2007 with a duration three years until 31 December 2009; similar agreements with Denmark, France, the Netherlands, Norway, the United Kingdom, Sweden and Switzerland.

The Tripartite Agreement and the Tripartite Commissions have proved useful *fora* for policy and planning discussions. But since repatriation figures started to decline in 2005, the Government has come under increasing pressure from asylum countries to accept planning figures and measures that implicitly question the voluntariness of return. In particular, the tendency is to propose high planning figures as well as measures that are likely to pressure Afghanistan into agreeing with decisions that are neither in the national interest nor in the interest of the people concerned.

The retention of the Tripartite Agreements is an important tool to ensure policy coordination and respect for refugee law and humanitarian principles. Ensuring the voluntariness of return is also critically important in ensuring sustainability and minimizing humanitarian distress. Experience has indicated that large, unplanned, and essentially involuntary returns have to be managed as emergency influxes and generate a range of negative consequences, especially for those persons returned under such circumstances.

While the repatriation operation was recording high return numbers during the period 2002-2004 there were few controversial policy issues to address. However, as the figures have declined, more difficult questions have emerged. In view of the potential political and humanitarian consequences of large induced returns, and taking into account the need to develop broader policy responses to population movements, it is important that future policy reflections benefit from the active involvement of a wider cross section of government Ministries. More dedicated policy, institutional, and programme arrangements that can mobilise the required resources and advocate for international support are required. Closer co-ordination among Ministry of Refugees and Repatriation, Ministry of Rural Rehabilitation and Development, Ministry of Urban Development, the Ministry of Education, and the Ministry of Public Health and international donors on medium term reintegration programmes will be critical to reducing some of the pressures on Afghans in Iran and Pakistan







## CHAPTER 3

# REFUGEES, RETURNEES & IDPS SUB-SECTOR STRATEGIES

To respond adequately to the challenge posed by the remaining 3 million Afghans in Iran and Pakistan and to ongoing population movements within the region, the Government will implement strategies that have both political and operational components.

These strategies will support (i) the voluntary return of refugees from Pakistan, Iran and elsewhere, (ii) more visible and performing reintegration programmes and interventions, (iii) improved management of cross border movements and economic migration, (iv) the concerns of long-staying Afghans that prefer to remain in exile, and (v) the capacity of the government to plan, prepare and respond to internal displacement crisis.

### RETURN STRATEGY

The government will strive to strike the right overall balance between encouraging the return of its citizens whilst ensuring that this takes place under decent circumstances.

In view of the nature of the remaining population, and in the light of the factors cited above, it is improbable that all Afghans can be persuaded to return voluntarily in the coming years.

In consequence, there will be further pressures for higher levels of return from the neighboring countries both through the tripartite mechanisms and outside them.

**Figure 3:** Since Jan – 08 to May – 08; 55,000 individual has been assisted through government and UNHCR returned home voluntarily.



The current Tripartite Agreement on voluntary repatriation with Iran and Pakistan has recently been extended for a further year period and three years respectively.

For 2007, the Tripartite Agreement with Iran set out an indicative planning figure of 200,000.

To support this target, the Government of Iran introduced a proposal to grant one year renewable (up to three years) work permits to Afghans provided they first return home with their families. There is as yet no official planning figure proposed in the draft agreement with Pakistan. The Government of Pakistan itself has referred to all Afghans returning over the next three years implying an annual figure of 800,000. In the Tripartite Commission meeting held in Dubai on June 8th 2007, both the Government of Afghanistan



and UNHCR indicated that in their views this figure is unrealistic.

The Tripartite Agreement sets out the key principles to be observed governing the repatriation of Afghans from Iran and Pakistan – voluntariness, gradualism, dignity, and safety. The extension of the tripartite accords – and the legal and operational discipline that they bring to the voluntary repatriation programme – is an important component of the overall strategy. It provides important legal and practical safeguards against unsustainable level of returns. In future the Government will need to enter into bilateral agreements with its neighbors on managing population movements. It will be important to ensure that these are underpinned by legal and administrative arrangements that are compatible with international standards. In the meantime, the Tripartite Agreements should remain the point of reference for all discussions on terms and conditions related to the return of registered Afghans. More vigorous public advocacy by all interested stakeholders to underline their practical application and effects can therefore play a useful role in ensuring continued respect for their provisions.

So far, the return of more than 5 million persons from Pakistan and Iran has been accomplished with few major concerns. The government and its partners have offered direct support in the form of the provision of a repatriation cash grant, monitoring at the border and encashment centers in Afghanistan and assistance to the most vulnerable during the journey back home.

Part of the growing pressures in Iran and Pakistan, and the consequences of these for the Afghan populations themselves in those countries, may be attributed to the perception that insufficient political attention is being paid to the refugee issue in Afghanistan. It is evident that visibility alone will make little material difference and that any public statement will need to be backed up by concrete and achievable actions. But the value of

a more proactive public commitment to addressing refugee return and reintegration is clear both politically and operationally.

The strategy will be achieved through the pursuance of the following return objectives:

- Tri-partite agreements between countries of asylum, Afghanistan, and UNHCR, fully reflecting the principles of voluntary, dignified and gradual return, continue to guide the conduct of the voluntary repatriation operation.
- Annual return planning figures, taking full account of the prevailing situation in Afghanistan and its limited absorption capacity, are discussed and agreed upon in Tri-Partite Commissions with the Governments of Pakistan and Iran and reflected in Tri-Partite agreements.
- Refugees and returnees have access to information to make informed decisions on return, through bulletins, Q&As, radio-programmes as well as, where necessary, Go and See and Come and Talk visits;
- Refugees, returnees and former IDPs have access to information and legal services to enable them to resolve obstacles to reintegration and settlement, particularly concerning land and property restitution through traditional or formal conflict-resolution and justice mechanisms.
- Obstacles to safe and dignified return and reintegration continue being identified and the national capacity, particularly of the Afghan Independent Human Rights Commission (AIHRC), to monitor, document and intervene to address these is enhanced, in close co-operation with human rights and rule of law actors, including UNAMA.
- Each returning refugee receives a transport grant averaging US \$ 17 per person according to final destination.

## REINTEGRATION STRATEGY

The Afghanistan Compact of January 2006 sets out the key objectives to be secured to allow progress in critical areas – security, governance social and economic development – up until 2010. The objective for assisting the reintegration of returning refugees is only articulated in general terms. To date, the unwritten assumption has been that continued progress towards political stability and economic growth, the scaling up of ongoing national development programmes, direct assistance from MoRR and UNHCR, and the resilience of returnees themselves will prove sufficient to address the challenge of refugee

reintegration. However, as the preceding account makes clear, this supposition does not take into account the growing political pressures in the neighbouring countries for accelerated repatriation, the profile of the remaining Afghan population, deteriorating security conditions in many parts of the country, and the nature of contemporary population movements.

The Afghan Independent Human Rights Commission (AIHRC) will continue its returnee monitoring role which has been instrumental in addressing reintegration challenges, in particular those related to land and property. In addition, with the possibility of involuntary return, the nature of return will be consistently and regularly monitored; thus any changes in motivation to return will be signaled promptly, allowing for immediate advocacy of human rights actors towards the countries of asylum.

The Government of Afghanistan and its international partners will continue to provide initial reintegration assistance to returnees in the form of the provision of an average US \$ 83 cash reinstallation grant per person, shelter assistance to most vulnerable families (targeting 25 % most vulnerable returnee families) and attend to the needs of the most destitute returnees from a social and eco-

nomic stand points through Extremely Vulnerable Individuals (EVI) and Women-at-risk project.

Beyond the above immediate reintegration assistance, the greatest impact for returnees as for communities in general, would derive from more investment in urban development, housing, employment, water management, energy, and infrastructure. Access to land, security of tenure, and property rights remain of serious concern.

A start has been made in tackling these challenging issues through a land allocation scheme for those without land. In order to ensure settlements are sustainable, particular attention should be paid to improving site appraisal and selection, environmental issues, procedures to choose beneficiaries, enhancing employment opportunities, and the provision of basic services. MoRR's capacity to coordinate this process will be enabled though a Programme Implementation Unit. The short term aim should be to establish workable pilot schemes on existing settlement sites which, technical and financial support permitting, could be replicated and scaled up in future.

**Figure 4:** Under the reintegration 169,611 shelter units implemented and 9,091 water points has been completed since 02 to end April 08 in all regions.



Support for the initial reintegration requirements of returning refugees in critical sectors like hous-

ing, employment/livelihoods, water, and sanitation will still need to be a major focus of government activity. To make more substantial progress in these areas, however, national capacities for policy and program development, management, and implementation will be strengthened, especially at local level.

In principle, the current range of national development programmes covers most key sectors and geographical areas of potential interest to returning Afghans. It is very probable that many returnees have already benefited from many of these interventions. But as returnee involvement is not specifically monitored it is hard to judge programme impact either quantitatively or qualitatively. In any event, in order for these programmes to make a measurable contribution to future return and reintegration, some adjustments or additions to their design and operation will be necessary.

Such modifications would have to take into account both geographical (places of origin) and sectoral/technical criteria. They would also have to determine how best to incorporate returning Afghans into their planning process. This will be an important task for the Government to initiate with its international development partners over the next twelve months.

The places of origin according to table – II; of the remaining Afghan populations may not bear a strict resemblance to where they may return. Due to their long exposure to urban or semi-urban environments in exile, many (40% of all returns) may prefer to repatriate or eventually move to Afghanistan's cities.

Places of origin (district level) of Afghans living in Pakistan and Iran are known. With respect to sectors and technical interventions, recent reintegration studies have highlighted the need for business/enterprise development training, access to credit, vocational training/skill development linked to labour market needs, public works em-

ployment

programmes, and support for vulnerable individuals. Particular attention may need to be paid to returnees with drug related problems.

**Table – II:** Refugees places of origin which still living in Pakistan

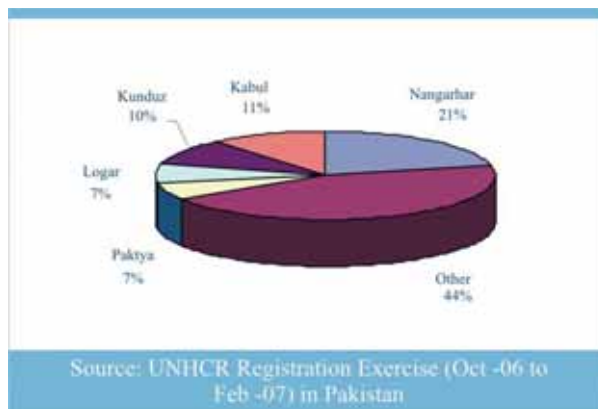
Province	IND	IND %
Nangarhar	451,200	21.0
Kabul	240,544	11.2
Kunduz	208,471	9.7
Logar	142,415	6.6
Paktya	141,859	6.6
Others	968,599	45.0
Total	2,153,088	100.0

Source: UNHCR Registration Exercise (Oct – 06 Feb – 07) in Pakistan

For Afghans in Pakistan, three main places of origin are the southern and eastern provinces along the frontier with Pakistan (Ningahar, Kunar, Paktia, and Kandahar), central region provinces (Kabul, Logar) and two Northern provinces (Baghlan, Kunduz.) A major concern with those provinces in the south and east is access due to poor security. The latter is one of the main reasons for Afghans for not returning. It also a critical obstacle for national and international agencies to operate in areas of potential returns especially in South and Southern-East where access is limited to few Districts. For Afghans in Iran, the main provinces of origin are in the west (Herat,

Farah), the north (Faryab, Balkh, and Baghlan) and centre (Kabul and Ghazni). The majority of Afghans in Pakistan are Pushtun; in Iran they are Hazara and Tajik.

**Chart 3:** Places of origin of those Afghans still living in Pakistan



As far as design issues are concerned, government ministries and programmes will need to establish more systematic linkage between returnee destinations and resource allocation decisions. They will also examine the possibilities for providing these areas (1) supplementary funding channeled through existing programmes, (ii) a dedicated line of credit accessible to returnees and local populations to finance micro-finance lending and small business development, and, (iii) allotting places on training and skill development courses (especially for young returnees). All such programmes will need to be equipped with additional management support to ensure that the inclusion of returnees can be factored into their planning cycle and the impact tracked and monitored systematically. It is important the government attaches sufficient importance to this issue in its dialogue with donors and requests specific and additional support for refugee reintegration for the period of the ANDS. The international conference on return and reintegration endorsed by the sixth meeting of the Joint Coordination and Monitoring Board (JCMB) foreseen for Kabul in 2008 will represent an important opportunity to coordinate policy and secure such assistance.

The strategy will be achieved through the pursuance of the following reintegration objectives:

- The government of Afghanistan's capacity to plan, manage and assist the reintegration of returning Afghans and Internally Displaced persons is strengthened through, inter alia, closer coordination among the Ministry of Refugees and Repatriation, the Ministry of Rural Rehabilitation and Development, the Ministry of Urban Development, the Ministry of Education, and the Ministry of Public Health on reintegration programme is critical
- Current reconstruction and development policies are adjusted to make more explicit provisions for returning refugees and Internally Displaced Persons. Such modifications take into account places of origin of returning refugees and sectoral areas like housing, micro enterprise, certification of education, skills etc.
- Budget allocation under core and national development budgets to provinces and districts takes full account of population growth as a result of return.
- National initiatives addressing the needs of returnees and local host communities will be developed and enhanced in housing, area and community development, access to micro credit and training programmes including business and enterprise development by the end of 2008;
- Subject to improved site and beneficiary selection, technical preparation, sufficient financing, and security, the current pace of implementation of the National Land Allocation sites may be scaled up by 2008 to ensure the opening and development of 5 to 10 new sites per year in priority areas of return.
- For the land allocation programme, proper institutional arrangements within the lead co-ordination ministry MoRR (establishment of a Project Implementation Unit) as well as with respect to inter-ministerial co-ordination (inter-ministerial agreement, creation of Oversight Committee) will be in place by the beginning of 2008.



- Subject to confirmation following an external review, each returning refugee will receive a reinstallation grant of US\$ 83 upon arrival in Afghanistan.
- Most vulnerable returnee families (25 % of total return population target) having access to land are assisted to rebuild their shelter.
- National and provincial mechanisms, both governmental and non-governmental, to assist and facilitate solutions for extremely vulnerable persons (EVIs), including women exposed to risk, are functioning and able to absorb a growing number of medical, social and other vulnerable categories, identified at the border, at encashment-centers as well as in areas of return.
- An increased number of returnees and former IDPs are provided with short-term employment opportunities through cash-for-work, income generation, including those contributing to community assets, or access to skills development programs.

## STRATEGY FOR CROSS BORDER MOVEMENTS

In overall terms, the government's future strategy must be to enable and improve the opportunities for its citizens to travel and work abroad under more regularized and decent conditions. The experiences of a number of other South Asian countries demonstrate the positive benefits of having a pro-active labour migration strategy. Best international practices, including regulation of labour recruiters, will be followed. Currently, too many Afghans are forced to take risks and expend valuable resources on irregular movements. To counteract this trend will require eventual negotiations over bilateral agreements on temporary migration. An important first step of strategy development is for the government to recognize and understand the scale and nature of cross border movements to

and from the neighbouring countries. This would be greatly assisted by dedicating more resources to the establishment of effective border management, infrastructure, processes, and personnel.

The current Tripartite Agreement with Iran contains provisions for the issuing of work and residence visas (renewable for up to three years) to registered Afghans provided they first return home and settle their families and apply to return to Iran through official channels. The scheme is still in its infancy and there are few details or even precedents to analyse so far. But the opportunity for Afghans to live and work legally in Iran is an important breakthrough. The Government of Afghanistan will further encourage and build on this opening since it may well provide the opportunity to advance to a broader agreement on seasonal labour migration in the years to come. It should provide valuable experience and a platform on which to initiate both policy and technical discussions on issues such as employment conditions (contracts, rights, insurance).

For this purpose, the Ministry of Foreign Affairs (MoFA), Ministry of Refugees and Repatriation (MoRR), Ministry of Women's Affairs (MoWA) and the Ministry of Labour and Social Affairs, Martyrs and Disabled (MoLSAMD) will need to cooperate in order to elaborate a clear policy line and strengthen institutional knowledge and expertise. A useful step will be to devote more resources to strengthening the capacities of Embassies, Consulates and Representative Offices of MoRR to monitor and analyse developments.

In Pakistan, an important priority is to disentangle normal cross border movements from refugee return, and to differentiate between persons moving for economic, commercial or social purposes and refugees. In the case of the many hundreds of thousands of Afghans originating from adjacent provinces, the distinctions have become very blurred. Many notionally refugee families have members on both sides of the border. Exchanges

are regular and substantial as there are virtually no controls or verification procedures currently in place at even the main border crossing points. It will be important to identify who is moving and why. Bilateral cooperation will be required to introduce some measure of regularisation.

A fee paying system linked to cross border permits could be introduced without jeopardizing the important economic and social linkages that the current *laissez faire* situation permits. Technical expertise from appropriate international agencies such as the ILO and IOM should be called upon to advise on how government capacities to address economic and other forms of migration can be developed.

The strategy will be achieved through the pursuance of the following **cross-border movements' objectives**:

- Bilateral cooperation between Afghanistan and its neighbors is further developed in order to better manage cross border movements and reduce human risks through increased dialogue and exchanges;
- The government of Afghanistan's policy on population movements receives higher political attention and support by various governmental actors (Presidency, Ministry of Foreign Affairs etc) and is informed through research and policy analysis;
- The Government of Afghanistan's ability to address the challenges of seasonal labor migration is strengthened through improved inter-ministerial cooperation and informed through international technical assistance and know-how.
- The return of Afghans residing illegally in Pakistan and Iran is addressed on a bi-lateral basis but incorporates legal and administrative arrangements and procedures based on international principles and standards.

## STRATEGY FOR LONG STAYING POPULATIONS:

The Government of Afghanistan up to the level of the President has repeatedly expressed its wish for Afghan citizens to return home. The policy is formally enshrined in a Presidential Decree. Extensive monitoring of the return and reintegration process to date has not revealed any systematic pattern of discrimination. As referred to earlier, returnees largely face the same economic and social challenges as other Afghans. However, the deterioration in security in the southern and eastern provinces during 2006-7, and the targeting of government personnel and aid workers, has increased protection concerns among the remaining Afghan populations, especially in Pakistan. Many have established viable livelihoods in their host countries which they are reluctant to give up. It therefore needs to develop a clear strategy on how to position itself on these questions.

In recent years most surveys indicated that the Afghan populations in Iran and Pakistan were primarily preoccupied by economic and social issues related to return and reintegration – housing, land, employment, health and education – rather than hard protection and security concerns. It is evident that living conditions for most Afghans remaining in exile – despite their lack of status and security – remain broadly preferable to returning to Afghanistan. Neither Iran nor Pakistan accepts this as a justifiable premise for refugees to remain on their territory. Iran has indicated that it would like to introduce a Refugee Status Determination (RSD) procedure the main purpose of which would be to encourage further repatriation and eventually to provide the legal basis upon which, if necessary, it will be authorized to deport those not accepted as refugees. However, the continuing insecurity and instability in many parts of Afghanistan suggest that this policy may not be easy to implement.

The upsurge in violence during 2006 has rekindled refugee concerns about security, political stabil-

ity, and the future prospects of the reconstruction programme. This is particularly the case among those Afghans who originate from the southern and eastern provinces adjacent to Pakistan. These have witnessed the majority of security incidents. Following the recent registration exercise in Pakistan, Afghans holding Proof of Registration (PoR) cards have been granted the right to remain in Pakistan for a three year period (2007-2009). The data from the registration exercise will be helpful in providing a sharper profile of the population and in helping to craft appropriate solutions for them. It is not anticipated that the Government of Pakistan will introduce any mechanism such as that envisaged for Iran during the next three years.

It will therefore be necessary for the government to continue to demonstrate its determination to make it possible for more Afghans to return home voluntarily in the years to come as outlined in the reintegration strategy section. It can further enhance these prospects by encouraging donors to fund skill development programmes in Iran and Pakistan to better equip potential returnees for the reintegration challenge.

Given current circumstances in Afghanistan, eligibility for continued international protection and assistance remains justified, especially for vulnerable persons and those originating from insecure areas. The Government will need to call upon international solidarity and advocacy to discourage premature attempts to end the refugee protection regime before workable and humane solutions have been agreed upon. It may, however, be necessary for preparatory bilateral dialogue on how an orderly return programme might be managed at some point in the future if it proves difficult to avoid the introduction of formal RSD mechanisms.

The strategy will be achieved through the following objective pertaining to long staying Afghan populations:

- The government of Afghanistan identifies those security, economic, social and humanitarian factors that impede return or which contribute positively to host communities, develops a profile of the remaining population and their circumstances in exile, and enters into negotiation with their host countries on more predictable terms of stay on behalf of its citizens.

## EMERGENCY REPAIREDNESS (NEW INTERNAL DISPLACEMENT)

Over the past two years, Afghanistan has witnessed new instances of internal displacement as a result of military activities, particularly in the southern region, and natural disasters (drought, floods). As of November 30<sup>th</sup>, the mass deportation by the Government of Iran of Afghans residing illegally on its soil of some 330,000 persons has resulted in many deportee families being stranded in the provinces of Nimroz and Farah, in need of humanitarian assistance.

In response to situations of new displacement, the Regional, Provincial and District Disasters Management Commissions under the national guidance of the Afghan Disaster Management Authority (ANDMA) and related National Emergency Commission have played a key role along with concerned provincial authorities, notably the Departments of Refugees and Repatriation (DoRR) and Departments of Rural Rehabilitation and Developments (DRDDs).

