

The A to Z Guide

to Afghanistan Assistance



2nd Edition, August 2003

Afghanistan Research and Evaluation Unit

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Preface

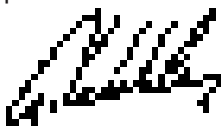
This is the second edition of *The A to Z Guide to Afghanistan Assistance*. Our first edition was brought out one year ago at a time of great change in Afghanistan. At that time, coordination mechanisms and aid processes were changing so fast that old hands and new arrivals alike were sometimes overwhelmed by the multiplicity of acronyms and references to structures and entities that had been recently created, abolished or re-named.

Eighteen months after the fall of the Taliban and the signing of the Bonn Agreement, there are still rapid new developments, a growing complexity to the reconstruction effort and to planning processes and, of course, new acronyms!

Our aim therefore remains to provide a guide to the terms, structures, mechanisms and coordinating bodies critical to the Afghanistan relief and reconstruction effort to help ensure a shared vocabulary and common understanding of the forces at play. We've also included maps and a contact directory to make navigating the assistance community easier. This 2nd edition also includes a section called "Resources," containing information on such things as media organisations, security information, and Afghanistan-related web sites. Another new addition is a guide to the Afghan government. As the objective of so many assistance agencies is to support and strengthen government institutions, we felt that understanding how the Afghan government is structured is important to working in the current environment. We hope you find these new additions useful.

We may have overlooked certain entries, and inevitably some of the facts will have already changed by the time we go to print. For this reason, we intend for this guide to remain a "live document." Resources permitting, AREU intends to update *The A to Z Guide* periodically in printed form and on a more regular basis on the AREU web site at www.areu.org.pk. We therefore encourage you to contact AREU with any additions, corrections and suggestions. Please send all comments to areu.org.pk.

Finally, AREU would like to thank the governments of Sweden and Switzerland and the United Nations Assistance Mission in Afghanistan (UNAMA) for the support that has made publications like this *A to Z Guide* possible.



Andrew Wilder
Director
Afghanistan Research and Evaluation Unit (AREU)
August 2003

About the Afghanistan Research and Evaluation Unit (AREU)

The Afghanistan Research and Evaluation Unit (AREU) is an independent research institution that conducts and facilitates quality, action-oriented research and analysis to inform policy, improve practice and increase the impact of humanitarian and development programmes in Afghanistan. It was established by the assistance community working in Afghanistan and has a management board with representation from donors, UN agencies and NGOs.

Fundamental to the AREU's purpose is the belief that its work should make a difference in the lives of Afghans. The AREU is the only policy and development research centre headquartered in Afghanistan. This unique vantage point allows the organisation to both produce valuable research and ensure that its findings become integrated into the process of change taking place on the ground.

The AREU believes that one of the most critical issues confronting assistance activities in Afghanistan is the lack of reliable data and analysis to inform policy and programming. Consequently, policy makers and practitioners are often forced to base their work on untested assumptions, often with significant negative consequences for the quality of assistance activities in Afghanistan. As part of the effort to address this critical issue in Afghanistan, AREU's core activities are to:

- conduct and facilitate action-oriented research, analysis and strategic level evaluations on issues of relevance to humanitarian and development work;
- facilitate and create space for reflection, discussion and debate;
- inform policy and improve practice through information dissemination and advocacy strategies; and
- contribute to building research capacity in Afghanistan.

In the past year, the AREU has published issues papers on health, strategic coordination, refugee return, livelihoods and land tenure, and is conducting ongoing research programmes on urban and rural livelihoods, land distribution, policy and law, justice and rule-of-law reform, refugees and economic migration and sub-national government administration.

The AREU also maintains a web site (www.areu.org.pk), a resource library and will be publishing a research newsletter to help the assistance community access current and historical research on Afghanistan.

Funding for the AREU is provided by the European Commission (EC) and the governments of Sweden and Switzerland. Funding for this second edition of The A to Z Guide is from the governments of Sweden, Switzerland and the United Nations Assistance Mission in Afghanistan (UNAMA). The European Commission Humanitarian Aid Office (ECHO) funded the first edition.

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GLOSSARY

Note: All **Bold** terms appear in the glossary.

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Glossary Contents

6+2 Contact Group	DAD (see AACA)	OEF
AACA	DDR	PCP (see SFA)
ACBAR	DSRSG (see UNAMA)	Preliminary Needs
ACSF	Emergency Loya Jirga	Assessment for Recovery
ADF	FO	and Reconstruction 2002-
AETF	Friends of Afghanistan	2006
AG (see CG)	(see 6 + 2 Group)	Programme Groups (see
Afghanistan High-Level		CG)
Strategic Forum (see ADF)	Group of 21 (see 6 + 2	Programme Secretariats
Afghanistan Trust Fund (see	Contact Group)	(see CG)
ANA)	Habastige Millie (see NSP)	
AIA (see ATA)	IARCSC	Programme Working
AIAF (see ARTF)	IG (see ADF)	Groups (see CG)
AIHRC	ISAF	Public Administration
AMAC (see MAPA)	ITAP (see TAPA)	Reform (see ICARCS)
ANA	JCB (see ISAF)	RCB (see SFA)
ANBP	Joint FAO/WFP Crop and	RCO (see FO)
ANCB	Food Supply Assessment	Sector Needs Assessments
ANSO	(see NSS)	Comprehensive Needs
AO (see FO)	JRT (see CJCMOTF)	Assessments (see
APB (see SFA)	Judicial Reform Commission	Preliminary Needs
ARTF	Livelihoods Based Food	Assessment)
ASG (see ADF)	Security and Nutritional	SFA
ATA	Surveillance System (see	SRSG (see UNAMA)
AWN	NSS)	SSR
Bonn Agreement	LOTFA	SWABAC
Bonn Conference (see Bonn	MAPA	Thematic Groups (see SFA)
Agreement)	MACA (see MAPA)	TISA (see ATA)
CAP (see TAPA)	MDDU (see ANBP)	TAPA
CENTCOM (see OEF)	Millie Paiwastoon (see NSP)	TISA (see ATA)
Civil Service Commission	NADBP	Tokyo Conference on
(see IARCSC)	National Elections (2004)	Consolidation of Peace in
CG	NDB (see NDF)	Afghanistan (see DDR)
CIMIC	NDF	Tokyo Ministerial Meeting
CJCMOTF	NEEP	ARSG (see Tokyo
CJTF 180 (see OEF)	NGO Legislation	Ministerial Meeting)
Coalition (see OEF)	NGO Code of Conduct (see	TSS
Constitutional Commission	NGO Legislation)	UNAMA
Constitutional Drafting	NRVA (see NSS)	UNOCHA (see UNAMA)
Commission	NSP	UNSMA (see UNAMA)
Constitutional Loya Jirga	NSS	VAM (see NSS)
CWA (see NSS)	PRT (see CJCMOTF)	

6 + 2 Contact Group

**Friends of Afghanistan
Group of 21**

The **6 + 2 Contact Group** is composed of Afghanistan's immediate neighbors (Pakistan, China, Tajikistan, Uzbekistan, Turkmenistan and Iran) plus Russia and the US, and meets from time to time to promote dialogue on the peaceful settlement of the conflict in Afghanistan. The group was created by the UN during the Taliban's rule, on the recommendation of the then **Special Representative of the Secretary-General (SRSG)** Lakhdar Brahimi, who subsequently called for its disbanding in 2001 due to a lack of results.

The meetings are still held from time to time, and are still presided over by the SRSG. One of the most recent meetings produced the Good Neighbourly Relations Agreement (albeit without the active participation of the US or Russia), where participants recognised the sovereignty of Afghanistan and committed to non-interference in the internal affairs of Afghanistan.

The **Group of 21** (also known as the **Friends of Afghanistan**) consists of some donors plus some of Afghanistan's more distant neighbours, such as Kazakhstan and Turkey. The group met for the first time in a few years in November 2001 in order to develop a plan for bringing together the Afghan factions to come up with a political roadmap for Afghanistan and to discuss peacekeeping issues after the fall of the Taliban.

AACA – Afghan Assistance Coordination Authority

DAD — Donor Assistance Database

The **Afghan Assistance Coordination Authority (AACA)** is a public body formed by decree of the President of the **Afghanistan Interim Authority (AIA)** - now the **Afghanistan Transitional Authority (ATA)** - on 1 April 2002. It was established both to encourage donor and international organisations to contribute to the reconstruction of Afghanistan, and to channel these resources towards national programmes. The AACA oversees implementation of the **National Development Framework (NDF)**; a strategy document that identified and prioritised these national programmes.

The AACA is governed by a board that consists of a chairman; the ministers of Finance, Foreign Affairs, Planning and Reconstruction; the head of the Central Bank; and several eminent individuals from the private, non-governmental sectors. The AACA is overseen by the Office of the Director, which has the primary responsibility with the Ministry of Finance (MoF) for facilitating the **National Development Budget (NDB)** process. As of July 2003, Mr. Malik Mortaza has been appointed as the Acting Director of the AACA. Mr. Mortaza has replaced Dr. Ashraf Ghani Ahmadzai, who was appointed as Director of the AACA in April 2002, and retained this position following his appointment as Minister of Finance (MoF) by President Karzai at the **Emergency Loya Jirga** two months later.

The AACA has an aid coordination unit that is responsible for supporting line ministries to communicate reconstruction priorities, coordinate aid and implement the NDB; mobilise resources and liaise between government and the assistance community. The unit, which is supported by UNDP, also maintains the government's **donor assistance database (DAD)**,¹ which tracks donor support within and outside of the national budget. The AACA also contains a public information unit and departments for strengthening management, procurement and information technology. AACA also acts as secretariat to the Coordination Committee of the Cabinet.

Though the AACA still maintains an important role in coordinating government-donor relations, it is intended as a transitional structure whose functions are to be transferred to appropriate government ministries as the government builds greater capacity. Its support for the **consultative group (CG)** process, within which the budget was formulated, was followed by the organisation of the **Afghanistan Development Forum (ADF)** and the **Afghanistan High Level Strategic Forum**, chaired by the Minister of Finance and which mobilised resources necessary for the government to implement its national budget.

¹ This can be accessed at www.af/dad.

ACBAR – Agency Coordinating Body for Afghanistan Relief

The **Agency Coordinating Body for Afghanistan Relief (ACBAR)** is an NGO coordination body that facilitates coordination among NGOs, and acts as a conduit for information between the UN, national and international NGOs, donors and the **Afghanistan Transitional Administration (ATA)**.

ACBAR was created in 1988 by NGOs as a response to the need for improved coordination, transparency and accountability among NGOs in Afghanistan, and among those working with Afghan refugees in Pakistan. ACBAR has a membership of more than 90 international and national NGOs. Membership is by application only and is open to non-governmental, non-profit organisations. Other membership criteria include a commitment to coordination and information-sharing, provision of humanitarian or development assistance to Afghans, proof of donor funding, an external audit, a minimum budget, registration with relevant authorities and endorsement by other NGOs.

ACBAR holds general NGO coordination meetings, which are also open to non-members, every two weeks in Kabul. With the establishment of new mechanisms to facilitate government leadership in the reconstruction process, ACBAR's coordination role has changed significantly, with greater emphasis on advocacy and policy. ACBAR now coordinates and assists in the appointment of NGO representatives to government-led interagency coordination mechanisms.

ACBAR also actively distributes information from and/or for member NGOs. It has publications of its own including a directory of NGO, donor, UN and government offices, and is currently collaborating with the **Afghanistan Information Management Service (AIMS)** in producing and collecting information for a database of NGO activity throughout Afghanistan, called "Who is Doing What Where". ACBAR established the **ACBAR Resource & Information Centre (ARIC)** as an information center. See its website at [www.acbar.org.af](#) for more information. It is currently based in Peshawar, Pakistan but has plans to move its headquarters to Kabul.

ACBAR is promoting greater coordination between NGOs on key advocacy and policy issues. During 2002-2003 for example, ACBAR has been actively involved in efforts to influence the role of the **provincial reconstruction teams (PRTs)** and their implementation. ACBAR has facilitated NGO involvement with the government on the development of a mutually acceptable regulatory framework to govern NGOs in Afghanistan (see **NGO legislation**). ACBAR is often regarded by the assistance community and the government as representing NGO interests, and is viewed as a useful conduit for accessing NGOs as a whole. Typically, donors, government and UN entities invite ACBAR to nominate a certain number of NGOs to attend meetings and report back to the ACBAR membership to ensure continuity and coordination.

The general assembly of the ACBAR membership meets every three months to discuss larger issues of strategy, review activities, and vote in new members. ACBAR also has an elected, 12-member steering committee. The chair of the steering committee is always an Afghan, while the remaining members are split between international and Afghan NGOs. The committee aims to meet monthly in Kabul. ACBAR's working groups in internal affairs, policy/advocacy, government relations, and other external affairs are chaired by a steering committee member who reports back to the steering committee.

ACSF – Afghanistan Civil Society Forum

The **Afghan Civil Society Forum (ACSF)** is an informal network of civil society groups that have come together to provide a platform for dialogue among civil society in Afghanistan, to develop a consolidated voice and to develop a role for civil society in political decision-making processes. It was established at the request of Afghan civil society leaders at the **Afghan Civil Society Conference** held in parallel to the Bonn Conference in Bad Honnef, Germany (29 November - 2 December 2001). The ACSF is administered by the Swisspeace Foundation with financial support from Germany, the Netherlands and Switzerland, as well as various private foundations.

The ACSF recognises many definitions of “civil society”, but agrees that civil society includes those who come together voluntarily to participate in civic affairs for the common good, without consideration for personal gain, and in peace. The network is broad, including about 70 civil society organisations, members of the private sector, youth groups and individuals. It is supported by a 26-member steering committee, governed by a board of directors and guided by a board of trustees composed of internationals and Afghans living abroad.

The ACSF sees that the main difference between itself and other NGO coordinating bodies (including **Agency Coordinating Body for Afghanistan Relief (ACBAR)** and **Afghan NGOs’ Coordinating Bureau (ANCB)**) is its emphasis on the engagement between civil society and government, and its focus on the process of civil society education and interaction among civil society groups. As of July 2003, the ACSF has begun training for the establishment of eight regional offices and twenty four provincial offices has begun.

In May 2003, ACSF launched a large project to educate the Afghan public on the **constitutional reform** process. The project was partly developed based on a survey of groups already working on constitutional reform issues. This exercise pointed to the need for improved outreach to women and diverse ethnic groups, and for greater partnerships between civil society, universities and media groups.

The ACSF also publishes “Jamea-e-Madani”, a monthly newsletter, in English, Dari, Pashtu and other local languages and organises conferences such as the NGO-Government Conference, the Afghan Youth Civil Society Conference, the Workshop on Trade and Private Investment in Afghanistan and the follow up Afghan Civil Society Meeting.

ADF – Afghanistan Development Forum

Afghanistan High-Level Strategic Forum

ASG - Afghanistan Support Group

IG - Implementation Group

The **Afghanistan Development Forum (ADF)**¹ is the primary national-level aid coordination meeting, and is serving as the first formal hearing of the **National Development Budget (NDB)** for the coming fiscal year. The ADF brings together government, bilateral/multilateral donor and UN agencies who assemble to hear ministers present their respective sectoral priorities and annual budgets. The first ADF was held from 13-14 March, 2003 in Kabul.

The ADF was established as part of a process to shift overall responsibility for aid coordination and resource mobilisation from donors to the government. Prior to the ADF, the **Implementation Group (IG)** (formed in early 2002) and the donor-led **Afghanistan Support Group (ASG)** (formed in 1997) played major roles in resource mobilisation. Both have since disbanded officially to enable government leadership during the budget exercise, though the ASG still meets from time to time as several members find value in maintaining a non government-led forum for discussing humanitarian issues and assistance.