In the past year, marked improvements have been witnessed in the management by the relevant government authorities, at both national and provincial levels - of displacement crises. Notwithstanding, some areas relating to preparedness and response require close attention and continued improvement, namely: i) the collection of information in relation to high-risk areas and monitoring of key indicators (early warning system), ii) the quality, timeliness of assessments , iii) the



mapping and co-ordination of response, iv) the collection and retention of information on current displacements.

The government will continue to pursue its policy that emergency preparedness and response related to internal displacement should take place as close as possible to the point of delivery and under the co-ordination of the relevant authorities, primarily the National Disasters Management Commissions, ANDMA with the full support of DoRRS and DRRDs.

The Afghan government will continue to count on the support of UNAMA to co-ordinate the United Nations capacity-building and response support at both national and provincial levels. This effort will indeed be guided by the National Disaster Management Plan and related Compact Benchmark (by end 2010, and effective system of disaster preparedness and response will be in place).

**Figure 5:** 98,919 families (489,845 individuals) has been assisted to return to their places of origin since Jan – 02 to end Apr – 08. But still there are thousands families that have been displaced due to the recent conflict in southern provinces.



The strategy will be achieved through the pursuance of the following **preparedness and response objectives**:

- In identified high risk areas, information is collected by the government in accordance with

standard operating procedures and set of indicators approved by the ANDMA;

- Assessments are conducted in areas of displacement by the authorities with the full support of its Partners and results communicated in accordance with standard operating procedures and set of indicators approved by the ANDMA;
- In areas of displacement, the response is co-ordinated by the National Disaster Management Committees with the full support of DoRRs, DRRD, the UN under the leadership of UNAMA and other Partners of the Government;
- Information on current internal displacement will be collated at both National and Provincial levels under the leadership of ANMDA with the full support of MoRR, MRRD, the UN under the leadership of UNAMA and other Partners of the Afghan Government, notably the Norwegian Refugee Council (NRC).tt



## CHAPTER 4

# CROSS CUTTING AND OTHER SECTOR RELATED ISSUES

### CROSS-CUTTING ISSUES:

**Regional Cooperation:** Both regional and bilateral cooperation on population movements and migration will be required in future, given the different challenges and circumstances within the countries concerned and the varied composition of the populations. This will be important in developing complementary alternatives to the international refugee protection regime when circumstances in Afghanistan permit. The Government will build up its knowledge of international experience and strengthen its abilities to develop appropriate policies for Afghanistan. It will also need to prepare a more proactive communications strategy in order to present its policies and programmes to the neighbouring countries.

**Gender:** With respect to gender and age, particular attention is paid to the protection of children, women and the elderly during the return process, the specific challenges these population groups face to reintegrate upon their return home and their specific vulnerabilities. As noted earlier, half of the refugee population outside Afghanistan has been born in exile.

In the conduct of the National Human Rights monitoring, continuous efforts have been exerted to ensure that women's voices are heard; in 2007 44% of the field monitoring interviews conducted jointly by the AIHRC and UNHCR were with women. Though challenging, the participation of

women in community-based project committees constitutes another area of distinct attention.

**Environment:** Environmental issues, especially in view of the additional strains on urban and municipal infrastructure and services occasioned by the returning population, merit greater focus. In addition, these issues will need to be factored into the process of site appraisal and selection in the MoRR-led land allocation scheme and supporting programmes.

The return of almost 20% of the known population has placed pressure both on natural resources, economic opportunities, and urban environments. The return of a further 3 million persons will add to existing tensions. The Government will therefore need to pay particular attention to the potential for conflicts over land and access to natural resources (land, pasture, water, forests) especially in ethnically mixed provinces.

**Anti – Corruption:** In the design of reintegration programme components such as land allocation, shelter and housing, attention will be paid to anti-corruption measures by providing full transparency on beneficiary selection processes, entitlements, technical and financial specifications, and by offering opportunities for individual and community grievances and concerns about the programme to be voiced and to seek redress.

## A. Capacity Building

Capacity building determines the ability of institutions and agencies to implement projects and sustain reforms. Refugee reintegration present complex challenges due to the need for an inter-Ministerial approach. This requires particular mechanisms to be developed. To date MORR has largely addressed the returnee issue alone and has experienced difficulties during the implementation of some funded projects/programs. The draw down of funds from Ministry of Finance has been slow. A program/project implementation unit (PIU) has been established within MORR to assist with the Land Allocation Scheme.

## B. Counter Narcotics

Drug abuse and its socio-economic repercussions on families and communities in Afghanistan is aggravated by the large numbers of refugees returning to Afghanistan. They have been exposed to drugs during their stay abroad. The difficulties of economic and social reintegration also place them at particular risk of drug abuse and use on their return. Their employment prospects require measures to ensure that they do not either contribute to drug production or become drug users-calls for special measures to avoid them becoming producers or workers in the drug industry as well as syringe users

## C. Integration of PDP's

PDP's: A further socio-economic concern will be the transhumant nomadic pastoralists (*kuchis*) whose (migratory), production mode (livestock dependent) and cultural identity present particular challenges. Whether they have retained or abandoned their former way of living, displaced *kuchis* have distinct socio-economic features and expectations that may need affirmative action to integrate within the framework of existing development programmes. *Kuchis* face particular problems, such as accessing land under the Land Allocation Scheme.

The situation of the *Kuchi* IDPs in the Southern provinces will require particular attention. The Ministry of Rural Rehabilitation and Development will have an important role to play in designing longer term solutions.

## SECTOR RELATED ISSUES

**Coordination and Effectiveness:** Achieving the sustainable return of all remaining Afghans from the neighbouring countries would ideally require the following: (i) peace and security in areas of refugee origin particularly where there is ongoing conflict, (ii) the improvement of political, economic, social and organisational absorption capacities in key sectors and areas, and (iii) an implementation plan and supporting resources executed over a number of years. Prerequisites for robust progress in this sector will be strong coordination among concerned government Ministries and departments, and a significant increase in resources in support of existing national programmes and, if justified, supplementary interventions. As referenced above, these challenges are complex and the strategic and operational responses to them will need to be gradually developed by the Government in partnership with its international supporters.

In view of the potential political and humanitarian consequences of large induced returns, and taking into account the need to develop broader policy responses to population movements, future policy reflections should also benefit from the active involvement of a wider cross section of government Ministries. More dedicated policy, institutional, and programme arrangements that can mobilise the required resources and advocate for international support are required. Closer coordination among MoRR, Ministry of Rural Rehabilitation, and Development, Ministry of Urban Development, the Ministry of Education, and the Ministry of Health and international donors on medium term reintegration programmes will be critical to reducing some of the pressures on Af-

ghans in Iran and Pakistan. This will require improved communication between Kabul and key provinces of return.

Government ministries and programmes will need to establish more systematic linkage between returnee destinations and resource allocation decisions.

They will also examine the possibilities for providing these areas (1) supplementary funding channeled through existing programmes, (ii) a dedicated line of credit accessible to returnees and local populations to finance micro-finance lending and small business development, and, (iii) allotting places on training and skill development courses (especially for young returnees). All such programmes will need to be equipped with additional management support to ensure that the inclusion of returnees can be factored into their planning cycle and the impact tracked and monitored systematically.

It is important the government attaches sufficient importance to this issue in its dialogue with donors through the Consultative Group mechanism and requests specific and additional support for refugee reintegration for the period of the ANDS. The international conference on return and reintegration endorsed by the sixth meeting of the Joint Coordination and Monitoring Board (JCMB) foreseen for Kabul in 2008 will also represent an important opportunity for the Government and donors to coordinate policy and secure such assistance.

## MONITORING AND EVALUATION

As evidenced above, the setting of measurable indicators for the refugee, returnee and IDP challenge provides particular difficulties for a sector that is sensitive to a range of complex external and internal factors beyond its purview. This is particularly the case for reintegration given the varied

interventions and support that contribute to successful outcomes, the dimension and characteristics of the potential returnee population, and the level of coordination required.

The main reference for monitoring and evaluation for the sector strategy is the ANDS itself, particularly in relation to the three Compact benchmarks relating to “Refugees, Returnees and IDPs”<sup>1</sup>. These provide the benchmarks for following progress at the overall strategic level during the period 2008-2013

It is anticipated that the proposed international conference on return and reintegration referred to above and expected to take place in Kabul in 2008 will provide an opportunity to refine policy, sectoral, and programme design. It will also assist in the subsequent formulation of more precise and measurable objectives.

The ANDS Consultative and Working Groups for the sector will provide the mechanisms to review overall policy directions as contained in the ANDS and to track progress towards the goal and objectives set out in this strategy

It is anticipated that individual national programmes contributing to reintegration will establish their own internal processes to monitor and evaluate their progress and contribute analysis and assessments to the Consultative and Working Groups.

During the period of the ANDS the commissioning of specific research on the sustainability of reintegration, socio-economic status of returnees, and of the movements of Afghans from and to Afghanistan will continue to inform overall policy directions.

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1 For full text please refer to paragraph II, page2.

## A. Overall Strategic Objectives

### Short-term

- Facilitation of the gradual return of all Afghans who wish to return voluntarily from Pakistan, Iran, and other host countries through policy negotiation and coordination and humanitarian assistance;
- Enhanced policy development through greater inter-Ministerial mechanisms and exchanges;
- Provision of immediate reintegration assistance to returning refugees and IDPs;
- Improved coordination of Government interventions aimed at enhancing medium to longer term reintegration and development for returning Afghans and of mobilizing additional international support;
- Strengthened capacities to respond to rapid, on-set displacement caused by deportations, forced returns and internal conflict;
- Monitoring and evaluation of the return process of both refugees and IDPs to ensure its voluntariness, that their rights are protected through data collection, analysis, and advocacy, and that resource allocations are guided by improved knowledge and research;

### Medium Term

- Strengthened capacity of the Government of Afghanistan to plan, manage, and assist the sustainable reintegration of Afghan refugees and Internally Displaced Persons through policy advice, institutional strengthening, training, technical and financial support;
- Improved capacity of the Government to plan for, prepare and respond to internal

displacement(s), at the central, provincial and district levels through policy advice, training, and material assistance support

- Generation of international support for the sustainable reintegration of returning Afghans through mobilization of additional resources to enhance their physical, legal, and material safety
- Stronger government engagement in the search for improved conditions of stay for those Afghans remaining in the neighbouring countries.

### Longer term

- Transition from dependence on purely refugee and humanitarian frameworks and arrangements for managing population movements to more diversified policies and support;
- Promotion of agreements with neighboring countries on improved and more predictable terms and conditions for the continued stay of those Afghans unwilling to return through informed policy advocacy and research;
- Progress towards bilateral agreements on temporary labour migration frameworks, including return arrangements so as to better managed cross border movements through negotiation informed through research and analysis. .

## RISK ASSESSMENT

The most influential factors likely to impact on the implementation of the sector strategy will be (i) the policies and measures taken by asylum countries, (ii) security and political stability in Afghanistan during the period of the ANDS, and (iii) limited institutional and organizational capabilities. There is a possibility that the asylum countries will look increasingly to forge bilateral arrangements for the return of Afghans outside the current framework for voluntary repatriation

provided by the Tripartite Agreements. An increase in involuntary returns will erode the prospects for sustainable reintegration especially since domestic labour markets for unskilled workers (who comprise the bulk of remaining Afghans of working age still in exile) are already saturated. Economic and social constraints within Afghanistan will likely drive an increase in out-migration during the period of the strategy. If regional labour markets do not remain accessible, and no policy, legal, and operational framework is elaborated within which Afghans can migrate to find work, there will be negative impacts on household living standards, human trafficking, and criminality.

The quality of security conditions and political stability during the period of the ANDS will determine whether return and reintegration prospects improve or decline. There is a risk that the situation may not get better – especially in the provinces bordering Pakistan - thereby constraining the Government's ability to implement the strategy and its supporting programmes. Government capacities at both central and provincial level to design, coordinate, and manage programmes that enhance reintegration prospects in key returnee provinces may remain insufficiently developed to ensure relevant and cost effective outcomes. These shortcomings could discourage donor support for national programmes and other reintegration related interventions.



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# ANNEX I: POLICY MATRIX/ACTION PLAN

PILLAR: SOCIAL PROTECTION & REFUGEES SECTOR: REFUGEES AND INTERNALLY DISPLACES PERSONS				
Objectives or Outcomes	Policy Actions or Activities	Category	Time frame	Responsible Agencies
Refugees and Internally Displaced Persons (IDPs) return voluntarily according to agreed principles and procedures	Identify bottlenecks (political, security, economic, social and legal) facing returnees (refugees and IDPs) and promote sustainable solutions for them with special focus on chronically poor women, disabled and widows. (dispute settlement mechanisms land tenure, pasture management, rehabilitated livestock, productive infrastructure, vocational skills, shelters and etc	Legislation/ Gender Cross Cutting Issues	1387 – 1392 (2008 – 2013)	MoRR, MoFA
	Civil registry law with regards to the Kuchis implemented in close cooperation with Ministry of Interior, Border and Tribal Affairs	Legislation	1387 – 1392 (2008 – 2013)	MoRR, MoFA
	Tri-partite agreements are concluded between countries of asylum, Afghanistan, and UNHCR, fully reflecting the principles of voluntary, dignified and gradual return, continue to guide the conduct of the voluntary repatriation operation.	Legislation	1387 – 1392 (2008 – 2013)	MoRR, MoFA
	Tripartite Commissions are convened as the key policy arena within which decisions on the conduct of voluntary repatriation operations are taken	Other Measures	1387 – 1392 (2008 – 2013)	MoRR, MoFA
	Annual return planning figures, taking into account Afghanistan's absorption capacities are discussed and agreed upon in Tri-Partite Commissions, especially with the Governments of Pakistan and Iran.	Other Measures	1387 – 1392 (2008 – 2013)	MoRR, MoFA
	Monitor border movements, interview returnees and document violations of articles of agreements, due attention to be given to counter narcotics issues	Other Measures/ CN Cross Cutting Issues	1387 – 1392 (2008 – 2013)	MoRR, MoFA, MCN, MoI
	Ensure continued donor support for initial reintegration assistance in critical areas like housing, water/sanitation, and financial support	Other Measures	1387 – 1392 (2008 – 2013)	MoRR, MoFA, MRRD
	Continued emphasis on social protection (e.g. establishment of referral systems, centers, networks for vulnerable groups and individuals with focus on women)	Other Measures	1387 – 1392 (2008 – 2013)	MoRR, MoFA, MoLSAMD, MRRD, MD, UN-HCR, ILO, IOM and partners
	Implement programs for improved employment opportunities, skill development, basic literacy and numeracy, access to health care	Other measures	1387 – 1392 (2008 – 2013)	MoRR, MRRD, MoUD, MoE, MoPH, MoL-SAMD

PILLAR: SOCIAL PROTECTION & REFUGEES					
SECTOR: REFUGEES AND INTERNALLY DISPLACES PERSONS					
Objectives or Outcomes	Policy Actions or Activities	Category	Time frame	Responsible Agencies	
Government's capacity to manage and support return and reintegration programmes is strengthened	Policies adjusted to make provisions for returning refugees and IDPs in national programs	Legislation	1387 – 1388 (2008 – 2009)	MoRR, MoFA, MRRD, UNHCR	
	Enhance capacity to prepare and reach out information to Afghans either in or outside of the country.	Institution Building	1387 – 1392 (2008 – 2013)	MoRR, MoFA	
	Computerize all HRM and project activities to strengthen Human Resource and Project Management	Institution Building/ AC Cross Cutting Issues	1387 – 1389 (2008 – 2010)	MoRR	
	Strengthened public management capacity to develop policy and negotiate agreements and strengthen anti-corruption measures	Institution Building/ AC Cross Cutting Issues	1387 – 1389 (2008 – 2010)		
	Management and implementation of Land Allocation Scheme is improved and supported to increase number of sites (5-10) in key returnee provinces. Land allocation and registration monitored for anti-corrupt practices	Institution Building/ AC Cross Cutting Issues	1387 – 1392 (2008 – 2013)	MoRR, MoFA	
	Reforms to the structure, organization and work processes of the Ministry and provincial Departments of Refugees and Repatriation are completed.	Institution building	1387 – 1389 (2008 – 2010)	MoRR, Civil Service Commission	
	Capacity building and technical assistance	Institution Building	1387 – 1392 (2008 – 2013)	MoRR, Civil Service Commission	
	Enhance communications and interactions between Kabul and provinces	Institution Building	1387 – 1389 (2008 – 2010)	MoRR, Civil Service Commission	
	Data collection, analysis (disaggregated by gender) and knowledge generation	Institution Building/ Gender Cross Cutting Issues	1387 – 1389 (2008 – 2010)	MoRR	
	Policy advice to provincial authorities,	Institution Building	1387 – 1392 (2008 – 2013)	MoRR, MoFA, UNHCR	
	Coordination of interventions and material assistance support.	Institution Building	1387 – 1392 (2008 – 2013)		

PILLAR: SOCIAL PROTECTION & REFUGEES SECTOR: REFUGEES AND INTERNALLY DISPLACES PERSONS				
Objectives or Outcomes	Policy Actions or Activities	Category	Time frame	Responsible Agencies
	Improved internal coordination mechanisms by establishing joint committee ( ministries and related agencies) for policy and operational planning and development on land Allocation program	Other Measures	1387 – 1392 (2008 – 2013)	MoRR, MRRD, MHUD, MoL-SAMD
	Data on Afghans in neighboring countries ( Iran and Pakistan) is analyzed and Afghanistan’s absorption capacity is assessed Analysis to be gender and children sensitive	Other Measures/ Gender Cross Cutting Issues	1387 – 1388 (2008 – 2009)	MoRR, UNHCR
	Budget allocations to sectors and provinces takes account of population expansion as a result of returns	Other Measures	1387 – 1389 (2008 – 2010)	MoRR, MoF
	National initiatives addressing returnee needs (both Male and Female) and local host communities developed and enhanced in housing, area-based and community development programs with particular emphasis on em- ployment, livelihoods, and skill development.	Other Measures	1387 – 1389 (2008 – 2010)	MoRR, MoUD, MoFA, MRRD, MoE, MoPH
	Monitoring and evaluation mechanisms for tracking the reintegration process are established	Other Measures	1387 – 1389 (2008 – 2010)	MoRR, ANDMA, MRRD, provincial authorities
Improved terms of stay and conditions for Afghans in neighboring countries	Research and analysis to support policy advocacy	Other Measures	1387 – 1392 (2008 – 2013)	MoRR, MoFA
	Negotiations with neighboring countries led by Ministry of Foreign Affairs and Ministry of Refugees and Repatriation for more predictable and clearer legal status and renewable documentation	Other Measures	1388 – 1392 (2009 – 2013)	MoFA, MoRR, MoLSAMD
Bilateral agreements on temporary labor migration progress	Identification of program interventions to support policy objectives	Other Measures	1387 – 1388 (2008 – 2009)	
	Research and analysis to support policy and public advocacy (Labor mi- gration flows identified and quantified, cross border commuting assessed)	Other Measures	1387 – 1392 (2008 – 2013)	MoRR, MoL-SAMD, MoFA, MoI
	Negotiations with neighboring countries led by Ministry of foreign Affairs and Ministry of Labor and Social Affairs (Agreements with neighboring and countries in the region that accept laborers)	Other Measures	1387 – 1392 (2008 – 2013)	MoRR, MoFA, MoLSAMD
	Strengthened public management capacity to develop policy and negotiate agreements	Other Measures	1387 – 1392 (2008 – 2013)	MoRR, MoFA, MoLSAMD, MRRD, MD, UN-HCR, ILO, IOM and partners

PILLAR: SOCIAL PROTECTION & REFUGEES SECTOR: REFUGEES AND INTERNALLY DISPLACES PERSONS					
Objectives or Outcomes	Policy Actions or Activities	Category	Time frame	Responsible Agencies	
	International conference on "Return and reintegration in Afghanistan"	Other Measures	1387 – 1388 (2008 – 2009)	MoRR, MoFA, MoLSAMD, MRRD, MD, UN-HCR, ILO, IOM and partners	
	Tripartite commissions with Pakistan and Iran meet four times a year	Other Measures	1387 – 1392 (2008 – 2013)	MoRR, MoFA UNHCR	
	Tripartite agreement renewed with Iran on Annual basis and signed with Pakistan for three years	Other Measures	1387 – 1388 (2008 – 2009)	MoRR, UNHCR	

## ANNEX II: MONITORING MATRIX

PILLAR: SOCIAL PROTECTION SECTOR: REFUGEES & IDPs				
Expected Outcomes	Indicators	Baselines	Targets	
Refugees and Internally Displaced Persons (IDPs) return voluntarily according to agreed principles and procedures	# of returnees (male, female)	3 million refugees (Pakistan 2.1 million, Iran 900,000), 140,000 IDPs (estimated)	<p><b>Scenario One</b> Present trend lines improve permitting 800,000 – 1 mill returns</p> <p><b>Scenario Two</b> Current trends continue permitting 600,000-800,000 returns</p> <p><b>Scenario Three</b> Current trends deteriorate permitting 400,000-600,000 returns</p>	
Government's capacity to manage and support return and reintegration programs is strengthened	The index on the progress of the process of strengthening government's capacity to manage and assist them	No measurable indicators currently available, existing capabilities are varied but generally extremely limited countrywide	By 2010, the first phase of reform within the Ministry of Refugees and Repatriation should have been completed and inter-ministerial mechanisms for reintegration assistance should have been established and operating	
Improved terms of stay and conditions for Afghans in neighboring countries	# of tri-partite agreements signed	TPA signed with Iran Feb 2007 for one year	Agreement with Iran to be renewed annually during the period 2008-2013	
		TPA signed with Pakistan in Aug 2007 for three years	Agreement with Pakistan to be extended from 2009-2103	
Bilateral agreements on temporary labor migration progress	# of Bilateral Agreements	Currently there are no bilateral agreements covering temporary labor migration	Agreement reached with Iran on temporary labor migration by 2013, Agreement reached with Pakistan on management of cross border movements by 2013	