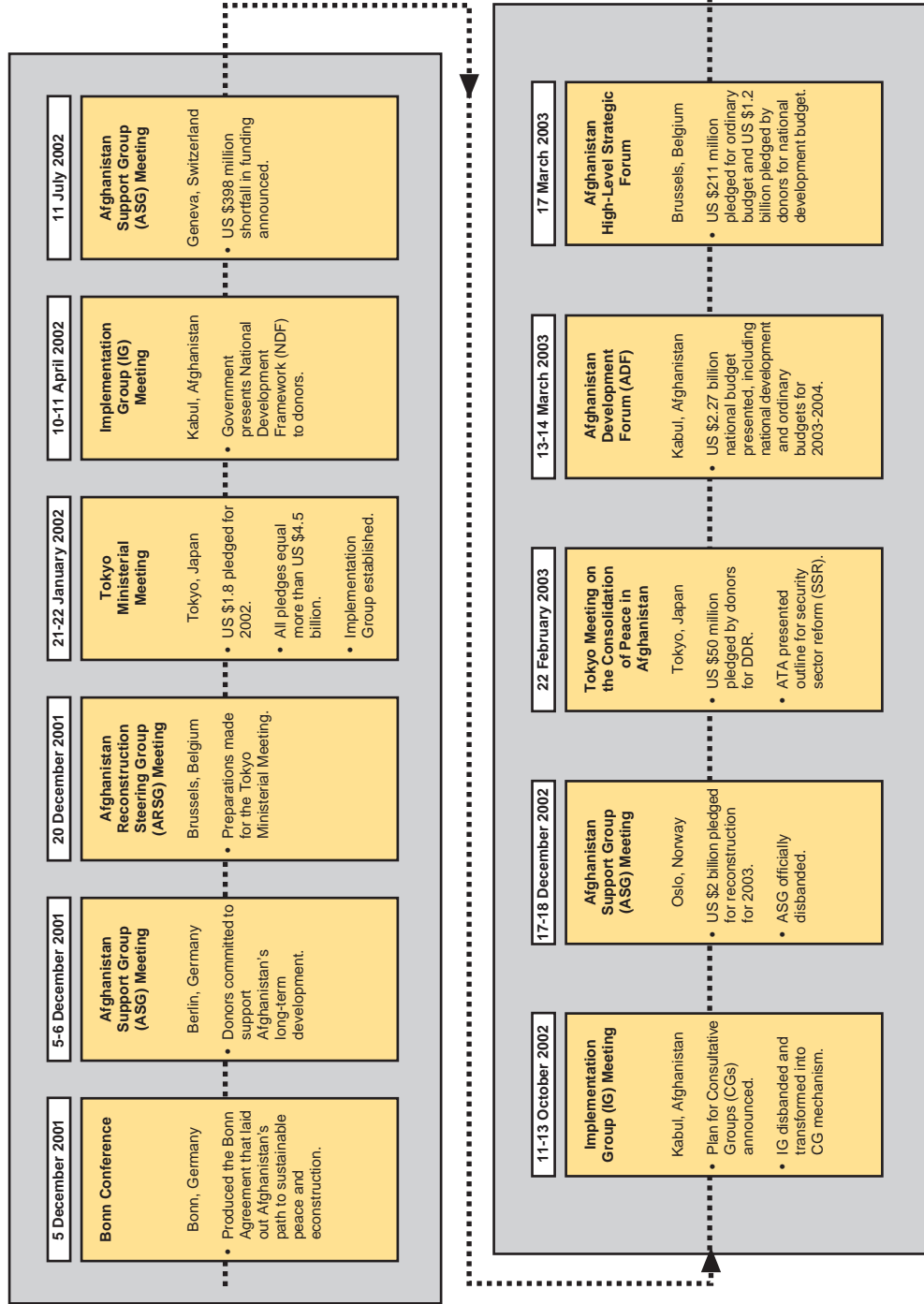
In preparation for the ADF, a **consultative group (CG)** coordination process between government, donors, UN agencies and NGOs was established in late 2002. CGs were supposed to prepare priority programmes on a sectoral basis, track aid flows to support the budget, monitor progress in their programme areas, incorporate “cross-cutting” areas and report to the CG Standing Committee. CGs and their **advisory groups (AGs)** met with varying regularity, but most submitted budget proposals to the CG Standing Committee. Those cleared by the committee were subsequently submitted to and approved by the Cabinet. Only then was the budget presented to the ADF. In the future, the presentation of the budget at the ADF is likely to occur prior to submission of the budget to Cabinet for final approval.

Following the 2003 ADF, the **Afghanistan High-Level Strategic Forum** was held on 17 March 2003 in Brussels, Belgium. The forum was essentially a pledging conference, where the government sought to raise US \$350 million to support the ordinary budget (for recurrent costs) and more than US \$1.7 billion to support the development budget (to support national priority programmes). This was to bridge the gap between its US \$550 million budget and the US \$200 million hoped for in domestic revenue for 2003. In the future, the government expects that the ADF and the Afghanistan High-Level Strategic Forum will be combined.

A mid-term review meeting is to be held in the second half of 2003, and in subsequent years to monitor progress and amend budget appropriations as required.

¹ Information, reports and speeches from the Afghanistan Development Forum and the High Level Strategic Forum held in March are available at www.af.

Major Post-Taliban Aid Coordination Meetings for Afghanistan July 2003



AETF – Afghanistan Emergency Trust Fund

The **Afghanistan Emergency Trust Fund (AETF)** was established by the UN Secretary-General in 1988 to fund activities related to humanitarian and economic assistance programmes in Afghanistan in the period following withdrawal of the Soviet military forces. Currently, AETF funds related to humanitarian (and recovery) coordination are channeled through UNAMA, while funds previously earmarked for the **Mine Action Programme for Afghanistan (MAPA)** are channeled through the **UN Mine Action Service (UNMAS)**.

Until recently, the AETF was originally managed by the UN Office for the Coordination of Humanitarian Assistance for Afghanistan (UNOCHA) for activities related to humanitarian and recovery coordination, quick impact projects, air services and logistics, human rights and mine action. With the establishment of the **Afghan Interim Authority (AIA)** (now the **Afghanistan Transitional Administration (ATA)**) and later **UNAMA** (which concluded the UNOCHA mission) remaining AETF funds were re-distributed through UNAMA and UNMAS.

UNAMA and UNOCHA agreed on priority areas for use of the funds for 2003, including mine action; strengthening local planning and coordination capacities; disaster preparedness and response; humanitarian coordination/advocacy/resource mobilisation; information management; monitoring and analysis; civil-military coordination; support for IDP advisory team; and AETF programme management support. It is anticipated that all qualified assistance actors will be eligible for receipt of funds for project implementation.

Payment of relocation and termination packages for ex-UNOCHA staff is currently being made from the AETF, and a full payment of remaining obligations is underway. It is anticipated that the fund will liquidate all resources in 2003, and is unlikely to be renewed for 2004.

AIHRC - Afghan Independent Human Rights Commission

The establishment of an **Afghan Independent Human Rights Commission (AIHRC)** to undertake “human rights monitoring, investigation of violations of human rights and development of domestic human rights institutions” was called for by the **Bonn Agreement**. The Commission was subsequently set up by the **Afghan Interim Administration (AIA)** in June 2002.

Dr. Sima Samar, former deputy head of the AIA and minister for women’s affairs, chairs the Commission. As one of three independent commissions, (the others being the **Independent Administrative Reforms and Civil Service Commission (IARCSC)** and the **Commission for the Convening of the Emergency Loya Jirga**), the AIHRC is not allowed to have members from any government department. The lead donor to the Commission is Denmark (which co-chairs the Human Rights **Advisory Group**). Other major donors including Norway, Switzerland, the UK, the US, Netherlands and Finland.

The Commission has set up separate units for transitional justice, women’s rights, children’s rights, human rights education and monitoring and investigation and seeks to:

- strengthen the capacity of the Commission to investigate human rights, receive and process complaints, manage a database, and establish satellite regional offices;
- organise a nationwide debate on options for transitional justice (i.e. ways to address past human rights abuses and promote national reconciliation);
- design and implement a programme of human rights education
- promote the human rights of women; and
- promote the human rights of children.

During the spring of 2003, the AIHRC inaugurated satellite offices in Herat, Bamyan, Mazar-e-Sharif, Jalabad, Gardez, Kandahar and Badakhshan. UNAMA provides administrative and financial support and direct technical assistance to these offices where possible, as part of a joint UNDP/UNAMA project with the UN Office of the High Commissioner for Human Rights (OHCHR). At the headquarters level, UNAMA has also been providing technical support to the AIHRC through a senior human rights advisor who reports to the **Special Representative of the Secretary General (SRSG)**.

The AIHRC has been actively involved in convening the Human Rights Advisory Group, composed of UN agencies, donor countries and NGOs. As part of the **Consultative Group (CG)** process, the group drafted benchmarks for assessing progress on the integration of human rights standards in government programmes and projects and assisting government to implement measures for the protection and promotion of human rights. The group remains active as of June 2003.

The Commission faces a number of challenges, including the weak reach of the central government, general lack of rule of law, sensitivity in government about addressing past human rights violations and continued security threats.

ANA — Afghan National Army

Afghanistan Trust Fund

The **Afghan National Army (ANA)**, once fully established, will be the national security force for defending the interests of Afghanistan, especially from foreign interference. More immediately, the ANA will be used to help ensure security, disarmament, and enforcement of the law. The Deputy Defense Minister for Afghanistan, General Atiqullah Baryalai, is heading the commission for the creation and rehabilitation of the ANA. The US is providing the bulk of the financial and technical support for its establishment.

The **Bonn Agreement**, that provides the broad framework for the creation of the ANA, states: “upon the official transfer of power, all *mujahidin*, Afghan armed forces and armed groups in the country shall come under the command and control of the Interim Authority, and be reorganised according to the requirements of the new Afghan security and armed forces.”

In order to be eligible for the ANA, recruits must be nominated by the MoD and successfully complete the training programme being run by French and US military advisors at the Kabul Military Training Center (KMTC). Of the estimated 200,000 armed men in Afghanistan, and the 100,000 that will go through the government’s **disarmament, demobilisation and reintegration (DDR)** programme, only some will be eligible for training. As of June 2003, 6,500 personnel have been trained, of which 4,500 of these are on active duty as part of a central military division in Kabul. The government plans to have trained 70,000 troops for the ANA by 2010. ANA soldiers can serve no more than four years.

The establishment of the ANA is one of the key components of the government’s **security sector reform (SSR)** package, including the reform of the Ministry of Defense (MoD), which is a prerequisite to both establishment and training of the ANA.

The **Afghanistan Trust Fund** was established by the UN as a mechanism for donors to contribute to establishment of the ANA, including infrastructure rehabilitation, provision of salaries and costs associated with training and non-lethal equipment. As of this writing US \$2.7 million has been committed for the ANA through the trust fund, which is managed by UNAMA.

ANBP - Afghanistan New Beginnings Programme

MDDUs - Mobile Disarmament and Demobilisation Units

The Afghanistan New Beginnings Programme (ANBP) is a new three-year programme for the voluntary **disarmament, demobilisation, and reintegration (DDR)** of 100,000 soldiers. The ANBP was announced in February 2003 at the **Tokyo Conference on Consolidation of Peace in Afghanistan** as part of the **Afghanistan Transitional Administration's (ATA)** package for **security sector reform (SSR)**.

The ANBP is overseen by the Ministry of Defense (MoD) in Kabul, with overall support from the **UN Assistance Mission in Afghanistan (UNAMA)** and UN Development Programme (UNDP), which is the implementing agency. Major financial support comes from Japan. Other aspects of the security sector reform – such as the formation of the **Afghanistan National Army (ANA)**, reform of the ministries of defense and interior, and judicial reform – will impact on the success of the ANBP.

As per presidential decree, a pilot phase of the ANBP targeting 1,000 combatants was to begin on July 1st, 2003. However, due to delays in MoD reform, the launch of the programme has been postponed until at least late July. It will begin with the deployment of **Mobile Disarmament and Demobilisation Units (MDDUs)** which will travel around Kunduz, Gardez, Bamyán, Mazar-e-Sharif, Kandahar and Kabul, identifying eligible participants for the programme and disarming and demobilising them. The programme will have regional offices in each of the pilot MDDU deployment areas, as well as in Parwan, Jalalabad and Herat.

Only those combatants in MoD-recognised military units are eligible for disarmament. This excludes the police, factional armed groups (militias) and *mujahidin*. Participants receive a severance package including payment and food, and will be offered one of two tracks in exchange: integration into the **Afghanistan National Army (ANA)** or reintegration into civilian life.

The first track – which will only be available to those who meet yet-to-be-established criteria – requires disarmed ex-combatants to enroll in the Afghanistan Military Training Center (AMTC) to receive the necessary training for joining the ANA. The second provides participants with the option of pursuing short term labor-intensive work; vocational training and teacher training; apprenticeships; literacy and education opportunities; de-mining; access to micro-credit; or agricultural and agro-business. The programme is working with the line ministries and NGOs and identifying their capacities to undertake these reintegration efforts.

The ANA is supposed to be providing security for the DDR process. In order to prevent people who are not participating in the ANBP programme from receiving its benefits and threatening the process, identity cards, linked to a variety of information on the participant will be issued and must be carried for the length of enrollment in the programme. This information will be held in a central database for extraction by regional offices and will determine eligibility for reintegration.

ANCB - Afghan NGOs' Coordination Bureau

The **Afghan NGOs Coordination Bureau (ANCB)** aims to coordinate activities among Afghan NGOs, promote their capacity, and represent their interests to government authorities and the international assistance community. The ANCB has a membership of more than 230 NGOs and operates three offices: a head office in Kabul, and two sub-offices in Peshawar and Jalalabad.

The ANCB was founded in 1991, two years after the establishment of the **Agency Coordinating Body for Afghan Relief (ACBAR)**, to address the specific needs of Afghan NGOs including the difficulty some smaller NGOs have in meeting ACBAR's membership criteria. The capacity building mandate of ANCB aims to address this issue.

ANCB membership is decided by members. In order to be a member, the NGO must have qualified staff, government registration, a bank account, a board of directors and at least one donor-funded project. ANCB members are expected to pay a membership fee, which is the main source of funding for the Bureau. ANCB members meet quarterly at general assembly meetings to review updates on ANCB activities and to vote on new applications for membership. ANCB has a board of directors that meets regularly to oversee ANCB activities.

In terms of coordination, ANCB holds sectoral meetings among its membership, as needed. Some sectors meet monthly. Activities include training courses in management, accounting, planning, English, computer skills and report writing for NGOs. ANCB also facilitates the formation of consortiums among its members for UN agencies. In a weekly newsletter for Afghan NGOs, ANCB distributes relevant information from the donor and the NGO community to its local members in hard copy and by email. In June 2003, it launched @NCB Online, an Internet café where ANCB offers Internet training for its members.

ANCB is a member of the International Council of Voluntary Agencies (ICVA) based in Geneva. ANCB is also a focal point for the Asian region for the World Civil Society Forum and is actively involved in the organisation of the **Afghan Civil Society Forum (ACSF)**.

ANSO – Afghan NGO Security Organisation

The **Afghan NGO Security Organisation (ANSO)** provides free security information and services for the NGO community in Afghanistan. It is the only security coordinating body in the country that focuses on the needs of NGOs. It was formed by InterAction, an international NGO network, in February 2003. Most of its financial support comes from the European Commission Humanitarian Aid Office (ECHO).

ANSO is administered by the International Rescue Committee (IRC), and holds regular security meetings at **Agency Coordinating Body for Afghanistan Relief (ACBAR)** office in Kabul.

ANSO's services include weekly security updates, alerts and advisories; organisational and personal security advice; a communications network (warden system); security representation on behalf of NGOs to national and international security agencies; surveys of sites and areas of operation; regional and countrywide communications; security and post-incident investigations and analysis of incidents; training, and other related services required by the NGO community. It also coordinates countrywide NGO movement and convoys. The advice of ANSO is also sought by the **International Security Assistance Force (ISAF)** and the **Coalition forces**, for security issues regarding NGO operations.

ANSO is headquartered in Kabul. As of March 2003, it has opened offices in the following regions: central (Kabul), north (Mazar), west (Herat), east (Jalalabad) and south (Kandahar). Offices are staffed by people with experience in the military, police and international organisations.

ARTF – Afghanistan Reconstruction Trust Fund

AIAF - Afghanistan Interim Authority Fund

The **Afghanistan Reconstruction Trust Fund (ARTF)** is a funding mechanism for financing “recurrent” - non-project - costs in Afghanistan. Established in April 2002, the ARTF is now one of the government’s preferred methods for multilateral funding (second only to direct transfer of funds directly to the central government). For the 2002 fiscal year, about US \$200 million (out of US \$370 million in commitments) was transferred from the ARTF to the **Afghan Interim Administration (AIA)** and the **Afghanistan Transitional Administration (ATA)**. However, in 2002, these funds went primarily to pay salaries of civil servants.

The ATA sees the ARTF as a tool for ensuring transparency and accountability, building support for the national budget and helping government to implement its national priority programmes. It has allowed donors to fund the government through a single channel. The ARTF is administered by the World Bank, which is also a member of its management committee along with representatives from the Asian Development Bank (ADB), the Islamic Development Bank (IsDB), and UNDP.

The ARTF prioritises support in the following areas (with 2003 costs):

- *Running Costs*: includes operational costs conservatively estimated at US \$200 million for salaries, non-project technical assistance, maintenance, and other recurrent costs)
- *Investment and Programme Component*: includes costs for studies and priority investment activities outlined in the **National Development Budget (NDB)** estimated at US \$400 million. This includes the UNDP’s funding for police salaries prior to the establishment of the **Law and Order Trust Fund for Afghanistan (LOTFA)**
- *Afghan Expatriates Fund*: to include funding for reconstruction by Afghan expatriates and for training if a lead ministry is identified to manage it

The ARTF is also funding the establishment of a **Feasibility Studies Facility** within the Ministry of Finance (MoF), which as of June 2003, is not yet fully operational. It will assist ministries to conduct high-quality project planning.

Despite appeals, there is a US \$437 million gap between the 2003-2004 funding request (US \$600 million) and the amount committed thus far (US \$163 million). Only two countries have made commitments beyond fiscal year 2003, though more than 20 countries have contributed to the Fund.

For fiscal year 2003, the World Bank plans to shift its focus from payment of salaries to investments, in line with the approach laid out to promote private sector development as per the ATA’s **National Development Framework (NDF)** and the WB’s **Transitional Support Strategy (TSS)**. How the recurrent costs of civil servant salary payments will be paid remains unsettled.

Prior to the establishment of the ARTF, the **Afghanistan Interim Authority Fund (AIAF)** was the main mechanism for meeting the financial needs of the AIA during its six-month existence. This included civil service salary payments, repairs of government ministry offices, provision of basic equipment and support costs for the **Emergency Loya Jirga Commission** as well as some preparatory work for the establishment of the **Civil Service Commission**. Once all planned disbursements were made in July 2002, all remaining non-committed funds were rolled into the ARTF.

ATA - Afghanistan Transitional Administration

ATA Afghanistan transitional Authority

AIA - Afghanistan Interim Authority/Administration

TISA - Transitional Islamic State of Afghanistan

As per the terms of the Bonn Agreement, the **Afghanistan Transitional Administration (ATA)** was established by the **Emergency Loya Jirga** to serve as the government of Afghanistan until a representative Afghan government is elected in June 2004. With the establishment of the ATA, the **Afghanistan Interim Authority (AIA)** was disbanded. The AIA was a temporary governing body chosen at the Bonn Conference and inaugurated on 22 December 2001.

The state of Afghanistan was known as the Islamic State of Afghanistan under the Taliban. At the Emergency Loya Jirga, it was renamed the **Transitional Islamic State of Afghanistan (TISA)**.

The head of the ATA is President Hamid Karzai, who was previously the Chairman of the AIA. He was elected by secret ballot during the Emergency Loya Jirga. After extensive consultations, the Loya Jirga eventually approved Karzai's proposed list of Cabinet members (see list of post-Bonn cabinet members). It was hoped that the Loya Jirga would produce a more representative administration than that of the AIA, yet many of the members remained the same. This led to public perceptions that the new administration is itself not fully representative, and that it has perpetuated local power structures that prevent security issues from being addressed.

In addition to the bodies set up by the **Bonn Agreement**, President Karzai has appointed several *ad hoc* commissions to review and oversee specific pressing issues ranging from security and defense to use of foreign assistance and return of property confiscated from individuals. The ATA is supported by the National Security Council, which is active in the **security sector reform (SSR)** process, and which made an agreement on 20 May 2003 with governors to relinquish all customs to the central authority as required by law. The National Security Council includes the president, all four vice presidents, ministers of finance, the interior, defense (who is also a vice president), foreign affairs and the security advisor (who is also the education minister).

Presiding over a highly decentralised state, the ATA continues to deal with a wide range of challenges to its authority throughout the country.

The ATA is supposed to lead Afghanistan until "a fully representative government can be elected through free and fair elections." These **national elections** are planned for June 2004, and currently government and the UN are trying to determine how to go about holding them.

AWN – Afghan Women’s Network

The **Afghan Women’s Network (AWN)** is a network of women’s NGOs and individuals working for the promotion of Afghan women’s empowerment, rights and equal participation in society. AWN was based in Peshawar in the mid-1990s, but established its first office in Kabul in 2002. The AWN is active in both Pakistan and Afghanistan. The network is composed of 24 NGOs and more than 1,000 individual members.

The idea for the AWN came about when participants at the 1995 UN Fourth World Conference on Women in Beijing, China identified a need for more unity and cooperation among Afghan women in Afghanistan and in the diaspora. The network became a formal structure in 1996, composed of NGOs primarily focused on providing humanitarian assistance, literacy and education, vocational and computer skills for refugee women as well as providing aid for street children.

After the fall of the Taliban, the AWN revised its mission to include the promotion and protection of women’s rights in Afghanistan. It opened its first office in Afghanistan in Kabul in 2002. With the development of the new constitution in Afghanistan, AWN has been active in providing recommendations to the drafting commission to ensure an appropriate balance of international human rights law and Islamic law. AWN is supported by the UN Development Fund for Women (UNIFEM) and donor governments.

The Bonn Agreement

The Bonn Conference

The Bonn Agreement (see Documents section) is a roadmap for the re-establishment of permanent government institutions in Afghanistan. The Agreement also established a timetable for the creation of provisional arrangements until permanent ones could be put in place. The Bonn Agreement was signed on 5 December 2001 by representatives of various Afghan factions (excluding the Taliban) at the conclusion of UN-sponsored **Bonn Conference** talks on Afghanistan. The possibility of a meaningful implementation of the Bonn Agreement resulted from the fall from power of the Taliban authorities and their al-Qaeda allies at the end of 2001.

The Agreement lays out several processes through which power will be exercised and then transferred over time to a fully representative government selected through free and fair elections. It provides for the sovereignty of Afghanistan to reside first in an interim authority, succeeded by a transitional authority, and then ultimately within about two and a half years, by a nationally elected Government of Afghanistan.

As of July 2003, the Bonn Agreement has been generally adhered to. The government and the UN have successfully established all provisional arrangements called for, except for the withdrawal of “military units from Kabul and other urban centers or other areas in which the UN mandated force is deployed” and all armed forces and armed groups in the country coming under the command and control of the Interim Authority. However the remaining period of the Agreement may prove to be the most difficult, requiring the adoption of a new constitution through a consultative process culminating in the **Constitutional Loya Jirga** in October 2003 and **national elections** in June 2004 for a freely and fairly elected head of state and a representative body.

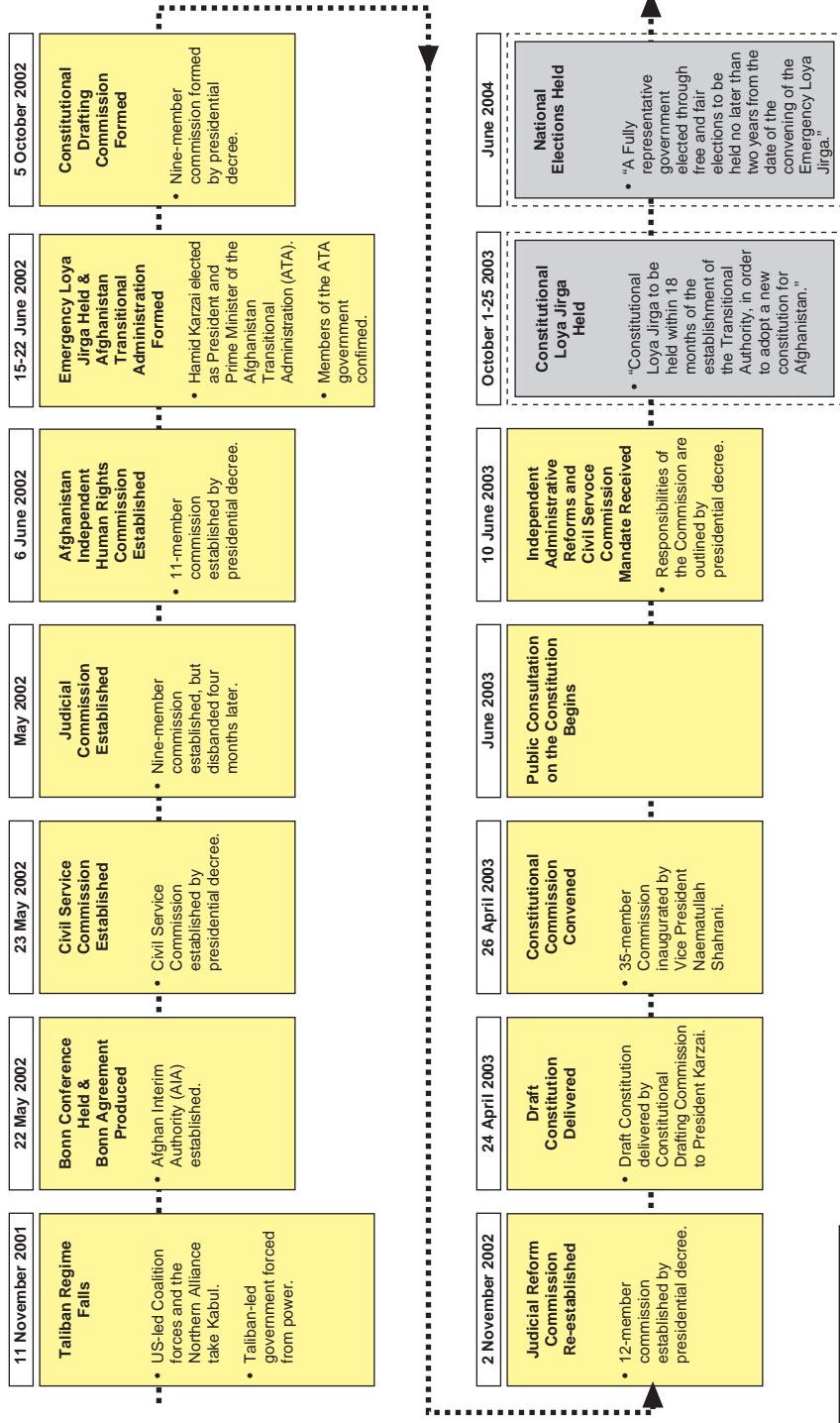
The Secretary-General’s Report of 18 March 2001 summarised the processes of power transfer:

“The implementation period of the Bonn Agreement is envisaged to last for two to three years, and is intended to lead to a full-fledged government, chosen freely by the entire electorate of Afghanistan. The Interim Authority chosen at Bonn is to be succeeded by a Transitional Authority, selected through an emergency loya jirga that is to convene within six months of the establishment of the Interim Authority. The participants in the loya jirga are to be drawn from all segments of society, and the representation of women and all ethnic and religious communities is to be ensured. The Transitional Authority is to lead Afghanistan until a fully representative government can be elected through free and fair elections, which are to be held no later than two years after the date of the convening of the emergency loya jirga. A constitutional loya jirga to ratify a new constitution is to convene within 18 months of the establishment of the Transitional Authority. “

The Bonn Agreement also:

- Appointed a chairman for the AIA and set out the rules for the functioning and composition of its AIA membership;
- Clarified the status of the Afghanistan constitution and all existing laws and regulations;
- Requested the UN Security Council to authorise a UN- mandated force to assist in the maintenance of security for Kabul and its surrounding areas (Annex I); and
- Called for the creation of an independent commission for the convening of an emergency loya jirga (see **Emergency Loya Jirga**); a civil service commission (see **IARCSC**); an independent human rights commission (see **AHRC**); a judicial commission (see **Judicial Reform Commission**) and the Central Bank of Afghanistan.

Political Milestones Outlined by the Bonn Agreement July 2003



CC - Constitutional Commission

Constitutional Drafting Commission Constitutional Loya Jirga

The **Constitutional Commission** is a **Bonn Agreement**-mandated body, established to ensure the successful adoption of a new Afghan constitution. The Bonn Agreement required that its adoption be made by a **Constitutional Loya Jirga**, within 18 months of the establishment of the **Afghanistan Transitional Authority (ATA)**. A **Constitutional Drafting Commission** was formed to prepare an initial draft to be considered in advance of the loya jirga. In selecting the members of commissions, the ATA made efforts to represent the full ethnic, religious, regional and professional diversity of the country, as well as the representation of women.

The development and adoption of the Constitution is being undertaken according to the following phases:

- Drafting (*Tasweed*): to be carried out by the **Constitutional Drafting Commission**, which submitted its draft to President Karzai in March 2003;
- Finalising (*Tadqiq*): to be carried out by the Constitutional Commission which is holding public consultations in all 32 provinces and with Afghan refugees in Iran and Pakistan, and will ensure their reflection in a first draft constitution to be presented to the President by end August 2003, who is to brief the former King; and
- Adoption (*Tasween*): to be carried out by the **Constitutional Loya Jirga** in October 2003.

The nine-member Constitutional Drafting Commission was established on October 5, 2002 by President Karzai, and was Chaired by Vice President Naematullah Shahrani. The King convened the CC to confirm its tasks on November 7, 2002.

The Drafting Commission completed its work in April 2003, handing over its draft report and constitution to the Constitutional Commission under the continued Chairmanship of Vice President Shahrani. The 35-member Constitutional Commission was inaugurated on 26 April 2003 by the Vice President.

It is expected that the Constitutional Loya Jirga will convene in the beginning of October 2003 and will ratify the new constitution by 25 October, at which time it will publish and begin to disseminate the document. Though underway at the time of this writing, the drafting and consultation process is a few months behind schedule. Also, as of June 2003, both the method for electing/selecting delegates for the Constitutional Loya Jirga and the rules for debate and adoption of the constitution itself have yet to be decided.

The process is being supported technically by UNAMA and UNDP through a US \$2.8 million joint project, and by the Asia Foundation through a USAID-grant of several million dollars. A secretariat provides day-to-day administrative, logistical, technical and other support to the three phases and organs of the constitutional process including the deployment of Constitutional Commission members across Afghanistan, Iran and Pakistan to consult on the constitution.

The constitutional process has created considerable debate among Afghan and international actors and scholars. Issues include the public consultation process, the drafting process, the treatment and role of Islam in the constitution, the role of the King in the process and the relationship between central and local government.

The deteriorating security situation in many parts of the country is also impeding efforts to hold public consultations and may impact the convening the Constitutional Loya Jirga itself. It is also anticipated that the time frame for the adoption of the new constitution will be tight, which would also have repercussions for the **national elections** in 2004 given that the legal framework for the elections depends on ratification of the constitution and other laws concerning elections and political parties.

CG - Consultative Groups

Advisory Groups

Programme Secretariats

Programme Working Groups

Programme Groups

Consultative Groups (CGs)¹ have been established by the **AACA** to facilitate substantive interaction between government, donors, UN agencies and NGOs on each of the 15 national programme areas highlighted in the **National Development Framework (NDF)**. This includes 12 national development programmes and three national security programmes.

The CG structure is intended to be the primary mechanism through which the national budget is planned, financed and implemented. The process culminates each year in the presentation of the national budget at what is considered the national CG – the **Afghanistan Development Forum (ADF)**.

The structure of the CG mechanism was first widely discussed at the 14 October 2002 **Implementation Group (IG)** meeting and again at the December 2002 **Afghanistan Support Group (ASG)** meeting. The CGs themselves were responsible for:

- preparing public investment programmes;
- ensuring consistency of recommendations with the NDF;
- tracking of aid flows in support of the budget;
- monitoring progress in programme areas; and
- incorporating “cross-cutting issues” and reporting back to the CG Standing Committee.

Each CG is chaired by a lead ministry with support from CG focal points (often a joint donor/UN agency combination). Membership includes other ministries, donors, the UN, international organisations and NGOs. The groups are to meet on a regular basis, though during the first six months some met infrequently and have disbanded (e.g. the National Police and Law Enforcement and Afghan National Army CGs), while others plan to continue their work throughout the year.