## ANNEX III: LIST OF PROJECTS

S.No	AFG Bud Ref	Project Title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement (US\$ Million)	Total Funding (US\$ Million)	Gap (US\$ Million)	Donor	External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+					Core	
1	AFG/0642601	Ensuring of technical and basic social services for established towns for returnees	1387		2.000	30.00	40.00	0.00	0.00	0.00	72.00	0.00	-72.00	AFG	Core	MORR
2	AFG/0684401	Regional Program in Support of Afghan Refugees in the Islamic Republic of Iran and Pakistan, and to returnees in Afghanistan.	1387		1.25	0.00	0.00	0.00	0.00	0.00	1.25	1.25	0.00	EC	External	MORR
3	AFG/0684701	Solutions for Afghans in Neighboring Host Countries.	1387		0.73	0.00	0.00	0.00	0.00	0.00	0.73	0.73	0.00	EC	External	MORR
4	AFG/0777201	Afghanistan Population and Housing Census Phase II	1387		0.58	0.00	0.00	0.00	0.00	0.00	0.58	0.58	0.00	NOR	External	MORR
5	AFG/0825901	Humanitarian Relief Fund	1387		3.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	USAID	External	MORR
		Total									77.563	5.57	-72.00			



## ANNEX IV: PROVINCIAL PRIORITY PROJECTS

No.	Project Name	Project Location	Responsible agency	Project Duration (year)		Funding (US\$ Millions)		
				Start	End	Total Req	Funded	Gap
1	Distribution of shelter for refugees and vulnerable in Nili (5000 families as beneficiaries).	Daikundi	MRR	1388				
2	Establishment of town and shelter for refugees in Kapisa.	Panjshir	MRR	1388				
3	Construction of shelter for refugees in centre of province.	Panjshir	MRR	1388				
4	Establishment of town for refugees in Nilli (1160 shelters).	Daikundi	MRR	1388				
5	Construction of refugees department building in centre of province. (10 rooms)	Daikundi	MRR	1388				
6	Construction of colony for kuchis (40 plots 200 families as beneficiaries).	Hilmand	MRR	1388				
7	Distribution of residence plots for returnees on 18000 jiribs land, Panjawee area.	Hilmand	MRR	1388				
8	Distribution of shelters for 2500 internally displaced in centre and districts.	Hilmand	MRR	1388				
9	Construction of town for refugees and indigenous people in centre and next to the Mosakhil district main road (1000 families.)	Khost	MRR	1388				
10	Construction of town for refugees and indigenous people in Bak district (1000 families.)	Khost	MRR	1388				
11	Construction of township in Khas Kunar, Gato Qala, Chenari Tango districts for refugees.	Kunar	MRR	1388				
12	Construction of shelter for refugees in centre and districts (10,000 beneficiaries).	Kunar	MRR	1388				
13	Construction of homes for homeless people in Laja Managal district (300 families).	Paktia	MRR	1388				
14	Creation of shelter for disabled and families of martyrs, in centre of Waras district.	Bamyan	MRR	1388				
15	Construction of shelter in provincial centre(10 Rooms)	Panjshir	MRR	1388				
16	Construction of New town in Nawor district for 100 families.	Ghazni	MRR	1388				

No.	Project Name	Project Location	Responsible agency	Project Duration (year)		Funding (US\$ Millions)		
				Start	End	Total Req	Funded	Gap
17	Construction of New town in centre of province for 2200 families.	Ghazni	MRR	1388				
18	Construction of New Town in Muqur district for 1200 families.	Ghazni	MRR	1388				
19	Construction of New Town in Andar district for 800 families.	Ghazni	MRR	1388				
20	Creation of a town for refugees & returnees in Jaghato district. (2000 beneficiaries).	Wardak	MRR	1388				
21	Distribution of residential plots in Medan Shar (2000 families, 2000 homes).	Wardak	MRR	1388				
22	Creation of a town for refugees, martyred, orphans and disabled people in all districts. (1500 people in each town).	Wardak	MRR	1388				
23	Construction of a town for refugees, orphans & relatives of martyred in Qasamabad District Behsood (1000 jiribs land , 1900 beneficiaries).	Nangarhar	MRR	1388				
24	Construction of a refugees town in Gambery & Shaikh Misry (10,000 jiribs land, 20,000 people).	Nangarhar	MRR	1388				
25	Creation of a drinking water system in the refugees town as well as in Sharana City, Paktika (100,000 beneficiaries).	Paktika	MRR	1388				
26	Construction of a Refugees Directorate in central Sharana (10 room's 12,000 beneficiaries).	Paktika	MRR	1388				
27	Construction of shelter for Refugees & Returnees in Sharana City & in all districts.	Paktika	MRR	1388				
28	Distribution of land to refugees, orphans and widows in Bermal district (3000 beneficiaries).	Paktika	MRR	1388				
29	Provision of small cities (Shahrak) for refugees in the provincial centre and districts.	Kundoz	MRR	1388				
30	Provision of shelter for IDP's and returnees, in Dara-i-Suf Bala district, (87,000 beneficiaries).	Samangan	MRR	1388				
31	Construction and gravelling of the IDP's Shahrak (city) (15 km).	Samangan	MRR	1388				

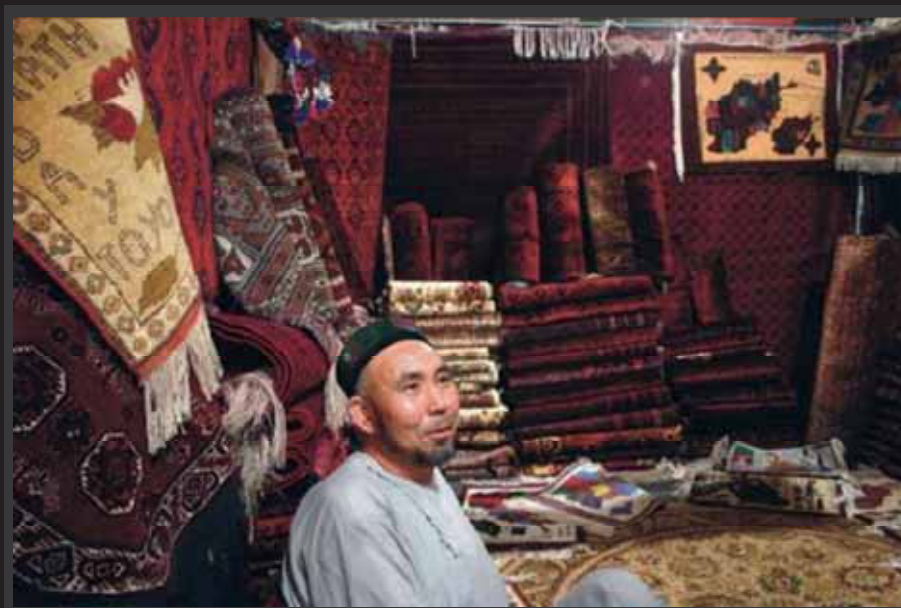
No.	Project Name	Project Location	Responsible agency	Project Duration (year)		Funding (US\$ Millions)		
				Start	End	Total Req	Funded	Gap
32	Construction of Refugees and Returnees Affairs Department in Mahmud Raqi.	Kapisa	MRR	1388				
33	Distribution of shelter for immigrants, in the centre and the province, (1000 families as beneficiaries).	Sari Pul	MRR	1388				
34	Distribution of 5000 tents or shelter for refugees of this province.	Logar	MRR	1388				
35	Construction of Refugees Directorate (on 5 jiribs land, 2000 beneficiaries).	Laghman	MRR	1388				
36	Construction of a refugees town in Qalat city for refugees of this province.	Zabul	MRR	1388				
37	Construction of refugee Town	Urozgan	MRR	1388				
38	Construction of Department for Refugees in centre of Chighchiran.	Ghor	MRR	1388				
39	Distribution of shelter for refugees at central and district level (2000 families).	Ghor	MRR	1388				
40	Construction of shelter for refugees and returnees in centre of province (1000 shelters).	Nimroz	MRR	1388				
41	Construction of town for refugees and disabled in centre of province and districts.	Nimroz	MRR	1388				
42	Return of internally displaced people to their own villages in Kamdish district (710 families) .	Noristan	MRR	1388				
43	Construction of shelter for internally displaced families in Kashtooz district, Kamdish, (710 families).	Noristan	MRR	1388				
44	Construction of a Directorate for Refugees in central Paroon (8 rooms).	Noristan	MRR	1388				
45	Construction of clinic in refugee town	Baghlan	MRR	1388				
46	Construction of school in refugee town in Baghlan e Jadid	Baghlan	MRR	1388				
47	Creation of a city (Shahrak) for immigrants in Yakawlang district.	Bamyan	MRR	1388				

No.	Project Name	Project Location	Responsible agency	Project Duration (year)		Funding (US\$ Millions)		
				Start	End	Total Req	Funded	Gap
48	Construction of a refugee town in Faizabad and districts of Share Buzarg (2500 beneficiaries).	Badakhshan	MRR	1388				
49	Construction of Department for Refugees and Returnees in Maimana city.	Faryab	MRR	1388				
50	Construction of Department for Refugees and Returnees in central Shibirghan.	Jawozjan	MRR	1388				
51	Construction of Refugees and Returnees Directorate, provincial centre.	Parwan	MRR	1388				
52	Construction of shelter for poor IDPS and returnees.	Parwan	MRR	1388				
53	Construction of Refugees and Returnees Directorate,	Takhar	MRR	1388				
54	Digging of deep wells in the refugees town.	Farah	MRR	1388				
55	Construction of shelter in center of province.	Farah	MRR	1388				
56	Construction of training centers for refugees.	Farah	MRR	1388				
57	Construction of town for refugees and indigenous people in Taraki district. (1000 Families.)	Khost	MRR	1388				
58	Establishment of vocational centers for internal returnees (500 beneficiaries).	Hilmand	MRR	1388				
59	Establishment of infrastructure in Chighchiran's refugee town (1000 families).	Ghor	MRR	1388				
60	Construction of refugee town in Gizab in Chora (20 or 25).	Urozgan	MRR	1388				
61	Construction of a Directorate for Refugees and Returnees in Qalat City (16 rooms).	Zabul	MRR	1388				
62	Digging of deep wells for the refugee camp in Qalat City (3 wells).	Zabul	MRR	1388				
63	Provision of food items, clothes, tents & other daily requirements for refugees & displaced in Ghorak district (1000 families as beneficiaries).	Kandahar	MRR	1388				
64	Construction of a well-equipped hospital in the refugees town in	Kandahar	MRR	1388				

No.	Project Name	Project Location	Responsible agency	Project Duration (year)		Funding (US\$ Millions)		
				Start	End	Total Req	Funded	Gap
	Salijano village, Panjwai district (50000 refugees & displaced).							
65	Construction of shelter for refugees and displaced in the provincial centre & all districts, (each shelter 102m2, plus essential items for each family).	Kandahar	MRR	1388				
66	Provision of drinking water network and digging deep water well in the Shahrak (city) of returnees.	Sari pul	MRR	1388				
67	Provision of drinking water for the Shahrak (city) of immigrants, (500 returnee families as beneficiaries).	Samangan	MRR	1388				
68	Creation of a town for disabled people in Medan Shar (1000 families).	Wardak	MRR	1388				
69	Digging of 200m deep wells with related construction in Baharak district (2000 families as beneficiaries).	Takhar	MRR	1388				



# **Private Sector Development Sector Strategy 1387 - 1391 (2007/08 - 2012/13)**



## **Pillar III - Social & Economic Development**





# Private Sector Development & Trade Sector Strategy

Approved by  
Sector Responsible Authorities

Ministry/Agency	Director/Name of Minister
Ministry of Commerce & Industry	H.E. Mir Mohammad Amin Farhang
Ministry of Finance	H.E. Dr. Anwar-ul-Haq Ahady
Ministry of Economy	H.E. Dr. Jalil Shams
Da Afghanistan Bank	H.E. Abdul Qadir Fitrat

Date of Submission

10 June 2008



# INTRODUCTION

## VISION

The sectoral vision is to enable the private sector to lead Afghanistan's development and poverty reduction by building on a market-based system, driven by private sector growth,<sup>1</sup> in which Government is the policy maker and regulator of the economy, not its competitor.<sup>2</sup>

### A. Achieving the Vision

To achieve the vision and Afghanistan's goal of significantly enhancing per capita GDP in the next five years it is essential to develop the foundations for private sector growth and encourage sustained high levels of foreign and domestic private investment.

The Government's economic vision has remained consistent since 1381 (2002) and remains the strategic objective for private sector development.

The market based economy is enshrined in the Constitution (article 10) which states:

*The state encourages and protects private capital investments and enterprises based on the market economy and guarantees their protection in accordance with the provision of law.*

<sup>1</sup> Minister of Finance Anwar Ahady, *The Budget as a Tool for Accelerating Economic Development and Poverty Reduction*, ADF, April 2005.

<sup>2</sup> Senior Economic Advisor to the President, Professor Ishaq Nadi-ri, *The National Development Strategy & Key Challenges*, Presentation at the Afghanistan Development Forum. April 2005.

### As President Karzai and members of the Government have said:

We aim to enable the private sector to lead Afghanistan's development.<sup>3</sup> We will build a market-based system, driven by private sector growth,<sup>4</sup> in which Government is the policy maker and regulator of the economy, not its competitor.<sup>5-6</sup> If the Government is to achieve its aim of significantly enhancing per capita GDP in the next five years, it must complete the foundations for socially responsible private sector growth and encourage sustained high levels of foreign and domestic private investment.<sup>7</sup>

Private Sector Development and Trade is a critical element in the Government's poverty reduction strategy. Private sector growth, driven by increased investment and productivity growth, will have a major impact on employment and incomes, leading to significant and sustained poverty reduction.

The implementation of this strategy will contribute directly to the achievement of a number of objectives embodied in the **Afghanistan Compact** and the **Millennium Development Goals**:

<sup>3</sup> President Karzai, *Opening Address*, ADF, April 2005, page 9.

<sup>4</sup> Minister of Finance Anwar Ahady, *The Budget as a Tool for Accelerating Economic Development and Poverty Reduction*, ADF, April 2005.

<sup>5</sup> Senior Economic Advisor to the President, Professor Ishaq Nadi-ri, *The National Development Strategy & Key Challenges*, Presentation at the Afghanistan Development Forum. April 2005.

<sup>6</sup> However, the Government will continue to have a direct investment role in areas where the private sector cannot meet important needs. This will include government participation in public-private partnerships

<sup>7</sup> Minister of Finance Anwar Ahady, *Statement*, ADF, April 2005.

***Afghanistan Compact: Private Sector Development and Trade:** “All legislation, regulations and procedures related to investment will be simplified and harmonized by end-2006 and implemented by end-2007. New business organization laws will be tabled in the National Assembly by end-2006. The Government’s strategy for divestment of state-owned enterprises will be implemented by end-2009.”*

***Afghanistan Compact: Regional Cooperation:** “By end-2010 Afghanistan and its neighbors will achieve lower transit times through Afghanistan by means of cooperative border management and other multilateral or bilateral trade and transit agreements; Afghanistan will increase the amount of electricity available through bilateral power purchases; and Afghanistan, its neighbors and countries in the region will reach agreements to enable Afghanistan to import skills labor, and to enable Afghans to seek work in the region and send remittances home.”*

***Millennium Development Goals: Goal eight:** “Further develop an open trading and financial system that is rule based, predictable and non-discriminatory, which includes a commitment to good governance, development and poverty reduction.”*

***Millennium Development Goals: Goal eight:** “In cooperation with the private sector, make available the benefits of new technologies – especially information and communication technologies.”*

This sector strategy grew from The Enabling Environment Conference held in June 2007. It also builds on the work of the Government’s “Private Sector Development Policy Framework” and strategy documents prepared in the Ministry of Commerce and Industry (MoCI).

Several Ministries have a role to play in implementing the required policy reforms in order to encourage more rapid private sector development and the removal of barriers to investment. The MoCI, through its Private Sector Development Directorate (PSDD) and International Trade Direc-

torate, will play the lead role in the implementation of this strategy and in coordinating the private sector development activities of other ministries. Key strategies in other ministries include:

- Information and Communication Technology (ICT) Development Strategy
- Energy Strategy
- Agriculture and Rural Development Strategy
- Transportation Sector Development Strategy
- Macroeconomic Framework
- Urban Development Strategy.

## **B. Poverty, Private Sector Development and Trade**

An estimated 42 percent of the population of Afghanistan lives in poverty. Economic growth is the key to poverty reduction, and sustained levels of growth will be supported by further development of private sector activity.

The central premise underlying this strategy is that growth and development of the private sector is a crucial element for achieving social and economic development. Ultimately it is the private sector that is the key to job creation, which is essential to eliminating poverty. Development of the private sector will also contribute to the attainment of security, the establishment of sound governance and the rule of law, and the maintenance of human rights.

Increased levels of private investment will provide more and better job opportunities—as the economy grows and develops the demand for skilled labor will increase. Skills development and vocational training are necessary to sustain pro-poor growth in a situation of an expanding private

sector. Private investment, supported by skills development, will increase productivity, thereby increasing incomes as employees and firms become more productive.

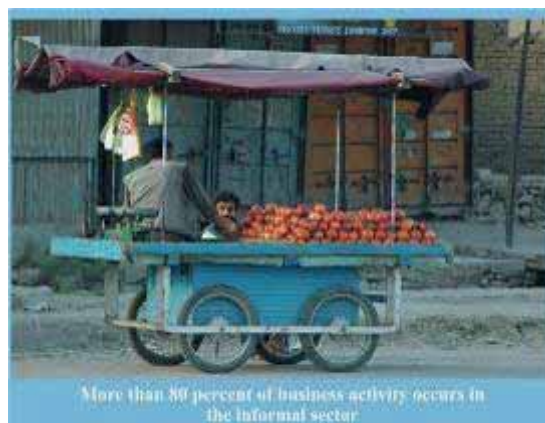
Economic growth will also contribute to poverty reduction through a broadening of the tax base as more and larger firms enter the formal sector of the economy.

An enlarged tax base can support increased provision of services for the poor. The provision of health, education and other public services is an important element in efforts to reduce poverty. Furthermore, the maintenance of infrastructure, which is needed to support both private sector activity and social development, will be facilitated by the emergence of a strong private sector, coupled with successful international trade.

### C. The Private Sector in Afghanistan

The private sector in a market economy encompasses all licit economic activity in a situation where physical and financial capital is privately owned. An essential aspect of a private sector-led economy is that the government provides a facilitating environment within which the private sector can operate.

Key decisions associated with productive activities are made by private individuals, not the government, including what goods and services to produce, the method of production and the amount of investment. Prices for goods and services are determined within freely operating markets that reflect both demand and supply. There is a thriving private sector in Afghanistan, with private enterprise the source of livelihood for the majority of the population. The economy is, however, dominated by the informal sector, running across all areas of production, and typified by very small enterprises with little prospect of growth. It is estimated that more than 80 percent of business activity occurs in the informal sector.



The predominance of the informal economy and the significance of illicit economic activity seriously limits government revenues, creates market distortions, serves as a disincentive to legitimate foreign and domestic investment, and undermines the stability of the nation.

Many firms see advantages in continuing to operate as very small businesses in the informal sector, thereby avoiding taxation and regulatory requirements. Firms in the informal sector have limited access to credit and capital, limiting their ability to invest and grow. They are also unlikely to improve productivity through staff development, or to ensure employees have appropriate working conditions. State-owned enterprises (SOEs) dominate certain sectors, while the government owns a significant number of assets that are either unutilized or significantly under-utilized. A privatization program is in place, providing the means for these assets to be redeployed and utilized more productively. The majority of assets in this category—as much as 70 percent—are land and, to a lesser extent, buildings.

### D. Role of the Government in the market economy

Support for growth of the private sector requires that the government limits its operations to its core roles. These include:

- establishing and maintaining an enabling environment that supports private sector investment—including foreign direct investment—and commercial activity, and that encourages firms in the informal sector to move into the formal sector;
- developing and implementing strategies for human capital development, in particular educational and vocational training strategies;
- Investing in infrastructure, particularly in energy, transport and communications where private investment is not occurring, or which might be facilitated through such means as public-private partnerships;
- establishing an appropriate, stable regulatory environment and a sound macroeconomic environment;<sup>8</sup>
- ensuring that property rights are well-specified, with particular attention to land tenure and availability;
- providing social goods, such as education and health services, where the Government has a constitutional mandate to support these services;
- providing public goods such as national parks and other protected areas; and
- developing policies and undertaking strategic investments that are required to overcome market failure.

## E. Regional integration

Integrating Afghanistan's markets with the global and regional economies is essential for political stability and sustained economic growth. Linkages with these markets will not only ensure the

competitiveness of domestic industries but also will greatly add to the

attractiveness of Afghanistan for investors. International trade not only benefits Afghanistan but greatly benefits neighbouring countries.

In some cases, particularly with respect to development of rail transport, there may be opportunities to share costs with neighbouring countries anxious to link rail systems. One goal of this strategy is to capitalize on Afghanistan's strategic position as a land bridge, linking Central and South Asia and, with the redevelopment of the old 'silk road', linking China with the Middle East and Europe.

<sup>8</sup> The Macroeconomic Framework provides more information on the government's macroeconomic policy prescriptions. In general, these policies include a stable exchange rate coupled with low inflation and no funding of budget deficits through the printing of money.