The process is overseen by the CG Standing Committee, which is chaired by the Ministry of Finance (MoF) and supported by a joint secretariat of the AACA and the Netherlands. The Standing Committee includes the Ministries of Finance, Planning, Reconstruction, Foreign Affairs and Rural Rehabilitation and Development. Other ministries are invited to participate depending on the topics covered during meetings of the Standing Committee.

The CGs are supplemented by **Advisory Groups (AGs)**, established to mainstream the “cross-cutting” issues of gender, environment, human rights, humanitarian affairs and

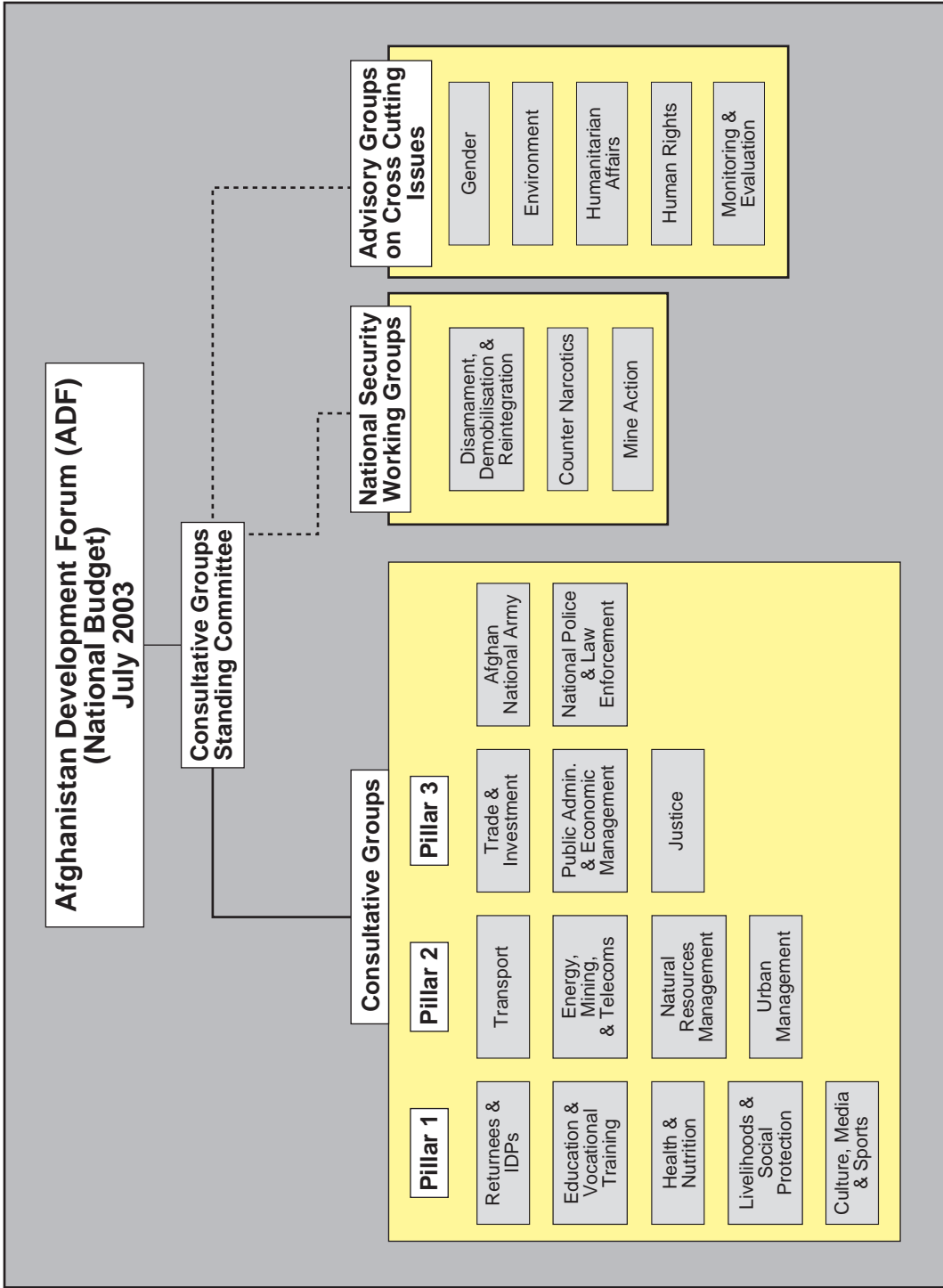
¹ See www.af/aaca/cg_and_adf.html.

monitoring and evaluation within the budget. Cross cutting issues are essentially those found in every other policy and programme area.

The AACA was tasked with providing a “facilitative role” in the CG process, including the preparation of the initial draft proposal presented to the IG and the ASG. With few changes, this served as the blueprint for implementation of the CGs.

Prior to the establishment of the CG mechanism, the ASG, made up of key donors, played an important aid coordination role in Afghanistan. The IG, which was focused on supporting the implementation of national reconstruction plans, emerged from the **Tokyo Ministerial Meeting**.

There is no exact parallel between the old and new structures, which consisted of **Programme Groups, Programme Secretariats** and **Programme Working Groups**. These groups were considered to be generally ineffective and with the establishment of the CG mechanism, both the IG (and the ASG) and their related bodies, were officially disbanded to make way for a process with more government leadership.



CIMIC – Civil Military Cooperation

Civil Military Cooperation (CIMIC) is a generic term, which in the case of Afghanistan, refers to the unit of the **International Security Assistance Force (ISAF)** charged with ensuring positive relations and information exchange between civilians and the military within the city limits of Kabul.

Out of a total of approximately 4,500 ISAF soldiers, approximately 100 of them deal with CIMIC policies and activities on a daily basis. Activities are coordinated by the CIMIC Coordination Centre, which houses 17 teams of CIMIC soldiers of different ranks. Each of the CIMIC teams is composed of four to six men and women, who are assigned to work within a specific area of Kabul. CIMIC teams have members from Finland, Sweden, France, Germany, Norway, Spain and the UK. Funding for CIMIC projects comes from troop – contributing countries and other bilateral donors.

Teams are responsible for:

- *civilian estimates* - undertaking interviews with local populations to compile a profile of the area (e.g. ethnic distribution, education, health, shelter, water, power supply, food distribution, and refugee/internal displaced persons);
- *civilian assessments* - determining possible gaps in humanitarian assistance; identifying potential barriers to carrying out ISAF's mission; and making recommendations to ISAF, potentially including project execution;
- *contact with civilians* - keeping in close contact with civil authorities at all levels, the civilian population and international organisations (IOs) and NGOs; and
- *projects* - Initiating and monitoring CIMIC projects, in collaboration with IOs and NGOs when possible, and alone in cases where the organisations do not have the capacity to undertake the project.

CIMIC also has a radio station that airs music, news and interviews in Dari and Pashtu (see also the Resources section).

CJCMOTF – Coalition Joint Civil-Military Operations Task Force

CHLCs – Coalition Humanitarian Liaison Cells

CJTF – 180 Combined Joint Task Force 180

CMOCs – Civil- Military Operations Cells

CAT-As – Civil Affairs Teams-Alpha

JRTs – Joint Regional Teams

ODA – Operational Detachment - Special Forces

PRTs – Provincial Reconstruction Teams

The **Coalition/Joint Civil-Military Operations Task Force (CJCMOTF)** is the lead unit of the **Coalition** military force charged with facilitating good relations with local authorities and populations, identifying and undertaking civil-military projects and facilitating relief projects in Afghanistan.

As of July 2003, CJCMOTF is headquartered at Bagram Air Field, north of Kabul and is under the command of Major General Vines. CJCMOTF headquarters is shared with its higher command, the Coalition's **Combined Joint Task Force (CJTF) 180**. CJMOTF had been headquartered in Kabul since December 2001. CJMOTF was established in Tampa, Florida to coordinate the Coalition's assistance activities in Afghanistan in October 2001.

The **provincial reconstruction teams (PRTs)** are the largest teams under CJMOTF command. They are units of the US-led Coalition military forces, set up to provide support to the reconstruction effort by addressing the causes of instability in the provinces by extending government outreach and by monitoring and reporting on activities in remote areas. They are supposed to concentrate on reconstruction tasks that others do not have the capacity to undertake, and that will contribute to the government's **security sector reform (SSR)** process.

As of June 2003, three US-led pilot PRTs have been deployed: in Gardez (2 February 2003), Bamyan (1 March 2003) and Kunduz (10 April 2003). In July 2003, the British deployed a PRT in Mazar-e-Sharif. (The US expects to transfer command of the Bamyan PRT to New Zealand in September 2003). The Future potential PRT locations include Jalalabad, Kandahar, Herat and Parwan.

The US-led PRTS have been composed of 60 to 100 people. This includes people from **Civil Military Operations Cells (CMOCs), Civil Affairs Teams-Alpha (CAT-As)** – previously called the **Coalition Humanitarian Liaison Cells (CHLCs)** – **Operational Detachment (ODA – Special Forces)**, USAID and US State Department. The British-led PRT also includes personnel from DfID and its Foreign and Commonwealth Office.

The concept of the PRT was first considered in the summer of 2002 during discussions about shifting from Phase III (combat phase) to Phase IV (reconstruction phase). The idea was later announced and supported by President Karzai in November 2002. The CJCMOTF

had originally dubbed them **Joint Regional Teams (JRTs)**, but the name was changed at President Karzai's request to reflect the governments attempts to move away from the regional administrative bodies formed during the Soviet occupation. This is essentially the new incarnation of the CHLCs and CAT-As, the latter of which still operate around the country.

The annual budget for PRT reconstruction projects is US \$12 million, which has been provided by OHDACA (the US Overseas Humanitarian, Disaster Assistance and Civic Aid of the Department of Defense).

The PRTs have been very controversial. NGOs, through the **Agency Coordinating Body for Afghanistan Relief's (ACBAR)**, have voiced their concerns which include:

- a perceived lack of clarity on the mandate of the PRTs;
- lack of awareness of the ultimate impacts of the engagement;
- potential duplication of humanitarian and reconstruction efforts between PRTs and the assistance community;
- potential confusion in communities on the distinction between military and civilian actors; and
- the Coalition's apparent lack of willingness and capacity to provide adequate security to enable others to undertake their work.

UNAMA has acted as a facilitator between the UN, NGOs and CJCMOTF on the PRT effort. It has maintained that PRTs should focus on government infrastructure projects (e.g. roads, bridges, communications, rehabilitation of government buildings) that others cannot undertake and in remote and insecure areas. More recently, it has promoted a further focus on security, and supporting all aspects of SSR. This includes training the police, support for the establishment of the **Afghan National Army (ANA)** and deployments of police and support for the **disarmament, demobilisation and reintegration (DDR)** process.

UNAMA chairs weekly coordination and information-sharing meetings with CJCMOTF on the implementation of PRTs in Kabul, and monthly regional meetings between NGOs and the PRTs.

For its part, the **Afghanistan Transitional Administration (ATA)** formed a cabinet committee to provide guidance to the PRTs and promote their contribution to national development priorities.

The CJCMOTF claims the PRTs are "evolving and adaptive" and maintains that it is attempting to take into consideration the recommendations of the assistance community.

DDR - Disarmament, Demobilisation and Reintegration

Tokyo Conference on Consolidation of Peace (DDR) in Afghanistan

Disarmament, demobilisation and reintegration (DDR) refers to a process by which ex-combatants give up their arms and reintegrate into civilian life. **The Afghanistan Transitional Administration (ATA)** announced its intention to pursue a national voluntary DDR process at the “**Tokyo Conference on Consolidation of Peace (DDR) in Afghanistan**” on 22 February 2003, as part of a broadly defined **security sector reform (SSR)** package.

The **Bonn Agreement** did not mention DDR explicitly, rather it required that all “*mujahidin*, Afghan armed forces and armed groups to come under control of the Interim Authority.”

At the second Tokyo conference – the first was the **Tokyo Ministerial Meeting** on reconstruction one year earlier - donors pledged US \$50 million for DDR. This includes \$35 million by Japan, US \$10 million by the US, US \$3.5 million by the UK, and US \$2.2 million by Canada. All committed funds are being managed by the UN Development Programme (UNDP) for the implementation of the **Afghanistan New Beginnings Programme (ANBP)**, the government’s primary vehicle for DDR. The programme aims to begin on 1 July, 2003 and to have reintegrated 100,000 ex-combatants by 2006.

The ATA also recently established four DDR-related commissions and the DDR Advisory Committee to promote coordination on DDR efforts between the ATA and the international community.

Emergency Loya Jirga

The loya jirga (Pashtu for grand assembly or council) is a traditional Afghan gathering used to solicit opinion and build consensus on national issues, or to resolve disputes. In the past, loya jirgas have brought together tribal chiefs, intellectuals and religious leaders. Loya jirgas have been considered to be representative of the Afghan population, although traditionally they include far more men than women.

The **Bonn Agreement** calls for two loya jirgas – an **Emergency Loya Jirga** and a **Constitutional Loya Jirga** – to be held during the two – year transition period leading to the establishment of a freely and fairly elected government.

The Emergency Loya Jirga, held from 11-19 June 2002, was set up to “decide on the transitional authority, including a broad-based transitional administration to lead Afghanistan until such time as a fully representative government can be elected through free and fair elections to be held no later than two years from the date of the convening of the Emergency Loya Jirga.” It generally succeeded in its task by electing and swearing in Hamid Karzai (former chairman of the AIA) as president and by approving his cabinet proposals, forming the **Afghanistan Transitional Authority (ATA)**.

The rules and procedures for the Emergency Loya Jirga were determined by a Special Independent Commission for the Convening of the Emergency Loya Jirga (“Loya Jirga Commission”), which also selected some its members. The Emergency Loya Jirga was initially to have seats for 1,501 delegates, of which 160 were guaranteed to women. In actuality, 1,650 delegates showed up, and more than 200 women participated. Of these delegates, 600 were selected by the special commission and 1,051 were elected by a process of local nominations followed by regional secret ballot elections from among the nominees. Of the 600 delegates selected, many were in fact elected by small groups (e.g. university faculties, NGOs, refugee groups) while others were appointed for political reasons.

Concerns around the proceedings and the Emergency Loya Jirga results included the criteria for the selection of delegates; the role of warlords in the new administration; failure to hold a proper vote to choose the structure of government and the Cabinet members; intimidation of delegates; and a perceived lack of transparency throughout the process. According to UNAMA, these issues are being taken into account in the roll-out of the upcoming Constitutional Loya Jirga process to take place in October 2003.

FOs- Field Offices

AOs - Area Offices

RCOs - Regional Coordination Offices

UNAMA's **field offices (FOs)** represent the **Special Representative of the Secretary-General (SRSG)** of the **United Nations Assistance Mission in Afghanistan (UNAMA)** in the field. There are eight regional field offices (Kabul, Jalalabad, Gardez, Kandahar, Herat, Bamyán, Kunduz, Mazar-e-Sharif) and two sub-offices (Maimana and Faizabad). The latter report to Mazar-e-Sharif and Kunduz, respectively.

Each field office is overseen by a head of office and is composed of national and international staff in relief, recovery and reconstruction (RRR), political/civil coordination, and human rights, in addition to administrative and other support units.

The offices are tasked with acting as focal points for the UN by:

- communicating UNAMA's mandate and role;
- carrying out activities as outlined in the Report of the Secretary General of March 2002 (S/2002/278);
- coordinating between the UN, NGOs, other international organisations and local authorities engaged in reconstruction, emergency response, and humanitarian aid;
- providing support for implementation of the Bonn Agreement (elections, the constitutional consultation process, DDR);
- supporting sub-national authorities to participate in policies, strategies, and plans to be adopted by the central government; and
- conducting fact-finding missions and providing mediation in disputes, where needed.

Field offices were called **area offices (AOs)** until late Spring 2003 but were changed to suit the government's preference for eliminating references to regional bodies. Prior to this the offices were called **regional coordination offices (RCOs)**, which organized **provincial** and **regional coordination bodies (PCBs and RCBs)** to facilitate collaboration between the UN, NGOs and local authorities.