# CHAPTER 1

## PRIVATE SECTOR DEVELOPMENT STRATEGY

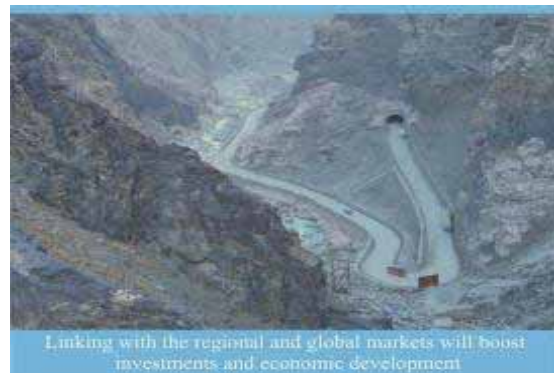
### GOALS AND OBJECTIVES

The goals for the private sector development strategy in Afghanistan are:

- establishment of a robust enabling environment for private sector growth and development;
- sustained, high rates of business investment, both domestic and foreign;
- efficient and productive use of the nation's resources;
- skills development in support of private sector activity; and
- improved livelihoods and reduced poverty.

#### The key objectives are to:

- strengthen the enabling environment for the private sector and mobilize private investment, both domestic and foreign;
- privatize state owned enterprises (SOEs);
- provide incentives to encourage firms to formalize their operations; and
- expand access to regional and international markets.



### CONSTRAINTS

Afghanistan faces a number of constraints that stand in the way of increased economic growth and development, constraints that particularly impact on development of the private sector.

#### A. Security

Afghanistan continues to face a difficult security situation that threatens both life and property, adds to the costs faced by businesses, and makes it difficult to attract large, long term private investments.

#### B. Access to land

Property and land rights are unclear and enforcement mechanisms weak. Rural and urban land tenure is subject to a vast and disaggregated regime of formal and informal mechanisms.<sup>1</sup> The

<sup>1</sup> See generally, AREU, *Land Rights in Crisis*, (March 2003). There are more than 5,000 land registries in Af-

uncertainty of land titling and availability of serviced land is a serious constraint on the establishment of businesses. Unclear property rights also impact adversely on the private sector's ability to use land as collateral for credit.

### **C. Inefficient licensing systems**

PSD and associated activities such as the move of enterprises from the informal to the formal sector of the economy are seriously constrained by highly inefficient systems for business licensing, the gaining of permits or certification, and related regulatory matters.

There are generally several steps in gaining such approvals, with a number of government agencies involved and substantial profiteering at each step. There is an urgent need to streamline licensing and other systems in support of PSD and economic development.

### **D. Limited availability of skilled labor and business development services**

Only 28 percent of the Afghan adult population has basic literacy and numeracy skills.<sup>2</sup> A considerably smaller proportion has had any form of training in technical or vocational skills. There is also very limited access to business development services (BDS).

### **E. Weak legal and regulatory systems**

A functioning set of commercial laws that is understood and widely accepted is not yet in place. Weak legal and regulatory systems constrain private investment by both domestic and foreign investors. Furthermore, effective enforcement mechanisms are not yet in place or lack resources and capacity. A lack of adherence to international

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*ghanistan today. Three ministries (Justice, Urban Development and Agriculture) signed a draft land policy in September 2007 to address this issue.*

2 World Bank World Development Indicators 2007.

standards, particularly accountancy standards, creates additional hurdles and reduces the attractiveness of foreign direct investment in Afghanistan

Weakness in the legal and judicial framework governing the enforceability of commercial contracts reduce creditor rights, reducing the willingness of borrowers to lend, and increasing interest rates to offset risks.

Consistent and reliable information on licensing requirements and regulations is often difficult to obtain, yet this is important to easing the regulatory burden and the establishment of an appropriate enabling environment.

### **Lack of physical infrastructure**

Years of conflict that severely damaged or completely destroyed much of the country's physical infrastructure have resulted in high costs of doing business. This problem is particularly acute with respect to the cost and availability of power and water supplies. Many firms rely on expensive generators and high fuel costs for electricity generation and must invest additional amounts for reliable water supplies. Poor roads and limited airport facilities also act as constraints on regional and international trade and investment. High transportation costs and high cross-border trade costs limit access to markets and again increase the cost of doing business.

### **F. Constraints on credit and financing**

While the number of commercial banks operating in Afghanistan has increased substantially, their ability to provide credit to private businesses is limited due to the lack of laws and institutions necessary to guarantee collateral (i.e., secured transactions laws for fixed and moveable assets and a registry for assets pledged as collateral).

The banking sector itself currently faces a series of challenges, including:

- absence of an effective legal framework
- lack of trained personnel
- inappropriate governance and ownership structures in the state banks
- inadequate collateral and bad debts
- low depositor confidence
- absence of clear accounting standards
- lack of a widely accepted formal payments system.

The banking sector in Afghanistan faces the additional constraint of the restrictions on the lending of money for interest. Alternative methods of borrowing money that are compatible with Islam do exist. However, these need to be established in Afghanistan and better understood by potential borrowers.

## **G. Restrictive Trade Policies of Neighboring Countries**

Its main, primarily regional, trading partners have high rates of import tariffs, very active and aggressive export promotion policies and apply other protectionist measures which undermine the competitiveness of Afghan exports. These restrictive trade policies have an adverse effect on the productive sectors and impede industrial growth in the country.

## **H. Corruption**

Corruption continues to be a significant disincentive for investment, slowing transactions and increasing costs, while raising the unpredictability of business processes such as licensing and the enforcement of property rights and contracts.

## **I. Information and data constraints**

There is almost a complete lack of consistent and accurate data on the state of the economy, specific markets and type and level of economic activity in Afghanistan. This increases the risks and costs of establishing and undertaking business, reducing investment in the country.



# STRATEGIES AND POLICIES

is sector strategy comprises three key elements to foster private sector development and increase domestic and foreign investment: (i) continuing efforts to build a strong and stable enabling environment that will encourage a competitive private sector; (ii) expanding the scope for private investment in developing national resources and infrastructure; and (iii) strengthening efforts to promote investment from domestic sources, the Afghan Diaspora and foreign investors.

### STRENGTHENING THE ENABLING ENVIRONMENT

The first goal of this strategy is to establish an appropriate and robust enabling environment for the private sector. The strategies to achieve this goal are:

- Reform and strengthening of the legal and regulatory environment
- Improving access to land for commercial purposes
- Improving infrastructure and access to utilities
- Increasing access to finance
- Facilitating increased regional and international trade

- Increasing incomes and expanding employment opportunities for labor
- Improving the security environment in which to conduct business.

#### A. The legal and regulatory environment

An effective and reliable commercial legal and regulatory framework is needed in order to attract investment. The first thing a potential investor will usually ask is whether contracts can be effectively enforced. Four key laws have already been passed: the Partnership, Corporation, Mediation and Arbitration Laws. A number of additional commercial laws are being reviewed and will be ready for implementation in 2008.

The government is taking steps to introduce new commercial laws that will better meet international standards, and is committed to ensuring that these laws will: (i) be clearly specified and transparent; (ii) be streamlined, involving the minimum necessary steps, bureaucratic processes and institutions; (iii) reduce discretionary decision-making; and (iv) be predictably, consistently, competently, and impartially applied.

Supporting regulations need to be put in place and the judicial system strengthened if the new commercial laws are to be effective. Regulations should impose minimum compliance costs on the private sector, while ensuring that firms that fail

to observe the law are penalized. Currently, regulations require that businesses must register with a number of different ministries and agencies, which takes time and adds to their costs. These requirements can be streamlined to make it simpler and less expensive for businesses to comply, while still meeting legal requirements. In order to strengthen the legal and regulatory framework, the Government will:

1. Present to Parliament, in 2008, the pending key commercial laws, including laws relating to contracts, agency, intellectual property, standards, secured transactions, mortgages, negotiable instruments and commercial leasing of government land.

2. Increase the capacity of relevant Ministries to develop effective regulations that take into consideration the principles of: (a) ensuring that policies are targeted on specific outcomes; (b) reducing regulatory pressures; (c) increasing the ability to observe compliance and the burden of the laws; (d) demonstrating the regulatory reasons for the laws; and (e) adopting principles for better regulatory performance. Adhering to these principles requires the development of institutional capacity, particularly within provincial public sector institutions, to appropriately and consistently implement the regulatory environment in order to maximize the benefits of national policies.

3. Establish a single, low cost Central Registry within the MoCI to register partnerships and corporations.

4. Make information to the private sector on regulations being proposed and in force more readily available, and solicit comments from the private sector and the international community on draft legislation and regulations.

5. Establish the Financial Tribunal to address disputes in the banking and telecommunications sectors.

6. Develop and introduce laws to: (i) govern and simplify the process of the ownership and sale of land; (ii) provide a legal framework for bankruptcy; and (iii) regulate insurance providers.

7. With the support of the international community, make resources available to considerably strengthen the commercial courts in order to ensure transparent resolution of judicial matters.

8. In consultation with the private sector, establish a dedicated tribunal which will

serve as a mechanism to quickly and definitively resolve disputes that arise between the private and public sectors with respect to the implementation of laws and regulations, including disputes that arise regarding public procurement of goods and services.

9. Reduce the entry and operating costs for businesses and encourage the formalization of businesses by removing unnecessary licenses, taxes and approval requirements, and by ensuring the process of obtaining a license to conduct business is more efficient. Comprehensive information on licensing requirements, procedures and fees will be published.

10. Continue to eliminate inefficient and nuisance taxes and the reform of the tax system to make compliance simpler.

11. Streamline and minimize administrative, compliance and reporting requirements for businesses.



12. Develop the capacity of the public sector to increase the effectiveness and consistency of commercial and regulatory enforcement.

13. Make information freely available to private sector stakeholders (such as investors, employers, employees and consumers) to increase their awareness of their legal rights and responsibilities.

14. Develop the institutional framework to allow for secured transactions and mortgages for fixed and moveable assets.

## **B. Facilitating Access to Land**

One of the greatest constraints on private investment is the difficulty of gaining access to land for commercial purposes. It is difficult to obtain clear title to private land or to negotiate enforceable leases. This process currently entails more than 30 steps, typically takes as much as six months, and often requires legal fees that amount to as much as 10 percent of the land price. The Government is committed to reducing the number of steps required to three or four and to substantially reducing the transfer tax. These changes have not yet been implemented. A recent decision of the Supreme Court to simplify the registration of immovable property has helped. A land policy document has also been agreed.

The Government, with the support of the international community, is currently implementing land titling programs, but completion of this process, including the resolution of land disputes, will take time. Increased donor support is required to support an objective of accelerating and extending the process of the land titling program. International experience in this area has highlighted the need for strong national and sub-national coordination and close consultation with affected communities and stakeholders.

The Government is attempting to alleviate problems with investors' ability to access land through the rehabilitation of existing industrial parks and the establishment of new facilities. However, many of these industrial parks are not in areas where private business is likely to be commercially viable, while there are still too few parks in appropriate areas to meet the current demand.

An additional impediment is that zoning and land use regulations are not well established, are often subject to variable interpretation, and have very low levels of compliance. Related to this are the difficulties associated with obtaining building permits. If businesses are to invest in the construction and operation of commercial buildings, they must have some assurance that they will be able to effectively realize the returns on these investments.

To address these constraints, the Government will:

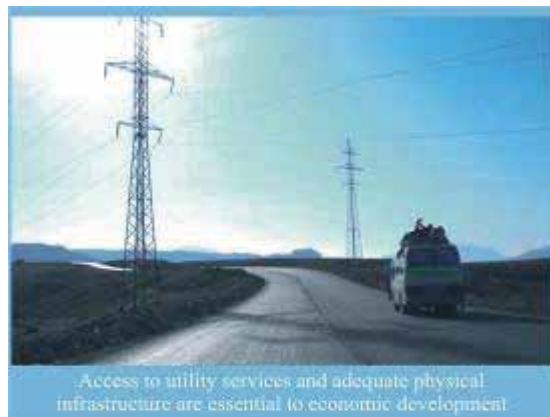
- Fully implement measures to substantially simplify the transfer of land and the registration of titles, and reduce transfer taxes
- Introduce legislation that will make it possible for domestic and foreign private investors to lease government-owned land for up to 90 years
- Establish an independent authority to accelerate the development of industrial parks, and contract with the private sector to participate in the development and management of industrial parks with market-based pricing and leasing terms that are more flexible and consistent with commercial needs
- Introduce clear land use and zoning regulations, ensuring that there is compliance with these regulations and that they are applied consistently
- Seek substantially increased donor assistance to accelerate and expand land titling programs in

order to complete this process more quickly

- Establish clear, simple measures required for obtaining building permits.

### C. Improved infrastructure and access to utilities

Adequate physical infrastructure and efficient utility services are essential to economic development. Future infrastructure development should be prioritized to reduce production and transportation costs for the private sector. Specific details of the required steps in this process are set out in the Transportation and Energy Sector Strategies.



### D. Strengthening the financial, insurance and financial reporting sectors

Access to finance is critical to the growth of the private sector. Without reasonable access to credit and working capital, businesses usually cannot be established, grow or survive. There are two components to this: expanding the size and number of organizations that provide credit facilities, and improving the institutional arrangements to support lender and borrower rights and allow for easier access to credit.

Afghanistan's financial sector needs to be privately driven, with the DAB and the government providing appropriate oversight. At a policy level, a number of goals have been agreed:

- establishment of an independent central bank which is fully equipped to carry out its regulatory and supervisory responsibilities

- development of financial infrastructure that provides full access to modern information technology and telecommunications

- creation of financial institutions, instruments and services that meet the needs of government, NGOs, businesses and households in both rural and urban areas

- ensuring the country's financial institutions are sound, efficient and competitive.

In achieving these goals, the following reforms are required:

- In the short to medium term a strong legal framework is required to build a stable financial sector that is based on strong creditor rights. Specific measures required include:

- augmenting the Central Bank and commercial banking laws with specific prudential regulations for monitoring bank performance with respect to capital adequacy, the quality of assets backing a loan, liquidity and loan classification

- finalizing the privatization of state owned banks

- developing government capacity to evaluate, review and audit banking and financial institutions

- establishing a framework in which microfinance institutions can exist and expand without being overly burdened with regulation.

- Improving corporate governance and the quality of financial sector infrastructure by:

- significant investment in human

resources in the central bank, especially in the areas of monetary policy and banking supervision

- establishing basic rules for asset and liability recognition, provisioning, and depreciation, and then moving on to more complex standards such

as consolidated accounting, thereby ensuring that information on DAB's financial position and the financial condition of state banks is reliable and meets internationally accepted accounting standards

- strengthening the operational infrastructure for banks by installing physical and technological systems for interbank transactions, international payments and settlements, and day to day treasury operations
- enhancing basic payment mechanisms and systems; formal rural payments systems are virtually non-existent. DAB needs to improve its rural physical infrastructure and the capacity of some of its key branches to facilitate basic financial transactions between Kabul and the provinces.
- Improving access to financial services for small and medium enterprises and for rural communities:
- the rural financial sector is currently constrained by several factors, including: (i) dispersed populations and poor transport and communications; (ii) significant risks associated with rain-fed agriculture; (iii) absence of physical collateral and land-tenure systems; and (iv) past history of state involvement in lending and subsidized lending, resulting in low recovery rates
- the private sector is best able to provide cheap and efficient financial services. Bringing the commercial financial system closer to rural customers requires improvements to the business environment and regulatory framework to facilitate rural finance operations and increase the perceived creditworthiness of clients, the use of technology to lower transaction costs and improve transfer mechanisms, and the introduction of new and innovative products and risk reduction strategies
- Continued support for microfinance schemes is particularly important.

- Broadening and deepening the financial sector by establishing a regulatory framework that encourages a range of traditional bank and non-bank organizations to flourish and compete, and to offer both lenders and depositors a range of innovative and competitive products.

- The development of risk management tools for use by the private and insurance sectors. An Investment Guarantee Facility is being established with World Bank support, although further initiatives will be needed in this area.

In Afghanistan, the accountancy and auditing profession is in its infancy, with few qualified Afghan accountants, auditors or bookkeepers. At present there is essentially no accounting profession, no accountancy certification and no professional accountancy organization supporting industry development. Furthermore, the government lacks the capacity to guide, coordinate and implement industry development. The lack of consistent and internationally recognized accounting practices increases the complexity of investing in Afghanistan. Domestic and foreign investors are unable to clearly and consistently assess business activities.

Imposing strict financial reporting requirements places significant burdens and costs on firms and time will be required to develop sufficient human and institutional infrastructure to effectively adopt international standards for accounting and auditing. The international community can support the development of the accounting and auditing profession through appropriate capacity development programs.

## **E. Formalizing Private Sector Operations**

It is estimated that more than 80 percent of businesses in Afghanistan operate as small scale, informal operations, which are often household-based. Firms in the formal sector are more accountable and likely to follow commercial laws and regulations, including environmental and labor laws

and consumer safety provisions, they have greater potential to grow and, depending on their income,



contribute to government revenue through tax payments. For these reasons the government accords high priority to formalization.

Income tax rates are favorable in Afghanistan. The increasing use of self-assessment is also a positive move that will encourage some degree of increased formalization. Yet constraints remain, including costly and cumbersome compliance arrangements for business registration and licensing, and rent-seeking via corrupt practices in the compliance chain. Currently, there are few incentives for small and medium-sized enterprises to formalize, a matter that needs to be seriously addressed. The information available from provincial studies indicates that access to credit is one of the most crucial constraints faced by the private sector, especially small and medium-sized enterprises. Greater access to, and use of credit is likely to provide a key incentive for firms to move into the formal sector.

Current approaches to formalization emphasize reforms to the regulatory environment and the reduction of compliance costs. These are necessary but not sufficient activities in support of formalization: a strategic approach, focused on individual sectors or industries, will help to accelerate the process. This will be a key theme in the Formalization Strategy to be developed by the PSDD during 2008. Furthermore, it is a strategy that will be supported by a range of existing and foreshadowed

programs and projects, such as the Rural Enterprise Development Program to be implemented by MRRD.

The Government is committed to strengthening Chambers of Commerce and business organizations that are able to support their members' interests. Formalization of business activities gives firms a greater voice which can be used to provide feedback and lobby the Government for changes in commercial laws and regulations. Capacity building for business associations may assist an increased rate of formalization in certain industries and will also support strategic activities. Civil society, donors and NGOs can each make a contribution to formalization through improving the capacity of businesses by direct business and other training.

Another strategy that will enhance formalization is the provision of information about licensing and other regulations, along with information such as that on customs requirements. This information might be provided through business associations or similar channels, but must be provided in an accessible and easily understood manner. Information campaigns in which the benefits of formalization are highlighted will also support the process. This requires, however, that there are clear incentives for formalization such as, for example, access to training vouchers for workers, increased ability to bid on government contracts, and greater participation in the policy development framework through industry councils. A related strategy that should be examined, with donor support, is that of outsourcing government services and tasks such as printing and computer services. This could provide further incentives for formalization.

## **F. Expanding Domestic, Regional and World Wide Markets**

An important factor limiting the prospects for many private sector firms is the limited markets



available for their products. The Government will take steps to expand access to domestic, regional and international markets.

## G. Domestic Markets

Most small and medium scale businesses aim to sell their products in local markets but face numerous obstacles in doing so. These impediments range from the high costs associated with transporting goods (contributed to by poor roads and the lack of insurance), to harassment from officials who demand bribes, or illegal taxes on the movements of goods.

The Government aims to eliminate these barriers to the internal movement of goods. A national competition policy would also address the issue of corrupt officials or others who attempt to monopolize business opportunities in their local areas, although such a policy would be difficult to implement at the present time.

Opportunities to market products, especially to international contractors, are in some cases restricted by concerns about quality. The Government is introducing the law establishing the legal basis for the *Afghanistan National Standards Authority* (ANSA) and is encouraging the rapid development of this body. ANSA will certify the quality of products, thereby easing the concerns of potential buyers.

## H. Tariff and Trade Policies

The Government is committed to maintaining a liberal trade regime with low barriers for imports and exports and a liberal foreign exchange system. Since 2001 the Government has progressively reduced tariff and non-tariff barriers, so that they are among the lowest in the region. MoCI is in the process of elaborating a detailed trade policy geared at strengthening the productive sector and promoting exports while striving to reach reciprocity especially with neighboring countries.

In addition, the Government has signed 46 international, bilateral and regional trade agreements, protocols and international treaties that strengthen Afghanistan's trade regime. These agreements will be further strengthened by addressing the critical operational issues.

The Government recognizes that in a small number of cases it may be appropriate in the short term to provide limited tariff protection for an industry. However, this will be done only when it can be shown to be in the national interest, based on a comprehensive, economy-wide analysis of the benefits and costs (including the impact on consumers and other business sectors) of such actions. (Assistance in conducting this type of analysis can be provided by the Afghanistan Productivity Commission that is proposed in the Governance and Public Administration Reform and Human Rights Sector Strategy.)

The Customs Department will be solely responsible for implementing customs regulations. Furthermore, Customs will work with the private sector to identify areas where regulations can be streamlined to speed up the process of cross border trade. This could include simplifying the movement of goods and simplification of custom and transit regulations, procedures, rules and forms. The introduction of the fully computerized and automated system for customs data (ASYCUDA), which is currently underway, will support more efficient customs services.

The Government remains committed to pursuing accession to the World Trade Organization (WTO) as a means of ensuring that the country's trade regime is both stable and consistent with international best practice. The Government recognizes that membership of the WTO is of particular benefit to small economies with relatively little negotiating power (e.g., Most Favored Nation (MFN) treatment will allow Afghan exporters access to benefits of trade agreements negotiated previously among other WTO Members).

The detailed examination of trade policies, commercial laws and regulations required as part of the WTO application process is by itself a valuable exercise from which the private sector will benefit. However, technical capacity in the public and private sectors must be developed to make these efforts successful.

Afghanistan has also joined the South Asian Association for Regional Cooperation (SAARC) and is expected to be part of the South Asia Free Trade Area (SAFTA) in the latter part of 2008. Afghan exporters may benefit from SAFTA because many neighboring trading partners impose high import duties on products with good export potential from Afghanistan, (e.g., nuts and dried fruits). The Government aims to use this and other regional trade agreements to reduce barriers and gain greater market access for Afghan exporters.

The strategy of expanding regional and international markets is aided by the Government's Export Promotion Agency of Afghanistan (EPAA). The EPAA is the central agency within the MoCI tasked with expanding exports. The agency is working to further streamline bureaucratic procedures and documentation requirements to aid the private sector in expanding exports. The agency is also providing the private sector with information on export opportunities and assistance in promoting products.

The Government is continuing to pursue negotiations concerning transit procedures with neighboring countries, including transit facilities intended to facilitate Central – South Asia trade. While Afghanistan will benefit economically if the country can become a hub for regional business, reducing these barriers will also benefit the Afghan private sector by expanding market access for local products.

With a sound economic environment there are excellent prospects for privately and socially productive private investment in Afghanistan. This

includes not only investment in commercial agriculture and resource based industries, but also private investment in infrastructure development and provision of many educational and health services. A liberal trade regime greatly enhances these prospects.

## **I. Regional Cooperation**

Priority is also being given to linking Afghanistan with regional markets. Afghanistan offers a relatively small market and future private sector growth will depend partly on the ability to access much larger regional and international markets. Ongoing policies and programs for trade facilitation are making progress towards streamlining border crossing formalities, reducing transit times and upgrading existing trans-shipment facilities at the border. The government is also committed to cooperating with neighbouring countries to reduce the tariff differential in the region in order to avoid any instances of re-export. To facilitate effective coordination, the Government has established the Afghan Trade and Transport Facilitation Committee that is bringing together all stakeholders in the area of transport and transit.

The Afghanistan Compact includes the commitment that, by end-2010, Afghanistan, its neighbors and countries in the region will reach agreements to enable Afghanistan to import skilled labor, and to enable Afghans to seek work in the region and send remittances home. In line with this benchmark, Afghanistan is now ready to conduct a labor migration program and has already issued one recruitment license to a private entity which plans to deploy 200 workers initially, with another 2,000 to follow.

## **J. Enabling NGO and Civil Society**

The Private Sector Development Policy recognizes the vital contribution that NGOs and other organizations make to implementing the social and economic goals of the Government. An educated

and healthy population increases the human capital of the Afghan workforce, which raises productivity and incomes and consequently reduces poverty. Additionally, an effective social dialogue is an important aspect of a well functioning private sector and, in this regard, building the capacity of representative workers' and employers' organizations is crucial.

NGO and civil society organizations have augmented the resources available for the development effort by helping to mobilize resources and assisting in the delivery of basic social services.

Consequently, and as previously noted, strategies to make more effective use of these resources, such as the outsourcing of service provision, should be made use of in appropriate cases. An example is the provision of health services to much of the population.

Faced with a task beyond their capabilities, the Ministry of Public Health (MoPH) established a series of time-bound contracts with both Afghan and international NGOs to deliver services specified in the Basic Package of Health Services (BPHS) and the essential package of hospital services (EPHS). Such strategies might be more widely adopted.

## MOBILIZING PRIVATE SECTOR INVESTMENT

A key element in this strategy entails actions by the Government to significantly increase the levels and effectiveness of efforts to promote private investment from both domestic and foreign sources.

The country requires enormous investment in infrastructure, including roads, power generation, water supply, and irrigation. A substantial part of these requirements could be undertaken profitably by private investors with an appropriate regulatory environment. Private investment in

the development of natural resources, particularly minerals development will become viable when suitable regulations are in place.

□ The Government will establish a multi-sector regulatory authority following an approach similar to that used to develop the telecommunications industry. This regulatory system will establish appropriate fees and royalties, public purchase agreements (e.g., for power), ensure transparent procedures and dispute resolution mechanisms. Its mandate will be to maximize private investment in these areas.

- Opportunities for entering into public private partnerships for investment in infrastructure projects, such as roads and bridges, will be developed based on international best practices.

- The Government will encourage private provision of public services wherever it will be feasible, including areas such as health, education, municipal services, for example.

Opportunities to expand private investment occur in sectors where multiple ministries have responsibilities. This will require improved coordination and strengthening the capacities of most ministries and agencies. To be successful, the development and promotion of private Economic and Social Development investment opportunities cannot be the responsibility of only one or two agencies or ministries, but must entail a concerted effort by the entire Government. Efforts to encourage private sector investment also require the understanding and cooperation of the donor community.

This aspect of the private sector development strategy is reflected in many of the sector strategies set out below.

For example, it represents a major reform in the energy sector designed to attract private invest-



ment into the power sector and development of energy resources. It is the basic foundation for development of the mining sector. It plays an important role with respect to the efforts to make more efficient use of state owned land to stimulate commercial agriculture.

The Government will seek to attract medium and large scale agricultural producers and processors to invest in commercial agriculture in order to increase employment and market opportunities in rural areas and to develop export markets for higher value Afghan products. It is reflected in innovative efforts to try and use public funding to support and improve private provision of education and health services. There is scope for using donor funding to develop a vibrant and competitive domestic private construction industry in the projects being implemented by Government ministries.

### **A. Empowering the Afghanistan Investment Support Agency (AISA)**

Since 2003 AISA has registered more than 6,200 companies, with an approved initial capital of \$2.4 billion. However, the approved capital far exceeds actual investments and more needs to be done to facilitate the realization of these investments. Steps are being taken to ensure that AISA develops into an institution that registers investments as well as works with other Government agencies to ensure there are no hidden impediments to implementation through restrictions or approval requirements.

The legal basis of AISA's activities and its relationship with the High Commission on Investment needs, however, to be assessed. International support for such an assessment will ensure its objectivity.

### **B. Developing public-private partnerships**

Public private partnerships (PPPs) are a poten-

tially useful means of addressing infrastructure and other constraints and drawing on the skills, resources and efficiency of the private sector. The use of PPPs in areas such as power generation and distribution, telecommunications, and transport could serve to accelerate infrastructure development. For PPPs to be a viable option, the regulatory framework must be sound. Investors and operators must be confident of their rights, contracts must be secure and both the government and investors able to verify and ensure that contractual obligations are being met. In addition to the need to establish an appropriate enabling environment, the Government must ensure it has sufficient capacity to implement and monitor PPP contracts, and that administration and monitoring processes are streamlined and able to address constraints and problems efficiently.

The potential of PPPs in Afghanistan needs to be investigated and the legal basis for such activities established. Support for the government to negotiate suitable contractual arrangements will also be put in place.

### **C. Facilitating private sector investment**

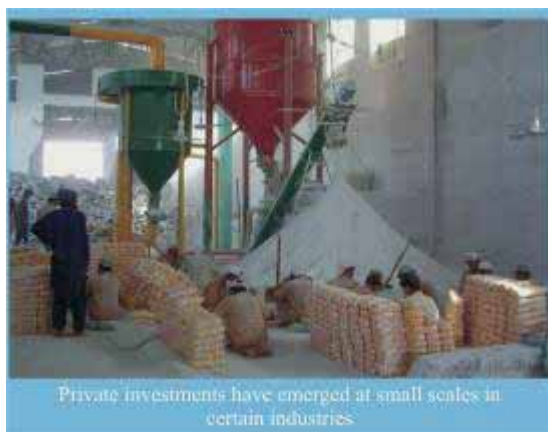
It is clear that the sustained high rates of economic growth needed to successfully achieve the Government's goals will depend crucially on the ability to attract increased levels of productive private investment. (See the Chapter presenting the Macro Framework for more discussion of the levels of private investment that will be required.) The key to facilitating private investment is the establishment of a suitable enabling environment.

An example is provided by the telecommunications sector where donor-funded advisers and a fully committed Ministry worked together to rapidly develop an enabling environment for the private sector, thereby encouraging private sector cellular companies (and one corporatized public sector company) to compete in providing cellular phone services. This was managed by the public sector under a user-friendly regulatory system de-

signed to ensure competition but otherwise leaving the firms relatively free to operate.

This effort attracted more than \$700 million in private sector investment, and resulted in a rapidly expanded phone service from about 15,000 lines to close to 3 million phones; it also generated more than \$100 million in license fees and continues to generate about 20 percent of Government revenue.

Other areas that have been identified to have potential for private sector investment include mining, agriculture, energy, and the construction sector. Appropriating the potential in these and other sectors requires careful consideration of the enabling environment to facilitate the required investments. International experience, through donor support, should be accessed to support the development of such environments.



#### D. Privatize State Owned Enterprises (SOEs)

The Privatization Policy adopted by the Cabinet notes:

*“The Government of Afghanistan seeks to promote the private sector as the engine of economic growth and the key to Afghanistan’s long-term development and poverty reduction. Furthermore the Government is committed to expanding the private sector through efficient and rapid transfer of State-Owned assets to private sector ownership. Such transfers shall take place in an open, fair and transparent manner with the objective*

*of maximizing sales revenue balanced against employment preservation and creation, as well as encouragement of investment and technological development”.*

The privatization program presents an opportunity to stimulate the growth of the private sector, and is a useful strategy for attracting foreign direct investment. Privatization of SOEs is often used by the outside world as a measure of the seriousness of policy reforms. Privatization also reduces crowding out, a situation in which it is very difficult for private sector enterprises to compete with public sector enterprises, particularly when they may also have sectoral regulatory responsibilities.

The privatization of SOEs will improve general levels of efficiency in the economy, assist in eliminating corruption, and free up government resources for other uses such as the provision of public services. The guiding principles that determine whether SOEs should be retained in government ownership are: (i) ensuring critical services are provided (such as in the case of a market failure when the private sector does not provide the service in sufficient quantity and/or quality); or (ii) the services provided by the SOE are of key strategic importance.

The Government owns a substantial number of assets which are either unemployed or significantly under-employed. The privatization program provides the means whereby these assets can be redeployed and utilized more productively, contributing to increased economic growth. By and large the assets in this category are land and, in some cases, buildings. It has been estimated that as much as 70 percent of the total value of SOE assets are in these categories.

High priority will be given to the privatization of state owned assets. Priority will also be given to the corporatization of operational units where immediate privatization is considered impractical. A leading example is the corporatization of the Afghan electric company DABM (Da Afghanistan

Breshna Moassessa). For those SOEs not privatized or waiting to be privatized, the Government will increase the level of financial and management scrutiny. This will include undertaking financial audits and checks to ensure there are no financial irregularities in the accounts of the organizations.

### **E. Private sector investment promotion**

The Government will undertake concerted efforts to promote investment from foreign and domestic sources, including from the Afghan Diaspora. After a long period of isolation, Afghanistan must rebuild commercial ties and demonstrate that there are considerable profitable opportunities for investors in the country. The Afghanistan Investment Support Agency will play a central role in this process and will be strengthened. But the responsibility for promoting increased investment will be a government-wide task and will be an integral part of all projects and programs undertaken as a part of the ANDS.

The objective is to make known to potential investors the opportunities available in Afghanistan, to ensure them that the Government recognizes the importance to the country of increased private investment and to work with potential investors to assure them that their investments will not fail due to unpredictable and unfavorable changes in the tax environment or policies towards private investors. This needs the full support of the international community. This can be done through focused efforts by donors to create conditions necessary for increased private investment in the country. It can also be done by bilateral donors using their relationships with firms in their own countries that are potential investors in Afghanistan to make known the great importance the Government is now placing on the need to expand private sector investment and operations within Afghanistan.

## **RISKS AND CHALLENGES**

There is little doubt that substantial progress in reducing poverty must rely on rapid and broad-based private sector development. However, there are significant risks and many challenges to be overcome for this strategy to succeed.

An important risk is that the security situation will deteriorate to the point where the resulting disincentives to investment overwhelm the effect of all efforts to strengthen the enabling environment or to promote private investment. The international community is firmly committed to assisting the Afghan Government in establishing a stable and secure environment. This requires not only eliminating the threats from extremists and terrorists, but also overcoming the scourge of the narcotics industry and greatly reducing corruption. Continuing support from the international community is vital to these efforts for a range of reasons, including development of the private sector.

An additional risk is that there will be insufficient commitment to fully implement this strategy, by donors and the government. For example, a number of the economic activities with the greatest commercial potential, such as mining and energy development, are activities formerly carried out by the state. In some cases these agencies have obtained support from international donors. To succeed, this strategy will require that public agencies step back from these direct operational activities, focus on their core roles, and facilitate private sector activity.

The international donor community has been very supportive of the Government's strategy to rely on private sector-led growth so as not to be left with an aid dependent and stagnating economy. Nevertheless, there is some risk that some donors will give higher priority to implementing their aid programs than in remaining fully committed to a private sector led strategy aimed at reducing dependency on aid. With potential challenges from lack of commitment by government, any such lack

of commitment by donors to private sector development would represent a very serious setback.

## **IMPLEMENTATION STRATEGY AND SEQUENCING**

A number of ministries have a critical role in implementing this Sector Strategy. These include the Ministry of Commerce and Industry, Ministry of Finance, Ministry of Economy, Ministry of Agriculture, Ministry of Mines, Ministry of Labor and Social Affairs, Martyrs & Disabled, Ministry of Transport, Ministry of Communications, DAB, AISA, EPAA and the Chambers of Commerce. An institutionalized and coordinated approach to private sector development policy-making will enhance the quality of policy decisions in this area by ensuring consistency with overall Government policy, relevance to the real needs of the private sector, and avoidance of duplication of efforts.

This sector strategy will be implemented and overseen by an inter-ministerial committee that will oversee the implementation of the actions identified in the Enabling Environment Conference. This high level committee will be jointly chaired by the private sector and the government and will include ministers and senior officials from the key economic ministries and agencies. The MoCI has established a Private Sector Development Policy Committee (PSDPC) to support the coordination, development and implementation of private sector development policy. In implementing this sector strategy, a number of indicators and risks are associated with achieving each objective.

A sound and stable macro-economic environment is a key element to growth of the private sector in Afghanistan. Further, high level coordination amongst relevant ministries will help ensure there is careful coordination amongst relevant parties to ensure the private sector fulfills its role as the key driver of employment growth.

In terms of the sequence of reform, the immediate focus of the Government will be on establishing the enabling environment and passing necessary legislation and regulation aimed at building investor confidence. Specifically, the focus will be on the legislative program set out in the 'Strengthening the Enabling Environment', discussed above. Creating the right environment for private sector investment will immediately allow the private sector to make investments and create jobs.

The advantage of deregulation and liberalization is that it encourages further reform. To that end, the sequence in which any reform should be undertaken should take into consideration the costs associated with any delay. Any reform is better than no reform. However, for a place to start, the Government will focus attention on passing and implementing the Enabling Environment regulatory requirements.

## **M&E, OVERCOMING OBSTACLES AND MITIGATING RISKS**

Many of the obstacles to successful implementation of the Private Sector Development Strategy are likely to be found in the lack of full commitment within relevant agencies. Consequently, there is a critical need for detailed monitoring and evaluation of the implementation of the various initiatives that support private sector development. The proposed strategies will also be carefully appraised for consistency with the Government's overall development strategy.

An approach to monitoring and evaluation, such as that presented in Table 1, is required to monitor progress of the strategy against the desired outcomes.

Amongst the many potential obstacles and risks to successful implementation of the Private Sector Development Strategy are the following:



- Supporting regulations are not put in place
- Human capacity is not sufficiently developed in both the public and private sectors
- Compliance regulations and nuisance fees and taxes are not sufficiently addressed
- Property rights are unclear and open to dispute and the process for defining property rights continues to be overly complicated and open to disputes
- Funding of specific projects is too heavily influenced by political decisions
- Marginally profitable or unprofitable sectors are supported by subsidies and/or high levels of protection
- Inadequate government capacity to run an efficient privatization process
- The process of formalization is complicated, costly, lacks strategic focus, and is devoid of realistic incentives such as improved access to credit
- Formalization is used by the government to chase firms for back taxes, reducing the incentives of formalization
- Processes such as distributing training vouchers are corrupted
- Vested interest groups are able to lobby for and gain protection
- Regional cooperation agreements become bogged down in detail, absorbing resources to negotiate and maintain for limited economic benefit
- Domestic and regional infrastructure links are not established or maintained, raising costs of production and distribution

- Security remains weak, limiting the delivery of services and constraining investment
- Restrictions on female economic participation and education will reduce the ability of 50% of the population to participate in the economy.

## CROSS CUTTING ISSUES

### A. Poverty alleviation

Implementation of this Strategy is a pivotal and critical element in the Government's poverty reduction strategy. Private sector development will support economic growth which, in turn will alleviate poverty through positive impacts on employment, incomes, labor productivity, prices and training opportunities.

It will also result in increased government revenues that can be used to support programs and projects focused specifically on poverty alleviation.

### B. Environmental Protection

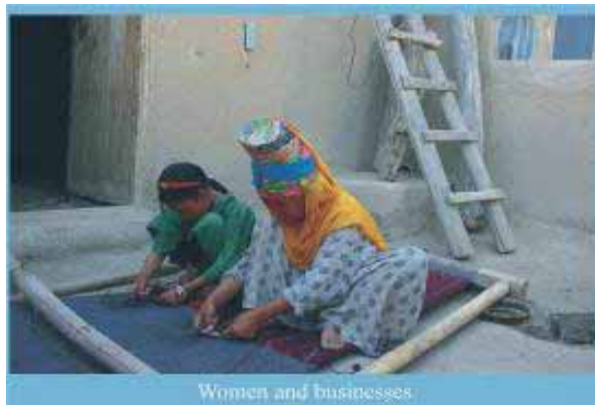
A sound enabling environment should include an efficient system of incentives and regulations for protecting the environment. This system will be based on ensuring that the benefits of such regulatory actions or the costs of such incentives are justified by the resulting environmental benefits.

### C. Counter-Narcotics Programs

Increased opportunities for earning living incomes and profits in legal private sector activity is important if people are to have an alternative to the incomes many now earn in the illicit economy in the narcotics trade, smuggling and extortion. The Private Sector strategy can make a significant contribution to addressing these issues.

## D. Gender

Access to micro-credit will increase the opportunities for females in poor rural villages to establish micro industries and contribute to household incomes.



## E. Anti-Corruption Measures

Rent-seeking and corrupt practices comprise significant constraints on private sector development. These are major issues to be addressed. Simplifying and streamlining compliance in relation to licenses, taxes and other requirements will contribute significantly to tackling the rent-seeking and corruption issues. Full commitment by high levels of Government and the Donor community will be necessary to help overcome these obstacles. The recent Volker report<sup>1</sup> provided a guideline for both the Government and the Donor community to demonstrate such commitment with respect to the various foreign assistance programs and projects.

## F. Regional Cooperation

The efforts at developing closer regional cooperation with neighbouring countries will help expand markets for the private sector and contribute to the success of this Strategy. Furthermore, liberalized domestic markets served by a strong private

sector will increase integration as trade, transport, communication and other links are developed with neighbouring countries.

## G. Conclusion

The strategy outlined above provides the framework for Afghanistan to achieve the necessary rates of economic growth and development to reduce poverty. This strategy is critical to achieving the Government's development goals and forms a key part of the Economic Governance and Private Sector Development pillar.

This strategy sets out the approach the Government will take to strengthen the environment within which the private sector operates, mobilizing private sector investment and the promotion of investment opportunities to be undertaken by the private sector.

<sup>1</sup> The Volker Report. Independent Panel Review, Department of Institutional Integrity, Paul A. Volker, Gustavo Gaviria, John Githongo, Ben W. Heineman, Jr., Prof. Walter Van Gerven, Sir John Vereker, Washington, D.C.

September 13, 2007.