IARCSC – Independent Administrative Reforms and Civil Service Commission

Civil Service Commission Public Administration Reform

The **Independent Administrative Reforms and Civil Services Commission (IARCSC)** is one of the five commissions called for by the **Bonn Agreement**. The Agreement required the **Afghan Interim Administration (AIA)** to “establish with the assistance of the UN, an independent Civil Service Commission to provide the Interim Authority and the future Transitional Authority with shortlists of candidates for key posts in the administrative departments, as well as those of governors and uluswals, in order to ensure their competence and integrity.”

A presidential decree announced on 10 June 2003 outlines the following responsibilities for the Commission, subsequently elaborated in the regulation on the functions and activities of the IARCSC:

- appointment of senior civil officials;
- evaluation of proposals by ministries, departments and civilian institutions for employment, transfer and promotion of senior civilian officials and presenting these proposals to the related authorities for approval; and
- monitoring the employment and complaints of low-ranking civilian officials in ministries and civilian departments of the government.

The eight-member IARCSC reports directly to the Head of State, President Hamid Karzai, and has the authority to make decisions that must be adhered to by all ministries, departments and government institutions. The Commission is chaired by Vice President Hedayat Amin-Arsala, who is assisted by a ministerial advisory committee on administrative reform, which meets every three months to review progress and to address problems that arise. This committee includes the ministers of foreign affairs, finance, justice, labour and social affairs and up to three other ministries on a rotating and annual basis.

The Commission itself is composed of two independent boards – one for appointments and one for appeals – a civil service management department and a secretariat for administrative reform. Each board has its own secretariat to support their day-to-day work. Their mandate does not include armed forces or elected municipal staff.

The **Afghanistan Transitional Administration’s (ATA)** strategy for administrative and civil service reforms was first announced to donors and some ministries at a meeting on 29 April 2003, and laid out the seven following components:

- creating a civil service legal framework;
- management of personnel;

- streamlining and development of institutional structures;
- management of policies and accountability for policymaking;
- administrative efficiency; and
- improved physical infrastructure.

Prior to the establishment of the IARCSC, a **Civil Service Commission** had been established on 23 May 2002, by Presidential Decree No. 257, which ruled that it help the **Afghanistan Transitional Administration (ATA)** “to identify and propose senior civil servants in collaboration with Ministries.” Yet the commission was criticised for its lack of progress on critical civil service reforms. UNDP and DFID have been providing support to the Commission throughout, though it is negotiating new funding packages with donors to increase support for the implementation of its strategy. The June presidential decree re-confirmed the independent status of the commission, and changed the name of the Commission to include administrative reforms.

ISAF – International Security Assistance Force

JCB — Joint Coordination Body

The **International Security Assistance Force (ISAF)** was mandated by the **Bonn Agreement** to maintain security in Kabul and its surrounding areas. It was established by Security Council Resolution 1386 on 20 December 2001, for an initial period of six months.

ISAF is not a UN peacekeeping mission, but rather a UN-authorized multinational force similar to those forces used in Kosovo. Since ISAF is not a UN peacekeeping mission, the costs of participation are borne by its contributing nations (mostly members of NATO) rather than by every UN member. Furthermore, the UN Department of Peacekeeping Operations (DPKO) is not managing ISAF. Almost 30 countries contribute troops to ISAF: Albania, Austria, Azerbaijan, Belgium, Bulgaria, Croatia, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Netherlands, Norway, New Zealand, Romania, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

Since its inception in December 2001, ISAF's mandate has been extended twice by Security Council resolutions and has had three commands: the United Kingdom until June 2002; Turkey until February 2003; and the current Germany/Netherlands command until August 2003. NATO's assumption of responsibility for the force is intended to give ISAF a more structured and stable command system when contrasted with the rotating six-month command that has been used since its inception. The ISAF will be led by Germany and the Netherlands until 11 August 2003, at which point NATO will take over. Canada has agreed to be the major troop contributing nation, and has plans to deploy 2,000 troops in Afghanistan.

ISAF is distinct from **Operation Enduring Freedom**, carried out by the US-led **Coalition forces** that overthrew the Taliban and continues to pursue remnants of the Taliban and al-Qaeda. There has been an increase in security threats against the **Afghanistan Transitional Administration (ATA)** and the international community in recent months. As a result, NGOs, UN agencies, the **Special Representative of the Secretary-General (SRSG)** and the Secretary-General have called for the expansion of ISAF beyond Kabul. However, member-states have remained reluctant to allocate extra financial and personnel resources to tackle security needs outside of Kabul. It is hoped that under NATO command, ISAF – which is itself often a target of attacks, believed to be committed by extremists – may be expanded.

The **Joint Coordination Body (JCB)** is a group that was established to ensure close cooperation between **International Security Assistance Forces (ISAF)**, the **Afghanistan Interim Administration (AIA)**, and the UN on matters related to **Security Sector Reform (SSR)**. The group was mandated by a military technical agreement that was signed by the Ministry of the Interior, the AIA, and the Coalition Forces on 13 January 2003. To date ISAF has not been involved with SSR, but has pledged to provide support upon the request of the government. The group mainly deals with security issues in Kabul, and other general issues related to the security sector.

Judicial Reform Commission

The **Judicial Reform Commission** is charged with rebuilding the domestic justice system in Afghanistan in accordance with Islamic principles, international standards, the rule of law and Afghan legal traditions. The **Bonn Agreement** called for the **Afghan Interim Administration (AIA)** to establish the Commission with the assistance of the UN.

While the Commission was initially established as the Judicial Commission in May 2002, it was dissolved four months later due to political tensions and concerns about uneven ethnic representation in its membership. It was then re-established by presidential decree on 2 November 2002 as the Judicial Reform Commission, with the same Chairperson and new members. The nine-member Commission is chaired by Mr. Bahauddin Baha, a Chief Justice during the 1970s.

The composition of the new Commission is seen to be an improvement, with many distinguished jurists from different regions of the country. However, with only two women of 12 members, concerns about gender balance remain. The role of the Commission *vis-a-vis* the primary institutions comprising the justice sector (Supreme Court, the Ministry of Justice, and the Attorney General) and their roles *vis-a-vis* each other, has also been a concern. However, in December 2002 these three institutions formally recognised the authority of the Judicial Reform Commission as the umbrella to coordinate policy and inputs into the justice sector.

The presidential decree included a set of guiding principles on functions of the Judicial Commission. According to the decree, the Commission is to work in close cooperation with the **Constitutional Commission** to ensure its proposals are included in the new Constitution, and with the **Afghanistan Independent Human Rights Commission (AIHRC)**. The decree was later supplemented by a comprehensive plan for reforms, called the Master Plan, in March 2003 which identified the following key areas of work:

- compiling all Afghan laws;
- undertaking law reform;
- physical rehabilitation of the judicial and justice system;
- reforming the structure of the Afghan judicial system;
- providing legal training; and
- ensuring that Afghan law conforms to international standards and laws.

As of July 2003, the Commission has completed a detailed survey of the current state of the justice system in ten provinces across the country that will aid in the design and prioritisation of the activities outlined in the Master Plan.

The challenges presented by the reconstruction of the judicial system include the respective roles of modern and Islamic Law; the plurality of judicial organs (i.e. Supreme Court, Justice Ministry and Attorney General's office); and the role of customary law, informal law and traditional dispute resolution mechanisms.

The Commission is supported by a Secretariat required to report its financial and administrative activities to President Karzai, UNAMA and donors as requested. The lead donor for reform of the judicial sector is Italy, with which the Commission co-chaired the Justice Sector **Consultative Group**. The UNDP and the Asia Foundation are providing technical and material support to the Commission, and donors including Italy, the US, the EC, and Britain have pledged assistance for training and reconstruction. The overall budget for the justice sector is estimated at US \$27 million for 2003, of which 50 percent has been committed.

LOTFA – Law and Order Trust Fund for Afghanistan

The **Law and Order Trust Fund for Afghanistan (LOTFA)** is one of three main trust funds existing to channel funds into the national priorities for reconstruction of Afghanistan. The others are the **Afghanistan Reconstruction Trust Fund (ARTF)** and the **Afghanistan Trust Fund (ATF)**.

The LOTFA is currently the main funding mechanism for supporting police reform in Afghanistan. In addition to salary payments, the fund is set up to provide for the “nation-wide recruitment and re-training of the police force, acquisition of non-lethal equipment, rehabilitation of department facilities and capacity development.” The LOTFA is managed by the UN Development Programme (UNDP), “in close cooperation with the Ministry of Interior (MoI) and UNAMA,” as laid out in a project document signed between the MoI and UNDP in December 2002.

As part of its **security sector reform (SSR)** agenda, the **Afghanistan Transitional Authority (ATA)** wants to extend, strengthen and reform the national police force across the country. One practical impediment to SSR is that most police are paid irregularly or not at all. LOTFA aims to help the government to meet the basic costs of police salaries and building their capacity to undertake law enforcement activities with an initial goal of providing salary for 7,000 police officers in the Kabul area. However, for fiscal year 2002, while the fund’s budget is US \$120 million with US \$40 million in pledges thus far, only US \$100 million has been received and of this US \$5.7 has been dispersed by LOTFA to the MoF for payment of salaries. This has again resulted in the government trying to fill the gap, with limited funds for such costs.

The lead donors for police reform are Germany (which is running the German Police Training Programme) along with Canada and Norway. As part of the national budget request for fiscal year 2003, the LOTFA increased the required resources to US \$100 million, although by June 2003, this target has not yet been met.

The LOTFA was originally part of the ARTF Investment and Programme Component, which financed two UNDP administered Law and Order Projects to cover police salaries. UNDP itself has also made a US \$4.8 million commitment to the LOTFA.

MAPA – Mine Action Programme for Afghanistan

MACA - Mine Action Centre for Afghanistan

AMAC - Area Mine Action Centres

The **Mine Action Programme for Afghanistan (MAPA)** was established in 1989 by the **UN Office for the Coordination of Humanitarian and Economic Assistance Programmes (UNOCA)** to make Afghanistan safe from the threat of mines and unexploded ordnance (UXO). Currently, all work on mine action in Afghanistan is coordinated through and approved by the **UN Mine Action Centre for Afghanistan (MACA)**, though a plan is in place to transfer all of its functions to the Afghan government over the next few years.

MAPA has eight **Area Mine Action Centres (AMAC)** and fifteen implementing partners (mostly national and international NGOs) with a total of 7000 personnel. The AMACs are run autonomously, except with respect to policy issues, and are responsible for field-level management, coordination and oversight of mine action activities in their regions. NGOs implement the majority of the activities associated with mine action.

The **Afghanistan Transitional Administration's (ATA)** counterpart to the MACA, is its Office of Disaster Preparedness / Department of Mine Clearance. MACA is charged with training and building the capacity of this office to take on overall responsibility for mine clearance in Afghanistan. These functions include: managing and overseeing all mine action activities for Afghanistan; providing technical training; advocacy to ensure mine action's inclusion in humanitarian and development initiatives; and public education on mine awareness.

For 2003, MAPA requested about US \$78 million to engage in mine action, an increase over the US \$67million that was requested after September 11th 2001. At this time, funds had tripled from previous years. Commitments to projects that were running before establishment of the **Afghanistan Transitional Administration (ATA)** and the **UN Assistance Mission in Afghanistan (UNAMA)** are now being channeled through the **Afghanistan Emergency Trust Fund (AETF)**.

The MAPA and MACA are part of the UNAMA's field offices. Administrative support is provided by UNOPS.

NABDP - National Area Based Development Programme

The **National Area Based Development Programme (NABDP)** is one of the **Afghanistan Transitional Authority's (ATA)** national programmes. The NABDP, led by the Ministry of Rural Rehabilitation and Development (MRRD), aims to enable provincial- and district-level institutions to implement national level priorities and programmes, and to provide a framework for private sector investment.

The NABDP aims to use a long-term approach to reconstruction activities and to improve coordination among humanitarian, recovery and development actors to undertake them. The primary components of this approach are immediate support for recovery of education, public infrastructure and health; capacity development at the local level for implementing recovery programmes; and integrating local-level economies into national level economic planning.

The NABDP will be implemented in 17 areas of Afghanistan, chosen on the basis of high levels of returning refugees and internally displaced persons, and having suffered from destruction during conflict or natural disasters. The areas chosen are the Shomali Plains; Dari-Suf, Yak-aw-lang and Central Bamyan; Khawajaghar-Hazarbagh; Takhar-Badakshan; Mazar region; Herat-Ghor; Kandahar; Paktya-Paktika; Eastern Nangarhar and Nahreen. The government is looking to establish government-led provincial coordination mechanisms.

As with several of the national programmes, the NABDP was first discussed with donors at the **Tokyo Ministerial Meeting** in January 2002. UNDP agreed to design and implement the programme in February 2002, however, a March 2003 assessment of NABDP's progress indicates that the MRRD now expects to finalise preparations for the roll-out of the programme by September 2003. The revised process will include background assessments and provincial consultations which are then integrated into the implementation strategies for each area.

Major donors for the NABDP are Canada (CIDA), Italy, Japan, Malaysia, Sweden (SIDA) and the UK (DFID). The 2003 **National Development Budget (NDB)** includes about US \$22 million for the NABDP, of which US \$6.4 million has been committed as of May 2003.

National Elections (2004)

As mandated by the **Bonn Agreement**, which requires that “free, fair and representative national elections be held within two years of the **Emergency Loya Jirga**,” national elections are currently planned for June 2004, although there is increasing speculation that this timetable may not be met.

As of June 2003, the process of detailed planning for the national elections had only recently begun. There is no government commission or unit set up to lead the registration work with the **UN Assistance Mission in Afghanistan (UNAMA)**, and it is expected that the registration will not start until the fall of 2003. On 15 February 2003, President Karzai asked the UN to assist government to conduct a nationwide registration for the elections. Two weeks later the Secretary-General of the UN complied, under the agreement that the UN work in tandem with a counterpart within the **Afghanistan Transitional Administration (ATA)**. About a month later UNAMA set up a small elections unit, and expects that around 7,260 staff will be recruited for registration. This includes about 5,500 national and about 450 international staff to do logistics, civic education, training and registration, as well as drivers and general service staff. Most of these will be UN Volunteers (UNVs).

Prior to the start of registration, presidential decrees establishing a governmental body to run the process with the UN and outlining the process of registration and the election need to be approved by Cabinet. As of June 2003, only draft legislation on political parties exists. Decrees will need to address the establishment of age limits; the rights of internally displaced persons (IDPs), nomads, and Afghans in the diaspora; and political parties.

Once registration has been completed, a provisional voter list may be made available to the public for comment, disputed entries resolved, and a finalised voter's registry prepared. Whether or not international observers will be present to monitor the freeness and fairness of the elections (as is the norm in countries where results are likely to be contested) has not yet been determined. A UN electoral management body is responsible for ensuring that these conditions are upheld.

UNAMA plans to have elections officers in each of the eight **field offices (FOs)** to do assessments on security, the political situation and operational issues. UNAMA currently estimates that about 10.5 million people – half of whom should be women – will be registered. This is approximately half of the population. The participation of women in the elections is of particular concern, particularly given that registration will require potential voters to travel to registration sites, and will not be done on a door-to-door basis as initially discussed.

The estimated budget for registration alone has ranged from US \$78 million - US \$123 million. While many donors have indicated interest in financially supporting the elections process, no pledges have been confirmed as of June 2003 and no mechanisms for receipt of funds has been set up.

Given the precarious security situation – which means that much of the country may not be reached due to tight UN security regulations – the limited time between the finalisation of the Constitution and the elections, and the limited resources, some in the assistance community have called for the postponement of elections.

NDF – National Development Framework

NDB - National Development Budget

The goal of the **National Development Framework (NDF)** is to provide a strategic road map for development in Afghanistan around which all actors can unite to address poverty through a series of projects and programmes (see the Documents section for the full text).

The first public draft of the NDF was presented by the **Afghanistan Interim Authority (AIA)** at the April 2002 meeting in Kabul. The **Afghan Assistance Coordination Authority (AACA)** considers the NDF to be a “living document” in that it is to be revised and further developed as needed. Nevertheless, the first draft remains the only operating draft to date. The AACA is responsible for oversight and monitoring for the overall implementation of the NDF. This responsibility was going to be transferred to the Ministry of Finance (MoF), but as of June 2003 the AACA’s existence and mandate had been reaffirmed by Cabinet.

The NDF’s strategy can be summarised as follows:

“Our developmental strategy has three pillars: The first is to use humanitarian assistance and social policy to create the conditions for people to live secure lives and to lay the foundations for the formation of sustainable human capital. The second is the use of external assistance to build the physical infrastructure that lays the basis for a private sector-led strategy of growth, in such a manner as to support the building of human and social capital. The third pillar is the creation of sustainable growth, where a competitive private sector becomes both the engine of growth and the instrument of social inclusion through the creation of opportunity.”

The NDF identifies 12 national programmes:

Pillar I: Human Capital & Social Protection	Pillar II: Physical Infrastructure	Pillar III: Private Sector Development, Security and Rule of Law
<ul style="list-style-type: none">• Refugee and IDP Return• Education & Vocational Training• Health & Nutrition• Livelihoods & Social Protection• Culture, Media and Sport	<ul style="list-style-type: none">• Transport• Energy, Mining & Telecoms• Natural Resource Management• Urban Management	<ul style="list-style-type: none">• Trade & Investment• Public Administration & Economic Management• Justice• Afghan National Army• National Police and Law Enforcement

The NDF also identifies security, administrative and financial reform, and gender as issues common to every sector (a.k.a. “cross-cutting issues”).

The NDF states that all relief, reconstruction and development projects are expected to be anchored in one of the programmes identified within the NDF, unless exceptional circumstances apply. **Programme secretariats** and **programme working groups** were formed in each of these areas to flesh out the strategy and details of the programme plan. These were disbanded several months later and reconvened within the **Consultative Group (CG)** process – the process for formulating the national budget.

The **National Development Budget (NDB)**¹ for fiscal year 2003 (SY 1382) was later formulated along the lines articulated in the NDF. Donors were then requested to finance only those programmes/projects laid out in the NDB. The National Development Budget projects were approved by Cabinet and are set out in a presidential decree, which stipulates that all funding to Afghanistan must be through the national budget (ordinary or development). According to the Ministry of Finance (MoF) and the AACA, the NDB is “the central instrument for policy and institutional reform, and the coordination of aid resources to enhance the effectiveness and efficiency with which national programmes are delivered.”

Another important input into the NDB was a **Preliminary Needs Assessment for Recovery and Reconstruction 2002- 2006** undertaken by the World Bank, the Asian Development Bank and the UNDP from December 2001- January 2002. The assessment estimated that US \$12.2 billion was needed over the next five years to finance the reconstruction effort.

A first draft of the 2003 budget was endorsed by the **Implementation Group (IG)** in October 2002. A further-elaborated (sectoral) budget was then formulated within the CG process, which began in December 2002 and culminated with cabinet approval of the budget and its announcement at the **Afghanistan Development Forum (ADF)** in Kabul in March 2003. At the ADF, donors committed to finance only those projects within the budget. Major pledges in support of the budget were made directly afterwards at the **Afghanistan High Level Strategic Forum** in Brussels.

The US \$2.27 billion 2003 national budget covers both ordinary budget requirements (supporting government operations) and the development budget (supporting national programmes). These are US \$550 million and US \$1.7 billion respectively. The fiscal year for the NDB runs according to the Persian or Islamic Solar Year (21 March - 20 March).

¹ The National Development Budget is posted on the government web site under www.af.

NEEP- National Emergency Employment Programme

The **National Emergency Employment Programme (NEEP)** is a national programme that aims to generate approximately two million person-days of minimum wage employment through labor-intensive public works in order to protect the livelihoods of the poor. The NEEP is defined in the **National Development Framework (NDF)**, and is currently being led by the Ministry of Rural Rehabilitation and Development (MRRD). The NEEP has not yet begun in full, having only presented its implementation strategy on 11 May, 2003, though some reconstruction of roads in rural areas has taken place.

The goal of the programme is to generate replicable models and mechanisms for: (i) providing a safety net for the most vulnerable people by creating productive employment opportunities; and (ii) establishing effective mechanisms for developing public and productive infrastructure assets, through labour-based methods. It is based on a private sector-led approach, that emphasises emphasis on cash/food assistance rather than humanitarian aid, followed by greater income generation opportunities.

During the 2003 **National Development Budget (NDB)** exercise, US \$53.35 million was requested for the programme, which as of June 2003, has nearly been fulfilled. The lead donors are the World Bank (through a grant from the International Development Agency (IDA)), the Asian Development Bank, and the European Commission. Funds are to be channeled through an as-yet-to-be-determined trust fund. The ILO is providing technical support.

According to the **Afghanistan Transitional Authority (ATA)**, the NEEP is meant to complement the **National Solidarity Programme (NSP)**, which focuses on longer term community-led development. In order to ensure that such programmes allocate resources equitably on a per-capita basis, the NEEP will not be implemented in NSP locations and there will be a ceiling on funds to be allocated in each province.

The NEEP includes more than 10 ministries. An inter-ministerial board is responsible for further development of the NEEP strategy and policies, resource allocation, project approval, and programme supervision. Although NEEP is currently run from MRRD, it may move to the Ministry of Public Works (MPW). A joint programme management unit (JPMU) is responsible for the day- to-day management of the NEEP, and reports to the inter-ministerial board.

The planning process underway is supported by nine working groups responsible for working out standards to guide NEEP's design and execution, monitoring and evaluation and inclusion of women and other vulnerable groups. The working groups are composed of ministries, the UN, NGOs and the private sector. The current plan is that implementation itself will be carried out by a range of stakeholders, including the UN, NGOs and private sector companies, which will be contracted by either a lead ministry or a ministry appropriate to the project. These will either be contracted directly by the lead ministry, or through the appropriate ministry. UNOPS has responsibility for overseeing the implementation of NEEP.

To date, NEEP's activities are the rehabilitation of rural roads, but it is anticipated that NEEP will be extended to other sectors once planning procedures are finalised and full implementation begins.

NGO Legislation

NGO Code of Conduct

Two drafting initiatives are currently underway in order to improve NGO rights and responsibilities with regards to the **Afghanistan Transitional Authority (ATA)** and the Afghan people: **NGO legislation** which will impose legal rights and duties on both NGOs and the government, and an **NGO Code of Conduct** which will allow NGOs to voluntarily sign up to a set of self-governing standards and principles.

To date, Afghanistan has no formal or informal regulations governing or guiding the registration, functioning, rights and responsibilities of non-governmental organisations (NGOs), except those governing membership in NGO coordination bodies.

The ATA (specifically the Ministry of Planning, with participation by Ministry of Rural Rehabilitation and Development, and Ministry of Finance), in consultation with NGOs, has been drafting **NGO legislation** with the help of international experts, specifically the International Center for Not-for-Profit Law, based in Budapest and Washington (ICNL). The purpose of the NGO legislation is to determine what is (and what is not) an NGO; to determine permissible activities of NGOs; to determine criteria for establishment and internal governance of NGOs; to clarify reporting requirements for NGOs; and to enhance transparency and accountability. Close to final draft legislation is currently being reviewed by the ICNL and will then be reviewed by the Ministry of Planning, Cabinet and the Ministry of Justice to ensure compatibility with other laws. Final legislation is expected during 2003.

The second initiative is the drafting of an Afghanistan-specific **NGO Code of Conduct** which is an NGO driven undertaking, and is independent of government involvement. The Code of Conduct will not be a legally enforceable document. A working group consisting of NGO coordination bodies (**Agency Coordinating Body for Afghanistan Relief (ACBAR)**, **Afghan NGOs' Coordinating Body (ANCB)**, **Southern-Western Afghanistan & Balochistan Association for Coordination (SWABAC)** and the **Afghan Women's Network (AWN)**) has formed to draft the Code of Conduct.

The initiative for the Code of Conduct arose from a desire to strengthen the reputation and profile of NGOs by improving transparency and accountability, to encourage high standards among all NGOs and to differentiate legitimate NGOs from for-profit contractors and businesses.

There are generally two categories of principles in a Code of Conduct: (1) humanitarian principles applying to "life saving" or emergency activities (e.g. neutrality, humanity, impartiality and independence); and (2) principles applicable to more general circumstances such as promoting people oriented programmes, transparency and accountability, gender equity, good governance, environmental consciousness and sustainable impact.

Discussions are currently taking place as to the specifics of the content and structure, regulatory and monitoring measures, membership in the Code of Conduct drafting body, and procedures for mobilising signatories.

Initiatives for drafting Codes of Conduct governing employment practices for staff in the international assistance community working in Afghanistan, and for government operations, have not materialised. A Code of Conduct for hiring and employment of Afghan staff, particularly regarding salaries, was requested at the Tokyo Ministerial Meeting to be developed by the Implementation Group (IG) and UNDP but one was never finalised. A government Code of Conduct, which is mandated by the Bonn Agreement, will eventually be prepared by the Independent Administrative Reforms and Civil Service Commission (IARCSC).

NSP – National Solidarity Programme

Hambastige Millie
Millie Paiwastoon

The **National Solidarity Program (NSP)** – *Hambastige Millie* in Dari and *Millie Paiwastoon* in Pashtu – is defined by the **National Development Framework (NDF)** as one of the government's priority programmes. The objective of the NSP is to develop the abilities of communities to plan, manage, finance and monitor their own development programmes. The programme seeks to do this by strengthening local governance, building leadership within villages and neighborhoods and providing assistance for rehabilitation and development to communities.

The approved budget for the NSP in 2003 is US \$95.8 million. Initial funding is being provided by a grant of US \$22 million from the World Bank's International Development Association (IDA). The balance will need to be pledged and financed by donors, and possibly through a follow-up project grant from IDA. The **Afghanistan Transitional Administration (ATA)** expects that a combined US \$400 million will be required for the NSP and the **National Emergency Employment Programme (NEEP)** during their first 18 months, making them the largest programmes in the **National Development Budget (NDB)**.

The Ministry of Rural Rehabilitation and Development (MRRD) is managing the NSP through its community development department. Implementation will be undertaken by international and national organisations, and oversight will be provided by a private sector company.

The basic elements of the programme are as follows:

- planning at the community level for the establishment and strengthening of community institutions;
- block grants of up to US \$60,000, for communities to plan, manage and monitor in support of the rehabilitation or development activities of community institutions;
- capacity development activities in financial management, procurement, technical skills and transparency; and
- activities which link local institutions to agencies with services and resources.

MRRD aims to be operational in three districts in each of the 32 provinces – approximately 96 districts and 5,000 villages – in the first year. As of July 2003, the programme has been launched in Farah, Herat, Kandahar, Parwan and Bamyan.

The programme was originally designed by UNCHS (Habitat) which helped design the programme and is the largest implementer with five provinces. It was based on a methodology developed during the implementation of the UNDP-funded P.E.A.C.E Initiative. The World Bank has also played a major role in the design of the NSP, through its experience in implementing community driven development (CDD) programmes that utilise block grant transfers in other post-conflict situations.

NSS – National Surveillance System

CWA - Country Wide Assessment

Joint FAO/WFP Crop and Food Supply Assessment

Livelihoods Based Food Security and Nutritional Surveillance System

NRVA - Assessment of Risk and Vulnerability in Afghanistan

VAM- Vulnerability Analysis Mapping

The **National Surveillance System (NSS)** is an evolving, nationwide initiative involving the UN, NGOs, donors and the Afghan government aimed at improving understanding of food security, vulnerability, nutrition and coping strategies among households in Afghanistan. Its primary objective is to improve the quantity, quality and relevance of data related to these factors to assist the government in policy formation and programme development.

To this end, the NSS uses a range of data collection and analysis techniques, including remote sensing, nutritional assessments, crop surveys and two countrywide assessments: the Livelihoods-Based Food Security and Nutritional Surveillance System and the National Risk and Vulnerability Assessment (NRVA).

The **Livelihoods-Based Food Security and Nutritional Surveillance System** is an assessment tool that warns of critical deteriorations of food security and malnutrition, promotes a broader understanding of how people conduct their lives and identifies what factors help Afghans avoid destitution.

The **National Risk and Vulnerability Assessment (NRVA)** is another country-wide assessment that complements the NSS by determining patterns of food insecurity, poverty and vulnerability within communities in Afghanistan. The NRVA evolved from last year's countrywide assessment, conducted by the World Food Programme's (WFP) **Vulnerability Analysis Mapping (VAM)** department. The new methodology responds to a government need to understand the causes of poverty and vulnerability beyond food aid. The development of a database, using data collected as part of the NRVA, is currently being led by the Ministry of Rural Rehabilitation and Development (MRRD) and WFP, with collaboration from the Ministry of Health (MoH), donors and NGOs.

Factors that are known to contribute to vulnerability and food insecurity in Afghanistan include displacement and return, drought, collapsed social services, poorly functioning markets, instability, eradication of poppy, high proportion of widows, disabled people and children in need of protection.

The budget for the NSS is US \$3.5 million for 2003-2004 with primary funding from the European Commission.

For more information on the NSS and related programmes see www.af/cg/lsp.html.

OEF- Operation Enduring Freedom

CENTCOM - Central Command

CJTF180 - Coalition Joint Task Force 180

Coalition

Operation Enduring Freedom (OEF) is the US-led military campaign against remnants of the Taliban and al-Qaeda by the US-led **Coalition** military forces together with the Northern Alliance, was responsible for the defeat of the Taliban in November 2001.

There are more than 20 nations that have contributed troops to OEF in the ongoing military campaign. OEF and the Coalition forces engaged in the operation, are distinct from the **International Security Assistance Force (ISAF)**, which is also operating in Afghanistan. The primary distinction is that ISAF operates only in Kabul, is a Security Council-mandated force, and is present here to assist the government in the maintenance of security. Some nations involved in OEF also contribute troops to ISAF.

Coalition forces engaged in OEF are overseen by the US **Central Command (CENTCOM)**, located in Tampa, Florida, which is responsible for US military operations in 22 nations. Since June 2002, direct responsibility for all Coalition military operations forces in Afghanistan has been undertaken (under CENTCOM's supervision) by **Combined Joint Task Force (CJTF) 180**, headquartered at Bagram Air Field, north of Kabul.

OEF has been operating as a "Phase III" (combat) operation, although it has simultaneously been engaging in "Phase IV" (reconstruction) activities, primarily through the **provincial reconstruction teams (PRTs)**. During a March 2003 visit to Afghanistan, US Secretary of Defense, Donald Rumsfeld declared the end of combat operations and a move to support for reconstruction (although combat operations are simultaneously being continued).

Preliminary Needs Assessment for Recovery and Reconstruction 2002-2006

Comprehensive Needs Assessments Sector Needs Assessments

The **Preliminary Needs Assessment for Recovery and Reconstruction for 2002-2006** was a series of assessments carried out to determine the amount of external assistance required to reconstruct Afghanistan over the five years following the fall of the Taliban. It was requested by participants at the November 2001 meeting in World Bank headquarters, where the **Afghanistan Reconstruction Steering Group (ARSG)** was formed and the **Tokyo Ministerial Meeting** was scheduled. The assessment was then carried out by the World Bank (WB), the Asian Development Bank (ADB) and the UN Development Programme (UNDP).

The assessments, which took place from December 2001 to January 2002, were presented at the Tokyo Ministerial Meeting in January 2002. The assessments were performed through consultation and discussions held primarily in Islamabad and Peshawar, and on a one-day visit to Kabul. The assessments estimated that US \$12.2 billion would be necessary over five years to address Afghanistan's immediate reconstruction needs.

At the Tokyo meeting, participants agreed that more in-depth **sector needs assessments** were required and requested the WB, ADB and UNDP to sponsor the organisation of these assessment missions under the leadership of the **Afghan Interim Administration (AIA)**. These sectoral missions were tasked with identifying priority projects for the AIA and **Afghanistan Transitional Administration (ATA)**, as well as highlighting the institutions and policies within each sector that needed to be strengthened in order to promote longer term development. Their findings were later reflected in the **National Development Framework (NDF)**.

It was agreed that the following assessments be carried out:

- Demobilisation/redeployment and reintegration of the ex-combatants (led by UNDP);
- Health, nutrition and population (led by World Bank and WHO; members from ADB, DFID, EU, UNICEF, UNFPA and USAID);
- Roads;
- Community driven development;
- Water and sanitation;
- Telecommunications;
- Education (led by ADB and the AACA; members from ADB, World Bank, IsDB, the European Commission, USAID, UNICEF and UNESCO);
- Agriculture and rural development;
- Urban development; and
- Finance, budget and monetary policy.