# ANNEX I: ACTION PLAN MATRIX

PILLAR : ECONOMIC GOVERNANCE AND TRADE		PRIVATE	SECTOR	DEVELOPMENT
SECTOR : PRIVATE SECTOR DEVELOPMENT AND TRADE				
Objectives or Outcomes	Policy Action or Activities	Category	Timeframe	Responsible Agency
The Private Sector and Trade sector strategy is implemented	Create a Council for the Private Sector, reporting on progress against this matrix to the President.	Institution Building	Immediate	Office of the President
	Develop a list of the private sector's most urgent priorities that would support an enabling environment, developed through a process of sub-national consultation and engagement with the private sector to be presented to the Government within three to six months.	Other Measures	Immediate	Business community
	Establish a system of stocktaking at six-month intervals to monitor implementation of the Conference Road Map, with public dissemination of results.	Institution Building	Mid-1387	Proposed Council for the Private Sector, Conference Steering Committee
The legal framework for the business sector is improved	Enact the required laws (Corporations, Partnerships, Commercial Arbitration, Commercial Mediation, Contracts, Agency, Standards, Copyrights, Trademarks, and Patents) to complete and update the basic legal and regulatory framework governing private sector activity in social and economic development. Government, business and the international community to make a stronger effort in lobbying National Assembly regarding the urgency of enacting laws.	Legislation	Mid-1389	Cabinet, DAB and National Assembly
	Invest in capacity building for National Assembly so that MPs are better informed and supported in their role and understanding of the rationale, use and content of proposed laws.	Institution Building	Mid-1388	National Assembly and donors
	Establish the principle and formalize and standardize processes to consult with the private sector (business and civil society) in a meaningful and timely manner during the process of drafting policies and laws.	Legislation	End-1386	Cabinet, DAB and National Assembly
	Establish the principle that no law can be implemented unless it has been gazetted, published in the newspapers, and made available electronically	Legislation	End-1386	Ministry of Justice, Ministry of Finance, ANDS



PILLAR : ECONOMIC GOVERNANCE AND TRADE SECTOR : PRIVATE SECTOR DEVELOPMENT AND TRADE					SECTOR	DEVELOPMENT
Objectives or Outcomes	Policy Action or Activities	Category	Timeframe	Responsible Agency		
Private sector access to finance is increased	and in hard copies at no cost. Following enactment laws will be published immediately on the Ministry of Justice website. Explore the option of using the Afghanistan National Development Strategy (ANDS) website as an interim solution for publishing laws after their enactment. Publish the tariff structures on the Ministry of Finance website.					
	Amend the tariff legislation to facilitate ROZ (Reconstruction Opportunity Zone) trade along the border with Pakistan	legislation/ Cross Cutting Issues		MoCI, MoJ, MoFA, MoF		
	Endorse the authority of mediation and arbitration tribunals to resolve private-private and private-public disputes, including land issues.	Institution Building	Mid-1389	MoJ		
	Ensure the competency and transparency of tribunals by establishing standards and building the capacity of arbitrators, mediators and lawyers.	Institution Building	Mid-1389	MoJ		
	Undertake financial audits of State Owned Enterprises	Other Measures	Mid-1388	MoCI, MoF		
	Privatize and corporatize state owned assets	Other Measures	Mid-1389	MoCI, MoF		
	Implement an adequate insurance law.	Legislation	Mid-1389	MoF, DAB, Fls		
	Encourage the development of an appropriately regulated private insurance sector.	Other Measures	Mid-1388	MoF, DAB, Fls		
	Work with donors to create risk management tools for domestic and foreign investors, appropriate to the specific risks of investing in Afghanistan.	Other Measures	End-1389	AISA/MIGA		
	Lay out a concrete strategy with time-bound actions to significantly expand the outreach and range of financial products and services, especially targeting small and medium enterprises.	Other Measures	Mid-1388	DAB, Afghanistan Bankers' Association, Microfinance Investment		
	Enact an appropriate legal framework including passage of four financial laws: Secured Transactions, Mortgage, Leasing and Negotiable Instruments.	Legislation	End-1388	DAB, Ministry of Justice		

PILLAR : ECONOMIC DEVELOPMENT AND TRADE					GOVERNANCE AND		PRIVATE		SECTOR		DEVELOPMENT	
SECTOR : PRIVATE SECTOR DEVELOPMENT AND TRADE					Policy Action or Activities		Category		Timeframe		Responsible Agency	
The government uses Public-Private Partnerships to expand infrastructure	Objectives or Outcomes		Build capacity in the financial sector by establishing an independent banking and business training institute as a joint commercial bank – DAB initiative.		Institution Building		Mid-1388		DAB together with Afghanistan Bankers' Association			
			Establish a credit information bureau to facilitate commercial and consumer lending.		Institution Building		End-1388		DAB, Afghanistan Bankers' Association			
			Establish a financial tribunal to provide swift legal decisions on financial disputes.		Institution Building		End-1388		DAB, Ministry of Justice			
			Expand provision of donor and private sector micro and SME finance		Other Measures		End-1388		MoF, MoCI, DAB, Afghanistan Bankers' Association			
			Establish an office in DAB in conjunction with Ministry of Interior to provide security for cash in transit between banks and bank branches in Kabul.		Institution Building		Mid-1389		DAB in cooperation with Ministry of Interior			
			Increase the offering of financial services in rural areas through the further development of effective and sustainable delivery mechanisms with special consideration to women.		Other Measures		Mid-1389		Ministry of Agriculture, DAB, MISFA			
			Implement the agreed upon privatization strategies in Bank-e-Milli and Pashtany Bank, including the placement of professional management and board to restructure the banks free of government interference.		Institution Building		Mid-1387		Ministry of Finance and DAB			
			Ensure the evolving legal framework to permit and encourage power generation and distribution by the private sector, including through the establishment of Public-Private Partnerships (PPPs).		Legislation		Mid-1387		Ministry of Energy and Water			
			Accelerate the execution of priority power generation initiatives: (a) Sheberghan natural gas generation project; (b) the high voltage transmission line from Tajikistan.		Other Measures		End-1386		Ministry of Energy and Water			
			Improve distribution system, beginning with Kabul, including through outsourcing of billing and collections and by providing information to the		Other Measures		Mid-1387		Ministry of Energy and Water, DABM			

PILLAR : ECONOMIC GOVERNANCE AND TRADE SECTOR : PRIVATE SECTOR DEVELOPMENT AND TRADE					
Objectives or Outcomes	Policy Action or Activities	PRIVATE	SECTOR	Timeframe	Responsible Agency
Surplus land is used by the private sector to increase economic activity	private sector on opportunities to invest in electricity supply.				
	Corporate DABM (national electricity company) with qualified management team selected through transparent process.	Institution Building		Mid-1387	Ministry of Energy and Water, DABM
	Launch pilot initiatives in non-grid small and medium-scale provision in smaller cities and in community-based rural power, including micro-hydro power.	Other Measures		Mid-1387	Ministry of Energy and Water
	Negotiate competitive terms for reliable power supply from Central Asia.	Other Measures		Mid-1387	Ministry of Energy and Water
	Establish a liaison mechanism for joint forums with Business/Trade/Employers' association.	Institution Building/ Cross Cutting Issues			MoCI, AISA
	Trade Facilitation Zones (TFZ) in key areas of Afghanistan that will connect district and provisional level production to regional and international markets by providing the basic infrastructure for processing, packaging and storage.	Other Measures/ RC Cross Cutting Issues			MoCI, others
	Draft legislation based on the recommendations of the land policy that comprises legal frameworks for land registration; land adjudication, including community-based systems; and the formalization of informal land holdings, including legislation for adverse possession.	Legislation		End-1387	Ministry of Justice, Ministry of Agriculture
	Implement improved simplified procedures for transfer of privately owned land.	Other Measures		End-1387	Ministry of Justice, Office of the President
	Clarify and simplify the procedures associated with the transfer of publicly-owned and privately-owned land.	Institution Building		Mid-1387	Ministry of Justice
	Permit foreign investors to obtain access to land through 90-year leases.	Other Measures		Mid-1387	Ministry of Justice

PILLAR : ECONOMIC DEVELOPMENT AND TRADE					GOVERNANCE AND		PRIVATE SECTOR		DEVELOPMENT	
SECTOR : PRIVATE SECTOR DEVELOPMENT AND TRADE										
Objectives or Outcomes	Policy Action or Activities				Category	Timeframe	Responsible Agency			
Regulations, taxes and licenses are streamlined and better enforced	Extend the duration of leases for government land and ensure that they are either wholly or partly transferable.				Other Measures	Mid-1387	Ministry of Justice			
	Develop a strategy for industrial parks, including the creation of an industrial park development department as an independent authority.				Other Measures	End-1387	Ministry of Commerce and Industry, AISA			
	Consolidate the registration of private sector entities and the issuance of tax identification numbers into a single platform, extending the service to smaller businesses.				Institution Building	End-1387	Ministry of Commerce and Industry			
	Remove licensing requirements except for reasons of health, safety, environmental protection, land use and access to natural resources.				Other Measures	Mid-1387	Ministry of Commerce and Industry			
	Make necessary business licenses more effective by re-engineering and streamlining them				Institution Building	End 1387	Ministry of Commerce and Industry			
	Adopt the principles of regulatory best practice (RBP) to ensure that new regulations are appropriate and minimize compliance cost				Legislation	Mid 1388	Ministry of Commerce and Industry, Ministry of Justice			
	Minimize compliance costs for SMEs by introducing appropriate administrative and reporting exemptions for SMEs				Other Measures	End 1387	Ministry of Finance			
	Publish comprehensive information on licensing requirements and procedures				Other Measures	Mid 1388	Ministry of Commerce and Industry			
	Educate private sector stakeholders' (investors, employers, employees and consumers) to increase awareness and understanding of their legal and regulatory rights and responsibilities.				Other Measures	Mid 1388	Ministry of Commerce and Industry			
	Establish and enforce "one-stop collection points" for tax payment and other government revenue collection in every district centre.				Institution Building	Mid-1387	Ministry of Finance			
	Continue to eliminate nuisance taxes and reform the tax system to make it simpler, fairer, more				Institution	End 1387	Ministry of Finance			

PILLAR : ECONOMIC GOVERNANCE AND TRADE		PRIVATE		SECTOR	DEVELOPMENT
SECTOR : PRIVATE SECTOR DEVELOPMENT AND TRADE		Category		Timeframe	Responsible Agency
Objectives or Outcomes	Policy Action or Activities	Building			
Civil society groups are able to operate effectively to aid in the development process.	competitive and easier to comply with	Institution Building		End-1387	High Commission on Investment; AISA
	Reform and revitalize the High Commission on Investment (HCI). Ensure that AISA is an effective secretariat; ensure that it meets regularly (starting in the next 14 days); focus it on policy issues; introduce increased private sector representation; improve member selection process to focus on competence and experience; extend access to SMEs throughout the country. Report results of HCI reform to the private sector.				
	Apply customs regulations consistently across the country and commit to achieving an average time for importing and exporting goods in line with best practice in the region (reduced by at least half of current levels).	Institution Building		End-1387	Ministry of Finance
	Examine the merits of outsourcing custom services	Other Measures		Mid-1388	Ministry of Finance
	Revise, clarify and update the legal framework governing civil society organizations, including the NGO Law and Social Organizations Law, to cover civil society more comprehensively, easing the establishment / registration of CSOs and ensuring adequate (not burdensome) oversight.	Legislation		End-1387	Ministry of Economy, Ministry of Justice with Civil Society stakeholders
Civil society groups are able to operate effectively to aid in the development process.	Develop self-regulatory mechanisms with clearly defined quality standards or a "code of conduct" to ensure that civil society organizations are well managed, accountable and their activities are well conceived, effective and attuned to the needs of Afghans, with governance models drawn from international best practice.	Legislation		Mid-1387	Civil Society with the endorsement of the Ministry of Economy
	Establish independent certification bodies for civil society organizations that are recognized by Government, the private sector, donor agencies and civil society while introducing the associated capacity	Institution Building		End 1387	Civil Society with the endorsement of the Ministry of Economy

PILLAR : ECONOMIC GOVERNANCE AND TRADE SECTOR : PRIVATE SECTOR DEVELOPMENT AND TRADE					PRIVATE	SECTOR	DEVELOPMENT
Objectives or Outcomes	Policy Action or Activities	Category	Timeframe	Responsible Agency			
Economic activity increases in response to increased human capacity and skill sets and business services	building services required to achieve certification.						
	Facilitate private sector involvement to offer short-cycle certificate-level education for school leavers to rapidly develop the skills of young people and adults that are crucial to economic development.	Other Measures	End-1387	Civil Society with Business			
	Establish the modality for public-private partnerships in the provision of education from basic education through to tertiary levels, including provision of professional and vocational education.	Other Measures	Mid-1387	Ministry of Education			
	Computerize all HRM and project activities in MoCI to strengthen Human Resource and Program Management	Institution Building/ Cross Cutting Issues		MoCI			
	Establish a coherent national policy framework to guide professional and vocational education, linked to the overall higher education strategy that will ensure coordination, assign clear accountability and set world-class standards (including the process for licensing, certification and accreditation).	Other Measures	End-1387	MoEC, MoE, MoHE, MoLSA, Business Community, Civil Society			
	Border Management Initiative to focus on the establishment of effective and efficient Border Crossing Points/Facilities at each Border Control Zone of Afghanistan.	Other Measures/ RC Cross Cutting Issues	Ongoing	MoCI, Customs, EPAA			
	Consider quickly piloting specific market-based vocational and professional training initiatives through coalition of Government, industry groups and training institutions with special consideration to women.	Institution Building	Mid-1387	MoEC, MoE, MoHE, MoLSA, MoWA, Business Community, Civil Society			
	Create incentives for private sector to invest in education specific to skills training, mentoring and on-the-job training.	Other Measures	End-1387	Ministry of Economy, Ministry of Finance			
	Conceptualization of Private Sector Employment Strategy for Women that will yield pro-women	Other Measures/ Gender Cross		MoCI, MoWA			



PILLAR : ECONOMIC GOVERNANCE AND DEVELOPMENT					SECTOR		DEVELOPMENT	
SECTOR : PRIVATE SECTOR DEVELOPMENT AND TRADE					PRIVATE		PUBLIC	
Objectives or Outcomes	Policy Action or Activities				Category		Responsible Agency	
					Timeframe			
Increased and more effective competition	employment strategies in the private sector				Cutting Issues			
	Invest urgently in vocational and professional education to meet current needs, while simultaneously making parallel investments in reform of basic and higher education systems that will yield longer term results.				Other Measures		Ministry of Labor and Social Affairs, Ministry of Education, Ministry of Economy	
	Strengthen chambers of commerce and business membership organizations				Institution Building		Ministry of Commerce and Industry	
	Co-ordinate public and private sector approaches to increasing access to essential business services				Other Measures		Ministry of Commerce and Industry	
	Increase access to information on current business development services				Other Measures		Ministry of Commerce and Industry	
Public-Private Partnerships are used to aid social and economic development	Support the establishment of accounting, auditing and other professional associations and the adoption of related professional standards				Institution Building		Ministry of Commerce and Industry	
	Create the legal framework for and ensure the rapid development of the Afghanistan National Standards Authority (ANSA)				Legislation		ANSA	
	Establish a consumer protection agency to define, communicate and protect consumer rights				Institution Building		ANSA	
	Identify and implement three pilot projects to test new approaches in areas such as power, water supply, transportation infrastructure and social development.				Other Measures		MoEW, MRRD, MoT, MOLSA	
	Catalogue best practices drawn from across ministries (especially of Ministry of Health) of genuine partnerships between public and private sectors. Attention on increased women participation				Other Measures		MoPH, MoE, MoLSA	
Public-Private Partnerships are used to aid social and economic development	Develop programs of public-private partnership that would improve health, education, drug demand reduction				Other Measures/ CN Cross Cutting Issues		MoPH, MoE, MoLSA, MCN	



PILLAR : ECONOMIC DEVELOPMENT AND TRADE		GOVERNANCE AND		PRIVATE	SECTOR	DEVELOPMENT
SECTOR : PRIVATE SECTOR DEVELOPMENT AND TRADE		GOVERNANCE AND		PRIVATE	SECTOR	DEVELOPMENT
Objectives or Outcomes	Policy Action or Activities	Category	Timeframe	Responsible Agency		
Increased levels of formalization	Develop a formalization strategy grounded in an understanding of the incentives and disincentives facing business, which reduces entry costs to, and operating costs within, the formal sector and increases the benefits of formalization	Other Measures	End-1387	MoCI, MoF		
	Effectively communicate the nature and benefits of operating in the formal economy	Other Measures	Mid-1388	Ministry of Labor, Ministry of Commerce and Industry		
	The new Afghanistan Pakistan Transit Agreement (APTA), the revised version of Afghan Trade and Transit Agreement (ATTA) ratified	Other Measures / RC Cross Cutting Issues		MoCI, MoFA, MoF		
Increased provincial economic growth	Work with provincial public sector institutions to increase the consistency of application of commercial laws and regulations	Institution Building	End-1389	Ministry of Commerce and Industry		
Civil society helps drive economic and social development	Develop and implement economic growth strategies for provinces, based on private sector development	Other Measures	Mid 1388	Ministry of Commerce and Industry		
	Create the necessary legal and fiscal incentives that actively encourage individual and corporate support for social and economic development.	Legislation	Mid-1387	Ministry of Finance		
	Improve the legal framework governing corporate social responsibility (CSR) and philanthropy including creating a Foundation law; revising NGO law to allow CSOs to generate (non-commercial) revenue to ensure self-sustainability; creating tax deductions for giving; and developing new mechanisms for private giving such as Zakat funds, a Diaspora fund and community foundations.	Legislation	End-1387	Ministry of Finance, Ministry of Justice, Ministry of Economy		
	Form a business donor's group to share best practices in corporate social responsibility and philanthropy to create more flexibility, risk-taking and imaginative practices in approaches to corporate giving, including lending good business practices to civil society.	Institution Building	Mid-1387	Business community		

Pillar : Economic Governance and Development Sector : Private Sector Development and Trade				
Objectives or Outcomes	Policy Action or Activities	Category	Timeframe	Responsible Agency
	Increase trust and credibility of the civil society sector by establishing a system to vet CSOs through standards that the businesses would work with, publicizing CSO successes, and educating businesses to increase understanding of the concept of CSR.	Other Measures	End-1387	Ministry of Economy; Civil Society

## ANNEX II: MONITORING MATRIX

PILLAR: ECONOMIC DEVELOPMENT AND TRADE		GOVERNANCE &		PRIVATE	SECTOR	DEVELOPMENT
SECTOR: PRIVATE SECTOR DEVELOPMENT AND TRADE						
Expected Outcomes	Indicators	Baselines		Targets		
The Private Sector Development and Trade sector strategy is implemented	Doing Business Indicators prepared by the World Bank	World Bank data in Doing 2008 Business data Indicators		Afghanistan improves its overall Doing Business ranking by a minimum of five places each year 60% of economic activity is in the informal sector by the end of 1390		
The legal framework for the business sector is developed	Progress in putting in place the legal, regulatory and facilitating framework for the business sector; laws promulgated	draft commercial laws 10		laws passed by mid-1387 Additional 6 laws 4 passed by end-1388		
Private sector access to finance is increased	Progress of providing increased access of finance to private sector; number of providers	TBD		Number of providers increases by 25% by end-1389		
	increase in private sector investment %	TBD		TBD		
	of GDP increase as investment levels increases %	TBD		TBD		
Public-Private Partnerships	Progress in putting in place an enabling environment for Public-Private Partnerships. number of projects undertaken with PPP	PPP's underway at the end of 1386		Number of PPP's increases by 100% by end-1390		
Surplus land is used by the private sector to increase economic activity	Index on the progress of creating enabling environment for use of surplus land by the private sector to increase economic activity	Area of unused government land at the end of 1386		Area of additional government land used by the private sector increases by minimum 100ha per year		
Regulations are streamlined and better enforced	Reduction in number of business licenses and steps in licensing processes	Number of business licenses and steps in licensing process at end-1386		Number of licenses reduced to at least one-third of current levels by end-1390; maximum number of processes for obtaining any license reduced to 5		
	increase in firms formalizing their operations %	of economic activity is in 80% of the informal sector		of economic activity is in the informal sector 60% by the end of 1390		
	increase in tax revenue from the increased number of formalized firms	of tax revenue from businesses		TBD		
Civil society groups are able to operate effectively to aid in the development process	Progress in putting necessary legal, regulatory and facilitating frameworks; number of regulations implemented	Legislation and regulations in place at end-1386		TBD		
	Number of NGOs and Civil Society organizations registered	Numbers registered at end-1386		TBD		

PILLAR: ECONOMIC DEVELOPMENT AND TRADE		GOVERNANCE		&		PRIVATE		SECTOR		DEVELOPMENT	
SECTOR: PRIVATE SECTOR		TRADE									
Expected Outcomes		Indicators		Baselines		Targets					
Economic activity increases in response to increased human capacity and skill sets	Number of people employed in the private sector	Data for formal sector employment at the end of 1386		Increase in formal sector employment of 10% per annum in absolute numbers Increase in number of training courses by 50% by the end of 1389							
Increased provincial economic growth	Increased provincial economic growth measured through national accounts	Contribution of provinces to growth at end of 1387		TBD							
Increased and more effective competition	Establishment of legal framework to facilitate increased and more effective competition; development and promulgation of National Competition Policy	TBD		National Competition Policy developed and promulgated by end-1391							

## ANNEX III: LIST OF PROGRAMS AND PROJECTS

S/ N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Requirement US\$ (Million)	Total Funding US\$ (Million)	Gap (US\$ Million)	Major Donors	Core/ External	Responsible Agency
			Start	End	1387	1388	1389	1390	1391	1392+						
<b>Private Sector Development</b>																
	AFG/ 08035 01	Carpet weaving project in Andkhoy and Jalalabad	1387	New	3.400	3.40					6.800	0.0	6.800		Core	MoCI
	AFG/ 08036 01	National standard project in Kabul, Nangarhar, Hirat and Balkh	1387	New	4.000						4.000	0.0	4.000		Core	MoCI / ANSA
	AFG/ 08015 01	Custom Modernization Phase-II	1387	New	10.000						10.000	10.0	0.000	WB	Core	MoF
	AFG/ 06294 01	verified Payroll Plan	1386	Carry Forward	0.641						0.641	0.6	0.000	AFG	Core	MoF
	AFG/ 05979 02	Financial Management Consultants	1386	Carry Forward	3.800						3.800	3.8	0.000	WB	Core	MoF
	AFG/ 05723 01	Construction, Repairing and reform of Mustofiats in provinces {(Construction: Kabul, Logar, Punjshir, Nooristan, Dai Kundi, Parwan, Hirat, Ghor, Bayman, Kunar, Laghman, Helmand and Sari Pul), (Repairing:	1386	Carry Forward	2.391						2.391	2.4	0.000	AFG	Core	MoF

S/ N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require ment US\$ Million)	Total Fund ing US\$ Millio n)	Gap (US\$ Millio n)	Major Dono rs	Core/ Extern al	Responsibl e Agency
			Star t	End	1387	1388	1389	1390	1391	1392+						
		Samangan, Zabul, Urozgan, Nemroz, Faryab, Wardak and Kandahar))														
	AFG/ 08026 01	Construction of custom buildings and equipments (Construction of Laboratory buildings, Construction of custom ware house in Aqina and construction of Hiratan custom and boundary wall for Hiratan Custom house)	1387	New	3.800	2.40					6.200	0.0	6.200		Core	MoF
	AFG/ 08029 01	Work Permit for foreigners	1387	New	0.100						0.100	0.0	0.100		Core	MoF
	AFG/ 08025 01	Establishment of task force for the improvement of privatization	1387	New	0.120						0.120	0.0	0.120		Core	MoF/MoCI
	AFG/ 08012 01	Construction of Residential Building for Mastofies in 16 provinces	1387	New	0.800						0.800	0.0	0.800		Core	MoF
External Development Budget																
	AFG/ 0741101	Small and Medium Enterprise Development	1386		13.30						13.300	13.3	0.000	USAI D	Externa l	MoCI

S/ N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require ment US\$ Million)	Total Fund ing US\$ Millio n)	Gap (US\$ Millio n)	Major Dono rs	Core/ Extern al	Responsibl e Agency
			Star t	End	1387	1388	1389	1390	1391	1392+						
	AFG/ 0816601	Integrating Women into Markets	138 6		0.99						0.990	1.2	-0.170	CAN	Externa l	MoCI
	AFG/ 0826901	Regional Opportunity Zone	138 7		5.00						5.000	5.0	0.000	USAID	Externa l	MoCI
	AFG/ 0827201	New WTO Accession and Trade	138 7		5.00						5.000	5.0	0.000	USAID	Externa l	MoCI
	AFG/ 0827301	Nat's Program Support in Af/NPSO/RTI	138 7		3.84						3.840	3.8	0.000	USAID	Externa l	MoCI
	AFG/ 0831401	Technical Assistance to private Sector	138 7		4.04	4.04	4.04				12.124	12.1	0.000	UK- DFID	Externa l	MoCI
	AFG/ 0483501	Land Titling and Economic Restructuring in Afghanistan	138 7		3.00						3.000	3.0	0.000	USAID	Externa l	MoF
	AFG/ 0785001	Construction and Supervision of Torkham Customs Border Post phase ii and Sher Khan Bandar Border Post	138 6		0.63						0.630	0.6	0.000	EC	Externa l	MoF
	AFG/ 0822001	Kabul Procurement Marketplace	138 6		0.29						0.290	0.3	0.000	CAN	Externa l	MoF
	AFG/ 0764501	Construction of Sher Khan Bandar Customs Facilities	138 6		2.21						2.207	2.1	0.157	CAN	Externa l	MoF



S/ N	AFG Budget Ref	Programs / Project title	Project Duration		Breakdown of Requirements (US\$ Millions)						Total Require ment US\$ Million)	Total Fund ing US\$ Millio n)	Gap (US\$ Millio n)	Major Dono rs	Core/ Extern al	Responsibl e Agency
			Star t	End	1387	1388	1389	1390	1391	1392+						
	AFG/ 0764601	Supply of Energy for Sher Khan Bandar Customs Facilities	138 6		0.67						0.672	0.6	0.042	CAN	Externa l	MoF
	AFG/ 0139601	Afghanistan Information Management Services (AIMS) : Support to Capacity Building for Information Management In Afghanistan.	138 6		2.50						2.500	2.5	0.000	USAID	Externa l	CSO
	<b>Total of the Sector</b>				70.51	9.84	4.04				84.40	66.36	18.05			

## ANNEX IV: LIST OF PROVINCIAL DEVELOPMENT PROJECT

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
1	Rehabilitation of Infrastructure and provision of industrial area in Mazar-i-Sharif city	Balkh	Government	1387		
2	Establishment of handicraft and carpet weaving industry centre in Charkonet district (500 beneficiaries).	Balkh	Private Sector	1387		
3	Establishment of carpet-weaving centre in Mazar-i-Sharif.	Balkh	Private Sector	1387		
4	Construction of business services department building in Mazar e Sharif city.	Balkh	Government	1387		
5	Establishment of cold storage for preservation of fruits and dairy in Dehdadi district. (20000m2).	Balkh	Private Sector	1387		
6	Establishment of livestock farm in Mazar e Sharif.	Balkh	Private Sector	1387		
7	Establishment of quality control system for goods.	Balkh	Private Sector/ANSA	1387		
8	Establishment of micro finance banks and provision of long term loans for women.	Balkh	Government	1387		
9	Establishment of agro- processing products factory in industrial park (50% beneficiaries)	Baghlan	Private Sector	1387		
10	Establishment of new sugar factory in industrial park (30%).	Baghlan	Private Sector	1387		
11	Establishment of new cement factory(30%).	Baghlan	Private Sector	1387		
12	Creation of Ghee production factory in industrial park, provincial centre.	Baghlan	Private Sector	1387		
13	Creation and development of handicrafts, centre of the province (20% of provincial population as beneficiaries).	Baghlan	Private Sector	1387		
14	Creation of carton making factory, industrial parks (20% of provincial population as beneficiaries).	Baghlan	Private Sector	1387		
15	Creation of textile factory, industrial parks, (50% of provincial population as beneficiaries).	Baghlan	Private Sector	1387		
16	Creation of skills development centre in the centre of the province.	Baghlan	Private Sector/EDUCATI ON	1387		
17	Creation of markets and marketing for women's handicrafts,	Baghlan	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
	provincial centre.					
18	Creation of Gach factory, industrial parks, provincial centre.	Baghlan	Private Sector	1387		
19	Creation of cold storage and warehouses in the provincial centre (beneficial for almost all central farmers).	Baghlan	Private Sector	1387		
20	Creation of industrial parks in the centre of the province (on 1000 jeribs of land).	Baghlan	Government	1387		
21	Establishment of a Tourism Centre in central Bamyan.	Bamyan	Private Sector	1387		
22	Creation of a centre for the exhibition & sale of handicrafts & gemstones.	Bamyan	Private Sector	1387		
23	Creation of carpet weaving centres in Shibar, Saighan, Yakawlang, Panjab and Waras districts.	Bamyan	Private Sector	1387		
24	Creation of fruit processing factory in Roi Sang village, Kahmard district (9000 beneficiaries) .	Bamyan	Private Sector	1387		
25	Establish of cotton processing factory in Saighan, Yakawlang and Kahmard districts (8000 beneficiaries).	Bamyan	Private Sector	1387		
26	Creation of industrial park in the centre of Bamyan and Shahidan (20000 beneficiaries).	Bamyan	Government	1387		
27	Establish of vocational centres for hand-crafts in Foladi, Shahidan and Sadaat (2000 beneficiaries).	Bamyan	Private Sector	1387		
28	Establish of vocational centre for disabled in the centre of the province and Dasht Essa Khan (15000 beneficiaries)	Bamyan	Private Sector	1387		
29	Establish of vocational centres for improving handicrafts in Panjab district (7000 beneficiaries)	Bamyan	Private Sector	1387		
30	Establishment of vocational training centre in centre of Saighan district.	Bamyan	Private Sector	1387		
31	Establishment of storage for potatoes in Panjab, Shibar and Yakawlang districts.	Bamyan	Private Sector	1387		
32	Establishment of private and commercial banks in provincial centre.	Bamyan	Private Sector	1387		
33	Supporting and equipping of Department of Commerce in the centre of Bamyan.	Bamyan	Government	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
34	Establishment of Carpet weaving centre in Faizabad and all districts. 28 Carpet weaving Kit.	Badakhshan	Private Sector	1387		
35	Establishment of Micro credit for Shop keepers and Business mans. In Faizabad for 5000 beneficiaries.	Badakhshan	Government	1387		
36	Construction of new fruit market with cold storage,	Badakhshan	Private Sector	1387		
37	Establishment of industrial area In Faizabad.	Badakhshan	Government	1387		
38	Establishment of gemstone market in Jurm district.	Badakhshan	Private Sector	1387		
39	Construction of trade service office building	Badakhshan	Government	1387		
40	Construction of custom directorate in centre of province and related districts.	Badakhshan	Government	1387		
41	Construction of border statistic office in all districts.	Badakhshan	Government	1387		
42	Construction of border tradement directorate in Faizabad.	Badakhshan	Private Sector	1387		
43	Establishment of buildings of trade ports In Eshakamish district.	Badakhshan	Private Sector	1387		
44	Construction of commercial service department building in the provincial centre (10 rooms).	Daikundi	Private Sector	1387		
45	Construction of Economic Department building in centre of province (10 rooms and one auditorium).	Daikundi	Private Sector	1387		
46	Construction of cold storage in the provincial centre.	Daikundi	Private Sector	1387		
47	Establishment of Pashtani Bank and Millie Bank branches in the provincial centre (12 rooms).	Daikundi	Private Sector	1387		
48	Establishment of fruit process centre in Kiti district (one centre).	Daikundi	Private Sector	1387		
49	Establishment of fruit and vegetable processing factory in Bandar and Sangtakht district.	Daikundi	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
50	Establishment of handicraft production factory in centre of Shahristan district (70000 beneficiaries).	Daikundi	Private Sector	1387		
51	Establishment of fruit processing factory in Gizab district (85000 beneficiaries).	Daikundi	Private Sector	1387		
52	Establishment of dairy processing factory in Khidir district. (75000 beneficiaries).	Daikundi	Private Sector	1387		
53	Establishment of fruit processing factory in centre of Kijran. (65000 beneficiaries)	Daikundi	Private Sector	1387		
54	Construction of dry fruits processing factory in Pashtonkot district.	Faryab	Private Sector	1387		
55	Construction skin factory in centre of Dawlat abad.	Faryab	Private Sector	1387		
56	Construction of vegetable oil factory in Khawja Sabzposh.	Faryab	Private Sector	1387		
57	Establishment of carpet weaving factory in Qaisar District.	Faryab	Private Sector	1387		
58	Establishment of dairy product factory in Shirin Tagab district.	Faryab	Private Sector	1387		
59	Establishment of short carpet weaving factory in Garziwan district.	Faryab	Private Sector	1387		
60	Establishment of wool weaving factory in Andkhoi district.	Faryab	Private Sector	1387		
61	Establishment of leather processing factory in Qarmqol district (One factory)	Faryab	Private Sector	1387		
62	Establishment of Trade service directorate in centre of Faryab province in Maimana city.	Faryab	Government	1387		
63	Establishment of Marble factory in Almar district.	Faryab	Private Sector	1387		
64	Establishment of handicraft industrial as, Carpet weaving	Faryab	Private Sector	1387		
65	Construction of Carpet weaving centre. In all centres of districts.	Jawozjan	Private Sector	1387		
66	Establishment of Carpet washing cutting and shaking factory with complete equipment. In centre of Shibirghan.	Jawozjan	Private Sector	1387		
67	Establishment of Carpet washing cutting and shaking factory in centre of Shibirghan 140000 beneficiaries	Jawozjan	Private Sector	1387		
68	Establishment of industrial area in Sheberghan (500 jiribs land 7000 beneficiaries).	Jawozjan	Government	1387		
69	Establishment of carpet weaving workshops in industrial area with	Jawozjan	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
	investors on 5 jiribs of land 7000 beneficiaries).					
70	Establishment of soft drink & fruit juice factory in Sheberghan (10 jiribs of land 10000 beneficiaries/).	Jawozjan	Private Sector	1387		
71	Establishment of tomato process factory.	Jawozjan	Private Sector	1387		
72	Establishment of Skin & Karakul Process factory (20 jirib land Sheberghan 2100 beneficiaries)	Jawozjan	Private Sector	1387		
73	Establishment of vegetable, ghee oil, soap processing factory (10 jirib land beneficiaries 1400 Cheghche	Jawozjan	Private Sector	1387		
74	Establishment of wholesale store for food stuff (2 jiribs land 90000 beneficiaries Sheberghan).	Jawozjan	Private Sector	1387		
75	Rehabilitation of textile (Nasaji) factory in Jabul Seraj (3500 families as beneficiaries)	Parwan	Private Sector	1387		
76	Establishment of dairy factory from animal husbandry products.	Parwan	Private Sector	1387		
77	Rehabilitation of the raisons processing factory in Khwaja Saieran Bala (10000 individuals as beneficiaries)	Parwan	Private Sector	1387		
78	Creation of a plastic sandals factory in industrial parks (20,000 beneficiaries).	Parwan	Private Sector	1387		
79	Creation of hand-craft projects, carpet weaving, tailoring centres in the centre of districts (5,000 beneficiaries).	Parwan	Private Sector	1387		
80	Identification of land for tradement centre. (industrial area)	Parwan	Private Sector	1387		
81	Construction fo Economic department directorate in centre of province.	Parwan	Government	1387		
82	Establishment of cold storage for protection of Vegetable and fruit products in all districts of Parwan province.	Parwan	Private Sector	1387		
83	Establishment of honey products factory in Sinjed Dara and Totom Dara area. 2 factories	Parwan	Private Sector	1387		
84	Establishment of Fishing farms in Jabulsaraj and Sayad area. Two farms.	Parwan	Private Sector	1387		
85	Construction of vocational training central building in centre of province.	Panjshir	Private Sector/Education	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
86	Establishment of large carpet weaving centre in Rukha District (about 60000 beneficiaries).	Panjshir	Private Sector	1387		
87	Establishment of industrial area in centre of province.	Panjshir	Government	1387		
88	Establishment of industrial and business centre in Khinj district.	Panjshir	Private Sector	1387		
89	Establishment of wool weaving factory in Parian village.	Panjshir	Private Sector	1387		
90	Establishment of fruit market in centre of province (one market)	Panjshir	Private Sector	1387		
91	Establishment of storage for fruit and vegetable in Dara district. (One store)	Panjshir	Private Sector	1387		
92	Establishment of industrial and weaving centre in Paryan district. (10 centres)	Panjshir	Private Sector	1387		
93	Establishment of export development Bank in center of province	Panjshir	Private Sector	1387		
94	Establishment of 4 carpet weaving workshops in Nawor District (20000 beneficiaries)	Ghazni	Private Sector	1387		
95	Dairy products factory (Ghazni centre, 50,000 beneficiaries)	Ghazni	Private Sector	1387		
96	Establishment of three cold storage for fruit and vegetable in centre of province 5000 beneficiaries	Ghazni	Private Sector	1387		
97	Distribution of land for industrial parks in centre of Ghazni province	Ghazni	Private Sector	1387		
98	Fruit processing factory provincial level 15000 beneficiaries	Ghazni	Private Sector	1387		
99	Wool processing, provincial level 25000 beneficiaries	Ghazni	Private Sector	1387		
100	Construction of leather factory provincial level 10000 beneficiaries.	Ghazni	Private Sector	1387		
101	Loans for Kuchi families (25000 as beneficiaries)	Ghazni	Private Sector	1387		
102	Construction of Cold Storage in Qara Bagh district (25000 beneficiaries).	Ghazni	Private Sector	1387		
103	Establish of wool processing factory Malistan district (20000 beneficiaries)	Ghazni	Private Sector	1387		
104	Establishment of saffron process project in Pashton Zarghon district.	Hirat	Private Sector	1387		
105	Establishment of carpet weaving project in centre and districts (400 units in 15 districts).	Hirat	Private Sector	1387		



S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
106	Establishment of dairy product project in Adraskan district.	Hirat	Private Sector	1387		
107	Installation of laboratory centre for food analysis in Islam Qala and Torghondi borders (2 centres).	Hirat	Private Sector/ANSA	1387		
108	Construction of silky cotton production factory in Zinda Jan district.	Hirat	Private Sector	1387		
109	Establishment of skin production factory in Shindand district.	Hirat	Private Sector	1387		
110	Construction of cold storage for agricultural production in Gozara district.	Hirat	Private Sector	1387		
111	Construction of agricultural production market in Kashik Rabat Sangee district.	Hirat	Private Sector	1387		
112	Establishment of depreciation cooperative in Oba district.	Hirat	Private Sector	1387		
113	Establishment of vocational complex in Injil district.	Hirat	Private Sector	1387		
114	Provision of loans program in the entire province (200000 beneficiaries)	Takhar	Private Sector	1387		
115	Fruit processing factories in all districts (100000 beneficiaries)	Takhar	Private Sector	1387		
116	Cotton processing factory and ghee production in all districts (1000000 beneficiaries)	Takhar	Private Sector	1387		
117	Establishment of carpet weaving and tailoring centres throughout the province (20,000 beneficiaries).	Takhar	Private Sector	1387		
118	Creation of an agro-processing factory in the centre of the province (10,000 beneficiaries).	Takhar	Private Sector	1387		
119	Vegetable processing factory in the centre of the province (70,000 beneficiaries).	Takhar	Private Sector	1387		
120	Establishment of animal husbandry farm at the provincial level (50,000 beneficiaries).	Takhar	Private Sector	1387		
121	Establishing of fruit processing factory and cold storage.	Takhar	Private Sector	1387		
122	Establishment of fish-farm in the centre of Takhar province (23,000 beneficiaries).	Takhar	Private Sector	1387		
123	Establishment of fruit processing factory and cold storage in the centre of the province (160,000 beneficiaries).	Takhar	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
124	Construction of the Commerce & Industry Committee in Medan Shar on (15 jiribs, 20 rooms with large hall)	Wardak	Government	1387		
125	Construction of a building for the export of fruit in Medan Shar & other districts on (5 jiribs, 17 rooms, with hall).	Wardak	MoCI	1387		
126	Construction of a juice, & jam processing factory.	Wardak	Private Sector	1387		
127	Creation of an industrial park at Dashte Toop, Said Abad district (40 jiribs land).	Wardak	Government	1387		
128	Creation of carpet weaving industry in central Behsood district -1 (5 jiribs land, one large hall).	Wardak	Private Sector	1387		
129	Establishment of a dry fruit processing factory in Daimerdad (15 jiribs land , 10 rooms).	Wardak	Private Sector	1387		
130	Creation & improvement of beehive farms in Narkh district (15 jiribs ,10 rooms).	Wardak	Private Sector	1387		
131	Creation & improvement of the fisheries business in Behsood district -1 (5 jiribs land).	Wardak	Private Sector	1387		
132	Construction of a cotton weaving factory in Behsood district 2.	Wardak	Private Sector	1387		
133	Creation of a market for fruit and construction of cold stores in Medan Shar (5 jiribs land).	Wardak	Private Sector	1387		
134	Creation of productive projects like husbandry & credit in the centre of Behsood , (800 beneficiaries).	Wardak	Private Sector	1387		
135	Establishment of an industrial park of carpet weaving, 12 km east of Jalalabad city (100 jiribs of land, 100,000 men and women).	Nangarhar	Private Sector	1387		
136	Establishment of an industrial park for the manufacturing of plastic, ghee soap etc (12 km east of Jalalabad city, 300 hectare land, for 40,000 men and women)	Nangarhar	Private Sector	1387		
137	Construction of cold storage for fruit & vegetables in all districts of the Nangahar, 22 cold stores needed.	Nangarhar	Private Sector	1387		
138	Reconstruction of the sugar factory of Jalalabad on 176 jiribs land, for all people of the province.	Nangarhar	Private Sector	1387		
139	Construction of a factory for marble & precious stones in the district	Nangarhar	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
	of Achin & Sherzad (20 jiribs land for the 400,000).					
140	No interest credit for the disabled in the districts of Kama, Goshta, Achin, Speen Ghar & Ghanikhail.	Nangarhar	Private Sector	1387		
141	Establishment of a stone & wood (carpentry) factory in Pachir Wa Agam, & Chaparhar (20 jiribs land, 240,000 beneficiaries).	Nangarhar	Private Sector	1387		
142	Construction of a business market for the women of Jalalabad City (15 jiribs land (200,000 beneficiaries).	Nangarhar	Private Sector	1387		
143	Establishment of a vocational training centre in all districts of this province.	Nangarhar	Private Sector/ <b>EDUCATI ON</b>	1387		
144	Construction of a paper & matches factory in Jalalabad city (10 jiribs of land, 20,000 beneficiaries).	Nangarhar	Private Sector	1387		
145	Interest free short & long term credit / loans for investment (80,000beneficiaries) .	Paktika	Private Sector	1387		
146	Establishment of an ICT Centre (for computer training ) in Sharana city.	Paktika	Private Sector	1387		
147	Establishment of a carpentry factory in Urgon City (5000 beneficiaries).	Paktika	Private Sector	1387		
148	Exploration & drilling for oil and mining (for precious stones) from Gomal district.	Paktika	Private Sector	1387		
149	Establishment of a handicrafts factory for women.	Paktika	Private Sector	1387		
150	Creation of an industrial park in Sharana city.	Paktika	Government	1387		
151	Construction of a marble factory in Sharana city.	Paktika	Private Sector	1387		
152	Mining of marble in Muta Khan district.	Paktika	Private Sector	1387		
153	Exploration & drilling for oil and mining in Jani Khil district.	Paktika	Private Sector	1387		
154	Mining of marble and other stone in Spin Sak area, Sharana district.	Paktika	Private Sector	1387		
155	Procurement of machine for processing dairy products and cold storage in Mir Bacha Kot districts	Kabul	Private Sector	1387		
156	Procurement of fruit and vegetable processing machines in Charasyab (Dasht Saqawa)	Kabul	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
157	Creation of market for animal products in Kabul.	Kabul	Private Sector	1387		
158	Construction of cold storage units in Khwaja Musafer, Baghman district.	Kabul	Private Sector	1387		
159	Construction of a pickle factory in the centre of Estalef district.	Kabul	Private Sector	1387		
160	Construction of a fruit market in Tangi Tara Khil, Tara Khil district.	Kabul	Private Sector	1387		
161	Creation of a fish farm for disabled people and returnees in Chahar Asyab district.	Kabul	Private Sector	1387		
162	Creation of a mineral water factory in Shakar Dara (135,000 beneficiaries).	Kabul	Private Sector	1387		
163	Establishment of a carpet weaving factory in Khaki Jabar district (720 beneficiaries).	Kabul	Private Sector	1387		
164	Establishment of a vocational training centre for women in centre of Bagrami district (1000 beneficiaries).	Kabul	Private Sector	1387		
165	Creation of carpet weaving factory in Char Dara district (6000 beneficiaries).	Kundoz	Private Sector	1387		
166	Creation of tomato-paste production factory, in the centre of the city (36000 beneficiaries).	Kundoz	Private Sector	1387		
167	Creation of chemical fertilizer production factory in Khan Aabad district (150000 beneficiaries).	Kundoz	Private Sector	1387		
168	Creation of cotton and skin processing factory, in the centre of the city (150000 as beneficiaries).	Kundoz	Private Sector	1387		
169	Creation of paper making factory, in Imam Sahib district.	Kundoz	Private Sector	1387		
170	Creation of rice processing factory in Qala-i-Zal district.	Kundoz	Private Sector	1387		
171	Creation of industrial parks, distribution of land from municipality of Samangan, (50,000 beneficiaries).	Samangan	Government	1387		
172	Creation of industries (e.g., pressure cooker) and handicraft and loans (50,000 beneficiaries).	Samangan	Private Sector	1387		
173	Creation of animal husbandry farm in order to provide meat and milk, in Dara-i-Suf Payen district (200,000 beneficiaries).	Samangan	Private Sector	1387		
174	Creation of dairy processing factory in the provincial centre (50,000 beneficiaries).	Samangan	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
	beneficiaries).					
175	Creation of packing factory for fruit and nuts and cold storage in the centre of the province.(500,000 beneficiaries).	Samangan	Private Sector	1387		
176	Creation of fish-farm in the centre of Khuram-o-Sarbagh district, (10,000 beneficiaries).	Samangan	Private Sector	1387		
177	Creation of jam, sauce and tomato paste making factory in centre of Hazrat-i-Sultan district (120,000 beneficiaries).	Samangan	Private Sector	1387		
178	Creation of market for processed animal skin and wool, in the provincial centre (20,000 beneficiaries).	Samangan	Private Sector	1387		
179	Conducting of vocational training courses of carpet weaving and making juice, jam and sauce, in the centre, all districts (20,000 beneficiaries).	Samangan	Private Sector	1387		
180	Creation of carpet weaving factory in the centre of Dara-i-Suf Bala, (60,000 beneficiaries)	Samangan	Private Sector	1387		
181	Establishment of a tailoring, weaving and handicraft industry centre for women in Mahmood Raqi.	Kapisa	Private Sector	1387		
182	Establishment of cold storage for vegetable and fruits in Mahmud Raqi.	Kapisa	Private Sector	1387		
183	Establishment of a vegetable oil factory in the centre of Kapisa.	Kapisa	Private Sector	1387		
184	Establishment of fruit and dairy process centre in Mahmodraqi and Deahbali.(2 centres)	Kapisa	Private Sector	1387		
185	Construction of handicraft industries centre in districts (7 centres).	Kapisa	Private Sector	1387		
186	Construction of marble factory in Kohband district (one factory)	Kapisa	Private Sector	1387		
187	Establishment of beverage production centre (2 centres) in Nijrab and Kapisa).	Kapisa	Private Sector	1387		
188	Establishment of Bee keeping for honey processing farm in Nijrab and centre of Kapisa..	Kapisa	Private Sector	1387		
189	Construction of business market in Mahmood Raqi district	Kapisa	Private Sector	1388		
190	Establishment of Business centre in the centre of province second part of Kohistan (5000m2).	Kapisa	Government			