SSR - Security Sector Reform

The **Afghanistan Transitional Administration (ATA)** announced its plan for **security sector reform (SSR)** at the **Tokyo Meeting on Consolidation of Peace in February 2003**. The SSR plan includes reform of the ministries of Interior (MoI) and Defense (MoD), the police and the judicial system, as well as the **disarmament, demobilisation and reintegration (DDR)** of ex-combatants and the building of the **Afghan National Army (ANA)**.

Since the ousting of the Taliban in 2001, the central government and the assistance community in Afghanistan have consistently linked the need for greater security in the country with the likelihood of achieving sustainable reconstruction. With no agreement from either the **International Security Assistance Force (ISAF)** or the **Coalition military force** to expand their operations, the government has laid out an ambitious SSR package to promote security throughout the country. It has placed responsibility for SSR in the hands of the MoD, MoI, the Judicial and Disarmament Commissions and the National Security Council.

The **Bonn Agreement** provided only limited guidance on DDR, stating only that “upon the official transfer of power, all *mujahidin*, Afghan forces and armed groups in the country shall come under the command and control of the Interim Authority, and be re-organised according to the requirements of the new Afghan security and armed forces.”

The DDR process, considered by many to be the key to successful SSR, is being carried out through the newly established **Afghan New Beginnings Programme (ANBP)**, also led by the MoD. The ANBP is supposed to provide alternatives to combatants in MoD-recognised militias in the hope that they will voluntarily lay down their arms. While initial government plans pointed to the simultaneous roll-out of the DDR process and the establishment of the ANA, the two processes have been relatively disconnected.

The budget for the ANBP is being managed through **Afghanistan Trust Fund (ATF)**, to which US \$50 million has been pledged by Japan, the US and the UK for 2003. The DDR programme was agreed by the ATA, Japan and UNAMA and endorsed by participants in Tokyo.

The new ANA is being created and trained under the administration of the MoD, with training provided primarily by the US. As of June 2003, there are 6,500 trained ANA soldiers, of which 4,500 are on active duty. The goal is to train 70,000 by 2010.

The MoD is supposed to be enacting reforms to create the necessary confidence for implementation of the DDR process. However, as of July 2003, the launch of the ANBP has been postponed due to delays in MoD reforms.

The Mol, which is responsible for administering the police, is also undergoing a reform process. Its new structure was announced in March 2003, and it is rolling out a US \$380 million Security, Law and Order Programme that will run from 2002-2006.

The police are responsible for law and order, criminal investigation, border patrol and customs investigation, counter-narcotics and counter-terrorism. They will play a crucial role once factional military forces have been disarmed, and during consultations around the constitution, the electoral registration and the elections themselves.

President Karzai issued a decree on the reform of the police on 6 April 2003, which requires the Mol to develop a plan for establishment of a 50,000-officer strong, professional police service. However, most of the estimated 70,00 police nationwide are former *mujahidin* or conscripts with no formal training, and the DDR of the police has not been a priority.

Germany, the lead donor for police reform, is currently training about 1250 officers while the US is undertaking a training programme for 100 Afghans who will soon be sent to the provinces to begin training of seven thousand constable-level police for deployment within Kabul in 2004. The **Law and Order Trust Fund for Afghanistan (LOTFA)** is the primary channel for funding the establishment of the police.

The reform of the justice sector is a necessary cornerstone of SSR, as it will provide the mechanisms for enforcing laws that regulate Afghan society. It will determine the laws that govern the police, as well as reform of the judicial system, corrections facilities, and other legal institutions. After initial delays, the **Judicial Reform Commission** was established on 2 November 2002.

SFA - Strategic Framework for Afghanistan

APB - Afghanistan Programming Body

PCP - Principled Common Programming

RCB - Regional Coordination Body

Thematic Groups

In 1998, two inter-related coordination structures, **Principled Common Programming** and the **Strategic Framework for Afghanistan**, were created to bring principles and coherence to activities undertaken by the international community in Afghanistan.

The **Strategic Framework for Afghanistan (SFA)** was a policy framework approved by the **UN Secretary-General** in September 1998 that defined “principles, goals and institutional arrangements for a more coherent, effective and integrated political strategy and assistance programme.” Adoption of the SFA was supported by all of the UN agencies, many donors and most NGOs. Since the international community did not recognise the Taliban, there was no official participation or role for Afghanistan governmental authorities.

The SFA was built on the assumption that progress towards a just and sustainable peace in Afghanistan would be improved if there was increased coherence between the UN’s political strategy in Afghanistan and international aid activities; and if there was a more effective and coherent international assistance programme.

To this end, the SFA defined:

- the principles to which all actors, whether political or assistance, should adhere;
- the UN’s political strategy for Afghanistan;
- the operational modalities for day-to-day applications of these principles by international aid actors; and
- five strategic objectives for international aid actors
 1. the alleviation of human suffering;
 2. the protection and advancement of human rights, with particular emphasis on gender;
 3. the provision of basic social services;
 4. the empowerment of Afghans, both women and men, to build sustainable livelihoods; and
 5. the return of refugees from neighbouring countries.

In a parallel development UN agencies, NGOs and donors aimed to apply a policy of **Principled Common Programming (PCP)** to their activities. The idea was to establish priorities, programmes and projects based on common, agreed upon goals and principles, based on the SFA’s five strategic objectives. Once articulated, these priorities, programmes and projects were consolidated into an annual **consolidated appeal (CAP)**, also known

as the Afghanistan Appeal, which was then reviewed and revised every six months to try to make it a living representation of what was happening on the ground.

To promote the SFA, and to execute PCP, certain institutional arrangements were created:

The **Afghanistan Programming Body (APB)** which included NGOs, UN and donors/foreign missions, made policy recommendations on issues of common programming concern, supported the annual appeal or CAP as a mechanism for programming, and promoted effective coordination among, between and within all stakeholders. It was merged into the **Implementation Group (IG)** in 2002 which was, in turn, merged into the **Consultative Group (CG)** process in late 2002.

Thematic groups were created to provide analysis, to develop strategies and policies, and to prioritise programmes and review project activities for inclusion in the CAP.

Regional coordination bodies (RCBs) existed in each major region in Afghanistan in order to ensure coordination and promote strategic planning links between programmes in the field and the overall policies and strategies adopted by the larger international assistance community. RCBs were responsible for feeding information from the field back to the Islamabad-based thematic groups and to the APB. Both the thematic groups and the RCBs also reviewed the PCP programmes and projects. Some RCBs are still active and are now led by **UNAMA field offices (FOs)**.

The Afghanistan Research and Evaluation Unit (AREU) - formerly known as the Strategic Monitoring Unit (SMU) – was created in 2000 as part of the SFA to “help the assistance community measure progress against strategic objectives” and to document “how principles are being applied on the ground.” After the disintegration of the SFA in late 2001, the unit changed its name, refocused its goals away from monitoring and toward policy and development research, and became an independent research institution that aims to provide and build an analytical capacity in Afghanistan that informs policy and practice and increases the impact of assistance programmes. The AREU is currently governed by a board of directors made up of UN agencies, NGOs and donor. The unit published this *A to Z Guide*.

The SFA was institutionally abandoned when its purpose of providing the international assistance community with an operating framework in the absence of a reorganised government became redundant following the creation of the **Afghanistan Interim Authority (AIA)** in December 2001. By May 2002, all SFA structures had been adapted or merged into other, new institutional bodies.

SWABAC – Southern & Western Afghanistan & Balochistan Association for Coordination

Southern & Western Afghanistan & Balochistan Association for Coordination

(SWABAC) is an NGO coordination body for Afghan and International NGOs working in Balochistan province in Pakistan and in southern and western Afghanistan. SWABAC has a head office in Kandahar, Afghanistan and a sub office in Quetta, the capital of Balochistan.

SWABAC was founded in September 1988 by 12 NGOs doing relief and rehabilitation work with Afghan refugee villages in Balochistan and inside Afghanistan. SWABAC membership is open to government-registered NGOs working in southern Afghanistan who show a dedication to coordination and have proof of donor funding, an organisational profile and are certified by five other NGOs. NGOs must also pay a membership fee to SWABAC. Membership has currently reached approximately 70 NGOs. SWABAC holds regular membership meetings, monthly general assembly meetings, bi-weekly panel meetings for the advisory committee as well as meetings on an as-needed basis.

SWABAC provides a forum for member organisations to discuss their concerns regarding policy guidelines for delivering assistance, resource management and other operational issues, with the ultimate goal of improving coordination among the assistance community in Southern Afghanistan. In pursuit of these goals, SWABAC chaired the Regional Coordination Body (RCB) for southern Afghanistan from 1999-2000.

In the past, SWABAC also implemented activities. SWABAC was involved in monitoring some components of UNDP's P.E.A.C.E. Initiative, which aimed to alleviate poverty, strengthen local self-help capacity and improve local governance by strengthening community, NGO and private sector capacities to sustain community-focused development. SWABAC also conducted surveys on the impact of drought, distributed food and non-food items for WFP and UNHCR and conducted training courses aimed both at assistance workers and at community members.

TAPA – Transitional Assistance Programme for Afghanistan

CAP – Consolidated Appeals Process

ITAP – Immediate and Transitional Assistance Programme for Afghanistan

The **Transitional Assistance Programme for Afghanistan (TAPA)**¹ is the planning mechanism through which the UN aims to coordinate among UN and UN agency programmes, ensure overall compliance with government priorities, and mobilise funding from donors.

The overall objectives of the TAPA for 2003 were to:

- increase UN/government programme cooperation;
- increase emphasis on needs and decision making roles of women and girls;
- build capacity of Afghan organisations and departments; and
- ensure accountability, efficiency and effectiveness of the UN community.

The process of developing the TAPA for 2003 involved extensive consultations between UNAMA staff, UN agencies, government and to a lesser extent, NGOs. The appeal was then presented as a joint initiative, prepared by the government of Afghanistan and the UN. The draft **National Development Budget (NDB)**, presented by the government at the **Implementation Group (IG)** meeting in October 2003, outlined national priority areas for investment and the 2003 TAPA appeal was designed accordingly.

Once finalised, the TAPA was launched in December of 2002, covering the period from January 2003 to March 2004. A total of US \$815 million was requested from donors for TAPA projects. These were formally integrated into the NDB in March 2003, after cutting projects considered to be outside of the NDB priority areas. This process reduced the total TAPA request to US \$728 million. As of late May 2003, there was still a gap of US \$504 million to fulfill the TAPA requirements.

The TAPA prioritised emergency food aid, food security, agricultural opportunities, social infrastructure, returnees and promoting sustainable livelihoods, public administration and mine action.

Prior to the TAPA, the main planning mechanism for the UN was the **Immediate and Transitional Assistance Programme for Afghanistan, 2002 (ITAP)**, which laid out a comprehensive strategy and the financial requirements for the immediate relief, recovery and reconstruction, as well as reintegration needs of the Afghan people - including those living in neighbouring countries. The ITAP was presented immediately following the **Tokyo Ministerial Meeting** in January 2002. It requested US \$900 million in assistance to cover the period from October 2001 to December 2002.

The ITAP in turn, had replaced the **Consolidated Appeals Process (CAP)**, which is a worldwide process used by the international aid community to plan, present and appeal for programmes and funding.

¹ See <http://www.reliefweb.int/appeals/afg/TAPA2003/> for the full TAPA appeal.

Tokyo Ministerial Meeting

ARSG – Afghanistan Reconstruction Steering Group

The **Tokyo Ministerial Meeting** – formally known as the International Conference on Reconstruction Assistance to Afghanistan – was a meeting of the **Afghanistan Reconstruction Steering Group (ARSG)** that mobilised the first substantial post-Taliban donor commitments for the reconstruction of Afghanistan. It was co-chaired by Japan, the US, the EU and Saudi Arabia and took place from 21-22 January 2002. Ministers and representatives from 61 countries and 21 international organisations attended. NGOs held a separate parallel meeting, the results of which were reported to the plenary session.

At the conference, the **Afghanistan Interim Administration (AIA)** presented its vision for Afghanistan's development and its commitment to reconciliation and reconstruction as outlined in the **Bonn Agreement**. The discussion focused on a comprehensive framework for reconstruction over the longer term and detailed the recovery needs of Afghanistan over the next 10 years at a cost of US \$15 billion.

The international donor community expressed its support by pledging US \$2.1 billion for the first 15 months of the reconstruction period (21 January 2001 – 21 March 2003) and US \$5.2 billion in cumulative multi-year commitments. Of this, US \$3.8 billion was pledged as grant money and US \$1.4 billion as potential loans. Through March 2003, US \$2.4 billion has been committed for specific projects, with almost half of the grants going to humanitarian initiatives, and only 29 percent to longer term reconstruction.

In Tokyo, discussions were held around materials prepared by the AIA, results from previous ARSG meetings in Washington and Brussels and **preliminary needs assessments** carried out by the World Bank (WB), the Asian Development Bank (ADB) and the UN Development Programme (UNDP). During the meeting, the AIA identified the following key priority areas for the reconstruction of their country:

- enhancement of administrative capacity, with emphasis on the payment of salaries and the establishment of the government administration;
- education, especially for girls;
- health and sanitation;
- infrastructure, in particular, roads, electricity and telecommunications;
- reconstruction of the economic system, in particular, the currency system; and
- agriculture and rural development, including food security, water management and revitalising the irrigation system.

The establishment of the **Implementation Group (IG)** mechanism and a World Bank managed trust fund (the **Afghanistan Reconstruction Trust Fund (ARTF)**), as well as UNDP's proposal for a code of conduct on distorted wage and rent inflation caused by the international presence were also discussed. Since then the IG has been rolled into the **Consultative Group** mechanism (**CG**), the **Afghanistan Reconstruction Trust Fund (ARTF)** is operational but no code of conduct is yet in place. The **Tokyo Conference on the Consolidation of Peace in Afghanistan** was the successor to this first Tokyo Ministerial Meeting.

TSS – Transitional Support Strategy

The **Transitional Support Strategy (TSS)** is the World Bank's (WB) strategy for financial and technical assistance to Afghanistan. It was formulated in accordance with its Comprehensive Development Framework approach, which guides its support to poor countries. The strategy was designed in line with the government's **National Development Framework (NDF)**. The first post-Taliban TSS, based on a preliminary needs assessment conducted with UNDP and the Asian Development Bank, was released in March 2002; the second followed in March 2003.

The WB strategy for 2003 is to move from a short-term emergency orientation to a longer-term development orientation, which will be in effect until a stable representative government is established. The long-term strategy focuses on improving livelihoods, fiscal strategy, institutions and management, governance, public administration reform and enabling private sector development. It aims to achieve these goals by supporting government to be more effective, by strengthening communities, by encouraging private sector activity, by creating income generation opportunities for the poor and by providing public services.

The major components of the strategy are:

- *International Development Agency (IDA) post conflict grant.* A commitment of US \$570 million over 18 months, of which US \$100 million has been provided as grants for four programmes (Emergency Public Administration, Infrastructure, Public Works and Community Empowerment and Emergency Education) and US \$470 million will be provided as interest free loans.
- *Afghanistan Reconstruction Trust Fund (ARTF):* One of the government's preferred mechanisms for generating and channeling resources to the ATA for non-project costs.
- *Non financial support.* Technical assistance and advice on specific policy, institutional design and reform issues.
- *Debt relief.* A clearance of all of Afghanistan's arrears to the IDA in conjunction with the Asian Development Bank (ADB) and the International Monetary Fund (IMF).

The World Bank expects that upon successful completion of the TSS strategy, and thus transfer of power to a freely and fairly elected administration, that the new government will begin a Poverty Reduction Strategy Paper (PRSP) and a Country Assistance Strategy (CAS) with the assistance of the World Bank.

UNAMA – United Nations Assistance Mission in Afghanistan
DSRSG – Deputy Special Representative of the Secretary-General
Pillars I and II
SRSG – Special Representative of the Secretary-General
UNOCHA – UN Office for the Coordination of Humanitarian Assistance to Afghanistan
UNSMA – UN Special Mission for Afghanistan

The **United Nations Assistance Mission in Afghanistan (UNAMA)** is a UN body that was established by Security Council (SC) Resolution 1401 (2002) on 28 March, 2002. As dictated by Resolution 1401 UNAMA is responsible for fulfilling the UN's obligations in Afghanistan as outlined in the **Bonn Agreement**, and for managing UN humanitarian relief, recovery and reconstruction (RRR) activities in coordination with the then-**Afghanistan Interim Authority (AIA)**. UNAMA's initial mandate was for 12 months, but was extended for an additional year to 28 March 2003 by SC Resolution 1471, which affirmed the UN's central support for the **Afghanistan Transitional Authority (ATA)** in rebuilding the country.