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
191	Construction of town and business centres for 10000 families in centre of districts	Kapisa	Private Sector			
192	Establishment of handicraft industrial factories in Jawand district. (10 centres).	Badghis	Private Sector	1387		
193	Establishment of handicraft industrial factories in Qadis (10 centres).	Badghis	Private Sector	1387		
194	Protection of pistachio forest and other forest by government	Badghis	Private Sector	1387		
195	Opening of Tor Shikh border for joint trade	Badghis	Private Sector	1387		
196	Distribution of loan for development of live stock. In Morghab district for 5000 families.	Badghis	Private Sector	1387		
197	Distribution of loan for development of live stock for nomads (Kochies).	Badghis	Private Sector	1387		
198	Distribution of loan for development of live stock.( Maqar district for 3000 families).	Badghis	Private Sector	1387		
199	Establishment of new city (Shahrak) for immigrants and returnees in provincial centre	Badghis	Private Sector	1387		
200	Distribution of shelter for refugees and returnees in all districts	Badghis	Private Sector	1387		
201	Establishment of new city (Shahrak) for 1000 families of martyrs, disabled and widows	Badghis	Private Sector	1387		
202	Distribution of long term interest free loans for vulnerable people in the centre and districts	Badghis	Private Sector	1387		
203	Establishment of industrial handicraft centres in the provincial centre and districts.	Badghis	Private Sector	1387		
204	Distribution of 10000 tents for kuchis in the kuchi residential area	Badghis	Private Sector	1387		
205	Purchasing of land for construction of kindergarten	Badghis	MoLSAMD	1387		
206	Construction of Commercial Affairs Directorate in the provincial centre.	Sari pul	Private Sector	1387		
207	Establishment of animal skin processing factory in the centre of the province (20000 beneficiaries)	Sari pul	Private Sector	1387		
208	Construction of Dabaghi factory, centre of the province (10,000 beneficiaries).	Sari pul	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
209	Establishment of branches of the commercial and private banks in the centre of the province and districts	Sari pul	Private Sector	1387		
210	Construction of 2 cold stores in Arghandab & Panjwai districts (50000 beneficiaries).	Kandahar	Private Sector	1387		
211	Establishment of a fruit processing factory in Zairi district (1000 beneficiaries).	Kandahar	Private Sector	1387		
212	Arrangement of 5 agricultural awareness & training centres in Dand (4000 beneficiaries)	Kandahar	Private Sector	1387		
213	Construction the factory for the preparing of jam, ketchup, juice etc. in Kandahar province.(10,000 beneficiaries).	Kandahar	Private Sector	1387		
214	Construction of a factory for the drying of grapes & other fruits, in Dand (5000 beneficiaries).	Kandahar	Private Sector	1387		
215	Provision of credit for various machinery in the provincial centre (10000 beneficiaries).	Kandahar	Private Sector	1387		
216	Creation of a handicraft market (50000 beneficiaries).	Kandahar	Private Sector	1387		
217	Providing credit in Kandahar & Maiwand. (50000 beneficiaries).	Kandahar	Private Sector	1387		
218	Provision of credit without interest to disabled people in Kandahar (2000 families).	Kandahar	Private Sector	1387		
219	Provision of livestock to kuchis and other husbandry farmers in Shawali Kot & Registan (for 10000 families).	Kandahar	Private Sector	1387		
220	Establishment of a factory to process & improve milk products, Charkh district, (4 jiribs land, 10,000 families).	Logar	Private Sector	1387		
221	Construction of a fresh fruit market with cold storage in Pul Alam on 50 jiribs land , 1200 beneficiaries.	Logar	Private Sector	1387		
222	Creation of a business market in Kharwar district (5 jiribs 60,000 beneficiaries)	Logar	Private Sector	1387		
223	Construction of a cold store in Mohammad Agha district, (5 jiribs land 10,000 beneficiaries).	Logar	Private Sector	1387		
224	Construction of a business market in Khoshi district. (5 jiribs, 20,000 beneficiaries).	Logar	Private Sector	1387		



S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
225	Construction of an administration section in the Directorate of Oil & Gas	Logar	Private Sector	1387		
226	Construction of a fruit market & a cold store for fruit & vegetables in Azra district, Baraki Barak and Charkh.	Logar	Private Sector	1387		
227	Establishment of a technical & vocational training centre for carpet making for kuchis and others in Pul-e-Alam city	Logar	Private Sector	1387		
228	Establishment of business and technical training centres in 17 districts of Mohammad Agha & Pul-e-Alam	Logar	Government	1387		
229	Construction of a carpentry & marble factory in Koza Chatra district, Azra. (3000 people).	Logar	Private Sector	1387		
230	Establishment of wool weaving factory (200 beneficiaries).	Laghman	Private Sector	1387		
231	Construction of trade centre for trading facilities	Laghman	Private Sector	1387		
232	Establishment of cold storage for ICE	Laghman	Private Sector	1387		
233	Establishment of a vegetable oil factory in the provincial centre	Laghman	Private Sector	1387		
234	Establishment of an animal skin processing factory in the provincial centre & 1 branch in each district	Laghman	Private Sector	1387		
235	Establishment of handicraft centres in centre & districts.	Laghman	Private Sector	1387		
236	Establishment of trading market on 1 jirib land (beneficiaries 30% of the people of Laghman).	Laghman	Private Sector	1387		
237	Establishment of carpentry factory on 10 jiribs land.	Laghman	Private Sector	1387		
238	Establishment of paper factory on 9 jiribs of land (beneficiaries 39% of the people of Laghman).	Laghman	Private Sector	1387		
239	Construction of cold storage in center of province	Laghman	Private Sector	1387		
240	Construction of an animal and fruit products market in the Chopan district centre, beneficiaries 80,000 person.	Zabul	Private Sector	1387		
241	Establishment of a vocational training centre in Roghani & Supidar districts Shenki, (4 centres).	Zabul	Private Sector	1387		
242	Establishment of a wool processing factory in Shajoi district (80,000).	Zabul	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
243	Establishment of a business market in Atghar district centre	Zabul	Private Sector	1387		
244	Establishment of a business market in central Khak Afghan district. (45,000).	Zabul	Private Sector	1387		
245	Coal mine in Shamalzai district centre (55 villages).	Zabul	Private Sector	1387		
246	Establishment of a business market in Loorgi, Ahmed Qala, Nobahar district centre (3 markets 20,000 beneficiaries).	Zabul	Private Sector	1387		
247	Establishment of a dry fruit/nut processing factory for almonds, pistachios, raisins, Qalat city (500 beneficiaries).	Zabul	Private Sector	1387		
248	Establishment of a vocational training centre (for tailoring, gardening) in the refugees town of Zabul province (10 centres, 1000 beneficiaries).	Zabul	Private Sector	1387		
249	Provision of credit for Kuchi people in the province	Zabul	Private Sector	1387		
250	Establishment of Dry Fruit Processing Factory in Chora District Beneficiaries 20000	Urozgan	Private Sector	1387		
251	Establishment of Wool weaving Factory in Khas Urozgan Beneficiaries 50000	Urozgan	Private Sector	1387		
252	Establishment of Cold Storage for Fruit in Dehrawood District beneficiaries 70000	Urozgan	Private Sector	1387		
253	Establishment of Carpet weaving Plant and Tailoring Centres for Women in Tarin Kot Beneficiaries 1400 Women	Urozgan	Private Sector	1387		
254	Construction of Treading Market in Tarin Kot Beneficiaries 300000	Urozgan	Private Sector	1387		
255	Establishment of Poultry Farm in Char Cheno District Beneficiaries 50000	Urozgan	Private Sector	1387		
256	Establishment of Dairy Process Factory in Tarin Kot Beneficiaries 80000	Urozgan	Private Sector	1387		
257	Establishment of Market For the Dairy Production Market in Gizab District Beneficiaries 30000	Urozgan	Private Sector	1387		
258	Establishment of Handy Craft Centres for Ladies in Centre of the Province	Urozgan	Private Sector	1387		
259	Establishment of Charity Box For Disabilities in Tarin Kot	Urozgan	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
260	Establishment of handicraft industries e.g. carpet weaving in provincial centre and Tolaksaghar, Sharakdolaina, Tewera Pasaband. 100000 beneficiaries.	Ghor	Private Sector	1387		
261	Establishment of dairy processing factory in centre of province. 40000 beneficiaries.	Ghor	Private Sector	1387		
262	Establishment of soap and washing powder production factory in centre of Lalsarjangan district. 80000 beneficiaries.	Ghor	Private Sector	1387		
263	Establishment of industrial area in Chighchiran. 140000 beneficiaries.	Ghor	Private Sector	1387		
264	Establishment of business centre, provincial centre. 350000 beneficiaries.	Ghor	Government	1387		
265	Establishment of beverage factory in Lalsar Jangal. 80000 beneficiaries.	Ghor	Private Sector	1387		
266	Construction of fruit market in Chighchiran, centre of Ghor province.	Ghor	Private Sector	1387		
267	Construction of Department of Economy in Chighchiran..	Ghor	Government	1387		
268	Rehabilitation of fuel storage in Chighchiran (300000 litres of fuel).	Ghor	Private Sector	1387		
269	Establishment of textile factory in provincial centre (500 beneficiaries).	Farah	Private Sector	1387		
270	Small business loans for women for tailoring, carpet weaving and husbandry (beneficiaries 47256, USD 7200 per woman).	Farah	Private Sector	1387		
271	Small loans for men to start small businesses as shopkeepers, carpentry, mechanics, (USD 47256 )	Farah	Private Sector	1387		
272	4. Construction of cold storage in each district (600 beneficiaries).Why this number?	Farah	Private Sector	1387		
273	Small loan for Kuchis (3000 beneficiaries).	Farah	Private Sector	1387		
274	Establishment of vocational courses in carpentry, metalwork etc (2,640 beneficiaries).	Farah	Private Sector	1387		
275	Establishment of vocational centres in tailoring and carpet weaving for women in the centre & districts.	Farah	Private Sector	1387		
276	Construction of business markets (1000 m (3000 beneficiaries)	Farah	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
	1000m2 Where					
277	Establishment of cold storage & slaughterhouse (150m, provincial centre).	Farah	Private Sector	1387		
278	Enhance the investment of and guarantee their investments, in Gang district.	Nimroz	Private Sector	1387		
279	. Enhance the investment in poultry farms, Agriculture and livestock.	Nimroz	Private Sector	1387		
280	Creation of an industrial park in the centre of the province.	Nimroz	Government	1387		
281	Rehabilitation of Zaranj trade boarder in the centre of the province.	Nimroz	Private Sector	1387		
282	Establishment of 5 female handicrafts markets in the in centre of districts (100000) beneficiaries	Nimroz	Private Sector	1387		
283	Establishing of an office for Private Sector in Khash district	Nimroz	Private Sector	1387		
284	Construction of a marble factory in Waigul district (10 rooms, 100 beneficiaries).	Noristan	Private Sector	1387		
285	Construction of a dry fruit processing factory, in Mandol district (10 rooms, 400 beneficiaries).	Noristan	Private Sector	1387		
286	Construction of a fruit market in Noorgram district centre (20 rooms, 200 beneficiaries).	Noristan	Private Sector	1387		
287	Construction of a wood & carpentry factory in Bargmatal district and Shegal (10 rooms each, 200 beneficiaries).	Noristan	Private Sector	1387		
288	Construction of a market for precious stones & minerals in Doawab district centre.	Noristan	Private Sector	1387		
289	Construction of a wood & carpentry factory in central Kamdish , (20 rooms, 1000 beneficiaries).	Noristan	Private Sector	1387		
290	Construction of a fruit market in Wama district.	Noristan	Private Sector	1387		
291	Construction of the revenue department in all districts of the province (4 rooms each).	Noristan	Government	1387		
292	Construction of the Directorate of the Economy in Paroon provincial centre (8 rooms).	Noristan	Government	1387		
293	Construction of the carpet & wool weaving factory in Paroon	Noristan	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
	centre of Nooristan.					
294	Construction of road from Nawa District to Lashkarghah city to convey vegetable Production to the Market	Hilmand	Private Sector/MAIL	1387		
295	Establishment of dairy product process factory in centre of province	Hilmand	Private Sector	1387		
296	Establishment of wool weaving factory (Beneficiaries 10% of province)	Hilmand	Private Sector	1387		
297	Construction of road from Cha-e-Anjer District to Lashkarghah then joined to heart high way to convey vegetable Production to the Market	Hilmand	MRRD/MAIL	1387		
298	Establishment of cold storage for meat in centre & 14 districts (beneficiaries 20% of province)	Hilmand	Private Sector	1387		
299	Animals Skin process factory in centre of (Beneficiaries 10% of province).	Hilmand	Private Sector	1387		
300	Activate cooperative (beneficiaries 12% of province).	Hilmand	Private Sector	1387		
301	Activation of electricity in industrial Park in centre Beneficiaries 15% People of the Province	Hilmand	Private Sector	1387		
302	Establishment of wool processing factory in centre	Hilmand	Private Sector	1387		
303	Activation of electricity and creation of Factories in All Districts	Hilmand	Private Sector	1387		
304	Construction of cold storage for fruit and vegetables in centre of Khost province (50000 beneficiaries (10 cold stores).	Khost	Private Sector	1387		
305	Establishment of artificial limb workshops and courses (50 courses).	Khost	Private Sector	1387		
306	Provision of loans for Kuchis (10,000,000 AFA)	Khost	Private Sector	1387		
307	Construction of cold storage for Agriculture products in provincial centre (20 stores)	Khost	Private Sector	1387		
308	Establishment of industrial area in centre of province (100,000 beneficiaries).	Khost	Government	1387		
309	Establishment of carpet weaving factory in Mandozai district (10 factories).	Khost	Private Sector	1387		
310	Establishment of olive oil processing factory in Zazi Maidan district (60000 beneficiaries).	Khost	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
				Start	End	
311	Construction of business market in Nadirshahkot ( 60000 beneficiaries).	Khost	Private Sector	1387		
312	Establishment of two livestock farms in Yaqobi. (200 sheep).	Khost	Private Sector	1387		
313	Establishment of dry fruit processing factory in centre of Khost province. Two factories (100000 beneficiaries).	Khost	Private Sector	1387		
314	Establishment of Vocational training Centres for youths Beneficiaries 5000	Kunar	Private Sector	1387		
315	Establishment of carpet weaving work shops in the centre of Kunar (1000 beneficiaries).	Kunar	Private Sector	1387		
316	Establishment of woodwork factory in centre (1000 beneficiaries).	Kunar	Private Sector	1387		
317	Establishment of marble factory (1000 beneficiaries).	Kunar	Private Sector	1387		
318	Vocational Programs for women at provincial level.	Kunar	Private Sector	1387		
319	Interest free loans for people of this province (3000 beneficiaries).	Kunar	Private Sector	1387		
320	Establishment of fruit processing factory (20000 beneficiaries).	Kunar	Private Sector	1387		
321	Establishment of plastic factory (centre, In centre beneficiaries unemployed people	Kunar	Private Sector	1387		
322	find out the Market for handicraft industries 10000 beneficiaries	Kunar	Private Sector	1387		
323	Establishment of paper factory (12000 beneficiaries).	Kunar	Private Sector	1387		
324	Establishment of a vocational training centre for carpet weaving in the of refugees town in Gardiz, Zurmat and Said Karam by Ministry of Commerce.	Paktia	Private Sector	1387		
325	Provide short & long term credit loans, Said Karam district, by Ministry of Commerce. (500 families as beneficiaries).	Paktia	Private Sector	1387		
326	Construction & maintenance of the vocational training centre in all districts by Ministry of Commerce.	Paktia	Private Sector	1387		
327	Construction and preparation of the technical training centre for the unemployed of Paktia province by Ministry of Commerce.	Paktia	Private Sector	1387		
328	Extraction of coal, chromate and other precious minerals from the mountains in various areas of the province.	Paktia	Private Sector	1387		

S/No	Project Name	Province	Responsible Agency	Project Duration		Funding USD (Million)
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329	Creation of a committee of technical scholars to investigate the location & presence of oil in the province.	Paktia	Private Sector	1387		
330	Construction of a hydropower system in Darekhill Waza Zadran.	Paktia	Private Sector	1387		
331	Coal mining in Zurmat district beneficiaries for all people of the province.	Paktia	Private Sector	1387		
332	Establishment of program to provide credit loans to invest for the people of Zurmat district	Paktia	Private Sector	1387		
333	Construction of a cotton & carpet weaving factory.	Paktia	Private Sector	1387		
334	Creation of handicraft center and will be beneficial for 100 families.	Kabul Urban	Private Sector	1387		
335	Creation of a center for selling of handicrafts in 3 <sup>rd</sup> district and it will be beneficial for 80 persons.	Kabul Urban	Private Sector	1387		
336	Creation of market for vegetables.	Kabul Urban	Private Sector	1387		
337	Establish of a factory for small industries.	Kabul Urban	Private Sector	1387		
338	Creation of cold storages in 14 <sup>th</sup> district.	Kabul Urban	Private Sector	1387		
339	Creation of a center for selling dairy and animal products.	Kabul Urban	Private Sector	1387		
340	Establish of a dairy processing factory in 18 <sup>th</sup> district of Kabul.	Kabul Urban	Private Sector	1387		
341	Creation of market for selling of Kuchies (nomad) products.	Kabul Urban	Private Sector	1387		
342	Construction of a Slater house in Pul-i-Charkhi.	Kabul Urban	Private Sector	1387		
343	Creation of carpet weaving factory.	Kabul Urban	Private Sector	1387		



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Afghanistan National Development Strategy (ANDS)  
1387 – 1391 (2028/09 – 2012/13)

This Five year National Development Strategy Focuses on Security, Governance, Economic Growth and Poverty Reduction. The Document is divided into five volumes. Volume I: Main Document – details the vision, Goals, Policies, Macroeconomic, poverty profile, aid Effectiveness, Implementation and Monitoring Frameworks; Volume II: Security and Governance Pillars – details Security, justice, Rule of Law, human Rights, public Administration reform and Religious Affairs; Volume III: Social and Economic Development Pillar – Infrastructure and Natural Resources Sub-Pillar, details Energy, Transport, Water Resource management, Information and Communication Technology, Urban Development and Mining Sectors; Volume IV: Social and Economic Development Pillar – details Health and Nutrition, Education, Culture, Media & Youth, Agriculture and Rural Development, Social protection, Refugees, & Internally Displaced arsons, and Economic Governance & Private Sector Development Sectors; Volume V: Cross-Cutting Issues – details Capacity Building, Gender, Counter Narcotics, Regional Cooperation, Anti Corruption and Environment.



Islamic Republic of Afghanistan  
Afghanistan National Development Strategy Secretariat  
Qasre Gulkhana, Sedarat Compound  
Kabul, Afghanistan