UNAMA was conceived as an opportunity for the international community to put lessons learned from previous peacekeeping operations in post-conflict countries into practice. This included applying a "light footprint" approach that would prevent large numbers of expatriate staff from overwhelming a reconstruction process that is supposed to be Afghan-owned. There are currently about 150 international staff and 500 national staff in UNAMA, however if the election process goes forward as scheduled, it is estimated that around 4,500 more national staff and 400 international staff will be recruited.

UNAMA is led by the **Special Representative of the Secretary-General (SRSG)**, Lakdhar Brahimi, whose office has overseen UNAMA's political and reconstruction "pillars," as well as an administrative unit. **Pillar I**, political affairs, and **Pillar II**, relief, recovery and reconstruction (RRR) has each been led by a **Deputy Special Representative to the Secretary-General (DSRSG)**.

In addition to the increase in staff size, as of June 2003, UNAMA is being restructured to reflect a shift in government priorities from humanitarian relief to reconstruction with a greater emphasis on providing support to priority government initiatives. Though the new organisation will not include the two pillars, UNAMA's new structure, which is to be organised along functional lines, will still reflect these areas (i.e. rule of law, human rights, etc.).

The Office of the SRSG in UNAMA provides policy guidance and high level decision making. It is responsible for military liaison with the ATA, the **Coalition Forces** and **International Security Assistance Force (ISAF)**. It has advisors in human rights, the rule of law (judicial, police and penal system), gender equality and disarmament, demobilisation and reintegration. It also oversees the 10 UNAMA **field offices (FOs)** that are staffed with political affairs, RRR and human rights officers.

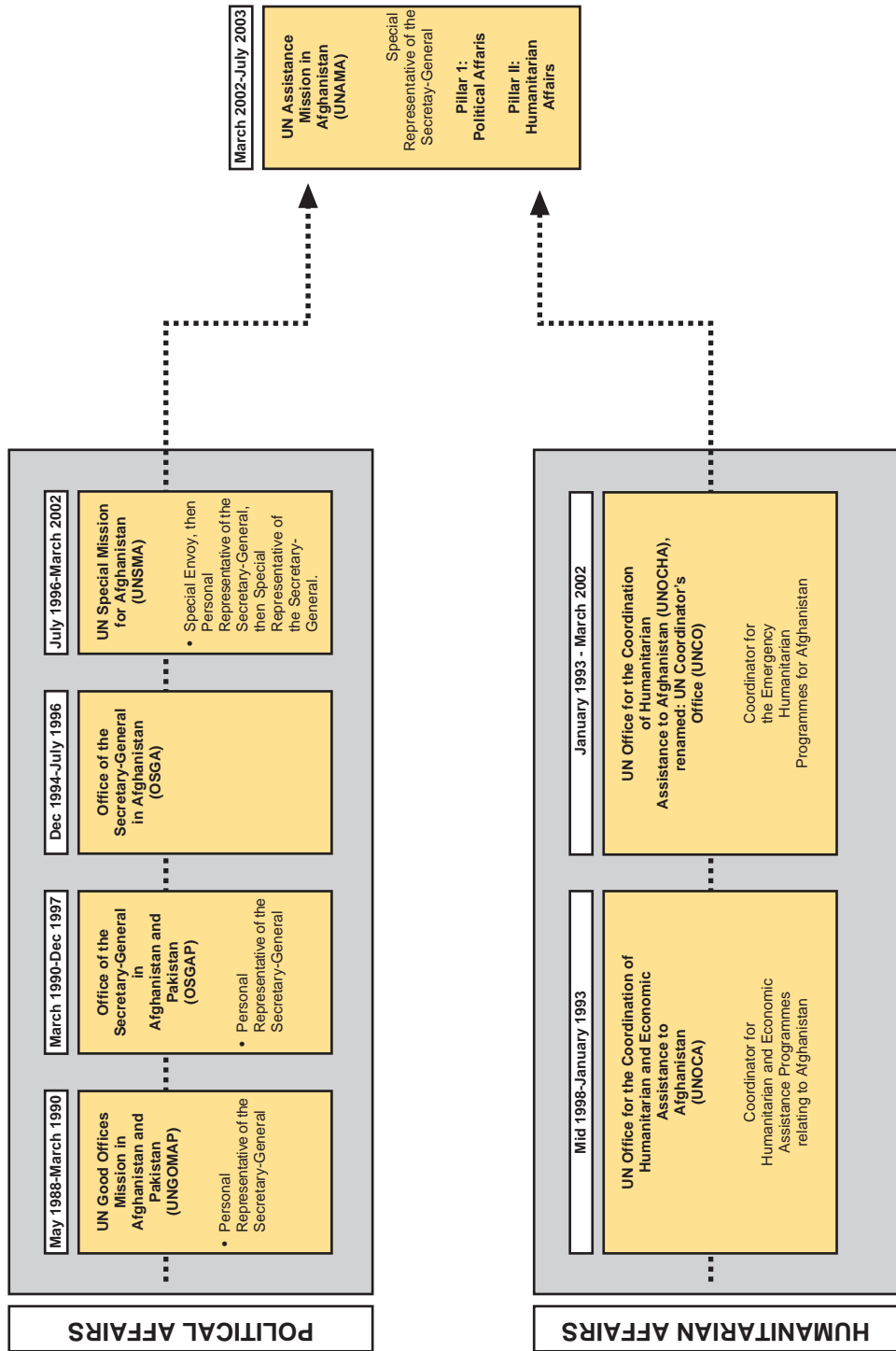
The political affairs section is responsible for monitoring, analysing and reporting on the overall political and human rights situation and the status of implementation of the Bonn Agreement; maintaining contact with Afghan leaders, political parties, civil society groups, institutions and representatives of central authorities; maintaining contact with representatives of the international community; providing information and guidance on political issues for the benefit of other UNAMA activities; investigating human rights violations and; where necessary, recommending corrective action.

The relief, recovery and reconstruction section is responsible for the direction and oversight of UN RRR activities. It is charged with bringing together the constituent agencies of the UN to support the government with engaging in reconstruction that contributes to peace, security and stability and empowers Afghans to take leadership over reconstruction; and with enabling a more efficient, effective and integrated assistance effort

Aside from regular operations and responsibility for coordination among the UN agencies, UNAMA is in the process of assisting the ATA with several major tasks. This includes constitutional reform (see **Constitutional Commission**); administrative and civil service reform (see **IARCSC**); **disarmament, demobilisation and reintegration (DDR)**; and the upcoming **national elections** in June 2004.

UNAMA absorbed the **UN Special Mission to Afghanistan (UNSM)** and the **UN Office for Coordination of Humanitarian Assistance to Afghanistan (UNOCHA)** that preceded it. These were, respectively, political and relief and reconstruction missions (see chart on UN coordination on Afghanistan). Previous to these missions, the **UN Office for the Coordination of Humanitarian and Economic Assistance Programmes (UNOCA)** coordinated reconstruction efforts in Afghanistan.

UN Coordination in Afghanistan July 2003



GOVERNMENT

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The Government of Afghanistan¹

Following the collapse of the Taliban at the end of 2001, Afghan factional leaders came together at a UN-sponsored conference in Bonn, Germany to sign the **Bonn Agreement**, which appointed the **Afghanistan Interim Administration (AIA)** and agreed to a timetable for re-establishing permanent government institutions in Afghanistan over the course of two-and-a-half years. Per this timetable, the Emergency Loya Jirga of June 2002, replaced the AIA with the **Afghanistan Transitional Administration (ATA)**, and elected Hamid Karzai as the head of state – and *pro-tem* head of government (in the absence of a legislature and prime minister) – of the **Transitional Islamic State of Afghanistan (TISA)**. The ATA will remain in power until national elections, planned for June 2004, are held.

The Bonn Agreement also stipulated that the Constitution of 1964 would operate as the interim legal framework for Afghanistan until a new constitution was ratified at a **Constitutional Loya Jirga** in October 2003. The 1964 Constitution provides for a presidential, one-party system with highly centralised administrative and fiscal arrangements as well as a clear separation of the executive, judiciary and legislative branches of the government.

Legally Recognised Local Units of Government

- 32 provinces (*Wolayat*)
- Approximately 326 districts (*woleswali*) – with the number of districts in each province ranging between 5 and 20.
- Provincial municipalities (*Sharwali Wolayat*) – with each province in principle containing one such municipality.
- Rural municipalities (*Sharwali Uluswali*) – with each district containing at most one rural municipality, but some with none.

Overall Structure and Function

The Afghanistan public sector consists of the central government, provinces, municipalities (urban sub-units of provinces) and districts (rural sub-units of provinces), as well as state enterprises (wholly and majority owned). State agencies (including the central government ministries and institutions) are considered to be primary budgetary units with specific budgets.

In theory, Afghanistan is a unitary state. As such, the provinces are not distinct political entities in any formal sense and have a very modest role in decisions concerning their own structure, recruitment of senior staff, workforce size and composition. However, decentralisation of power

in recent years means that in practice, certain provinces have considerable authority over their own decision-making.

The country's 32 provinces are the basic unit of local administration. Each province is headed by a governor who reports to the Ministry of Interior (MOI) and oversees the work

¹ Excerpted from the *Guide to Government Functioning Outside of Kabul*, AREU/World Bank, March 2003. The information in this section describes official structures and functions, **which may or may not actually be in place** depending on the provinces, ministries and personalities involved.

of the various ministries in the provinces. Provincial offices also include an authorised agent of the Ministry of Finance (*mustoufie velayat*) and local representatives of most central government ministries. Though the number of staff in the provinces is determined by each ministry, most provincial staff report through the provincial governor. The governor approves junior staff appointments and transfers; the relevant minister approves mid-level staff; and senior staff are appointed by the president.

The provinces are further subdivided into 326 districts (see table for the breakdown of districts in each province).² Many of the ministries in the central government have staff in the districts who report through the district administrator to their respective departments in the province. The district administrator must approve all ministry staff recruitment in the district.

Provinces and districts have little latitude in determining their own governmental structure. The parent ministry, in negotiation with the Ministry of Finance, determines the internal structure of each department during the process of budget preparation. To the extent that most Kabul ministries have provincial departments, the overall array of departments in a province is largely a replica of the arrangements in Kabul.

Although provinces and districts are legally recognised units of sub-national administration, they are not intended to be autonomous in their policy decisions with the exception of some flexibility in implementing centrally determined programmes. For example, there is little concept of a provincial or district budget. Provincial budget allocations (both ordinary and development) are simply the sum total of the budget allocations made by the various Kabul line ministries to their provincial departments (e.g. the Ministry of Education to the provincial education office). This situation is replicated at the district level, where budgets for districts are allocated by the various provincial departments. In theory, this gives Kabul considerable political authority over provincial expenditure policy. In reality, as few provinces are remitting their revenues to the central government, provinces with revenue sources of their own (e.g. customs revenues) can remain relatively autonomous from central government authority.

State enterprises report to the ministry or department in their respective sector. For example, the head of a coal mine would report to the provincial department of Mines and Industries as well as the Ministry of Mines and Industries in Kabul. There are no provincially owned enterprises, as such.

Municipalities are largely self-sustaining, with responsibility for providing some services (trash collection, recreation and park services) and collecting revenues from local services and retail licenses. They report to the central government through the (MoI) in Kabul, which develops and approves the municipality's budget, organisational structure and staffing numbers via the governor. However, municipalities differ from the provinces and districts in that their budgets are completely financed by a range of local revenues.

² The number of districts varies considerably, as many new districts have been created since 2001.

Region/ Zone	Provinces	Total Districts
Central	Kabul	13
	Parwan	12
	Kapisa	6
	Wardak	8
	Logar	5
	Ghazni	16
	Bamyan	5
Eastern	Khost	12
	Paktya	11
	Paktika	15
	Laghman	5
	Kunar	12
	Nangarhar	20
	Nuristan	6
Northern	Badakhshan	13
	Takhar	12
	Baghlan	10
	Kunduz	7
	Samangan	6
	Balkh	14
	Jawzjan	9
	Sari Pul	6
	Faryab	12
Western	Badghis	7
	Herat	16
	Farah	11
	Ghor	7
Southern	Kandahar	13
	Nimroz	5
	Hilmand	13
	Zabul	9
	Uruzgan	10
TOTAL	32	326

Although they do not hold formal power, community *shuras* can also be influential local actors. *Shuras* (best translated as councils) can be either secular or religious and are long-standing features of Afghan political society. They are convened on an *ad-hoc* basis and are rarely standing bodies with identifiable members. Typically, *shuras* of the *ulema* (Islamic scholars) and *shuras* of elders, are found at the provincial level, while there are often competing local *shuras* and some commander-run *shuras* in the districts.

In addition to the formal provincial and district administrative structures, there is a history of the use of regions or zones in Afghanistan (*hawza*), primarily for military purposes. In particular, the recent decree⁴ establishing the Afghanistan National Army (ANA) places the president as commander-in-chief of the army and does not recognise any other military or paramilitary units that are not part of the ANA. This decree formally recognises that the army is based on four regional commands, though it does not specify exactly what the regions are.

Formally, the governor might be the coordinator of the civil administration and the chief of police, but the military units stationed in the provinces should be run by the military and report via a regional structure to the Ministry of Defence in Kabul.

³ The *hawza* correspond largely to the pre-Abdur Rahman Khan provinces of Afghanistan (Kabul, Jalalabad, Kandahar, Herat, Turkistan, Kataghan-Badakhshan).

⁴ The decree (dated 2 December 2002) notes that: "The current organisation of the army will gradually be transformed into four major commands. With the exception of the central command in Kabul, the location of the remaining commands will be determined on the basis of strategic and geographical factors. The TISA is committed to promote the earliest restoration of security, the rule-of-law and the full exercise of human rights throughout the country." The introductory section of the decree notes that TISA officials cannot hold military posts.

Zones or regions have no legal standing as administrative units and, unlike provinces, districts and municipalities, are not mentioned in the 1964 Constitution. However, they have been used at times for administrative convenience. For the health sector, for example, the original national zonal structure was created around 1965 for the malaria programme, after which it was also assumed by the smallpox eradication program, the Extended Programme of Immunisation (EPI) and TB control programme. A formal zonal structure did not exist outside of these programmes. Formally, even this zonal structure no longer exists, although this has not been announced and there are seminars and other sectoral activities organised on a zonal basis. The tradition of inter-provincial coordination at the regional level continues (for example, the sign outside the Balkh Public Health Department in Mazar-e-Sharif reads "Office of Public Health, Northern Zone").

While they have no formal political status, some "regions" and "zones" have re-emerged as *de facto* political units. Herat is at the centre of such a region, including Ghor, Badghis and Farah. This *de facto* "western region" is sustained by loyal troops, which enforce order on a regional basis, and by an independent source of income in the form of customs revenues from cross-border trade.

To the extent that some governors are also significant regional figures, they combine military and civilian authority in a way that was not intended by the current constitutional arrangements. The governor of Herat, for example, is a governor without an official military position, but is the *de facto* chief of the armed forces not only in his respective province, but also in neighbouring provinces.

Even in cases where there is a powerful regional figure that is not a governor, the military is closely related to the political structure. In the north, for example, military influence over the appointment of governors and other senior officials is clear.

Pay and Grading

Every public employee has a grade. This is true of employees based in Kabul, the provinces and the districts. The current grading structure is imposed by the 1970 (SY1349) Law on the "Status and Condition of Government Employees" as amended by the 1977 (SY1356) Decree no 143. This provided for a centralised recruitment system and a rigid grading system. The grading structure is not designed to be flexible or to accommodate the diversity of needs in the ministries, administrative units or state enterprises. Two scales – one for permanent staff (*karmand*) and one for "contract" staff (*agir*) – apply equally everywhere in Afghanistan. *Karmand* are regular, permanent public employees, whereas *agir* are officially hired on fixed-term contracts. This contract employment provides some flexibility, but, in practice, most *agir* employees remain in government for many years and follow a career path very similar to that of *karmand* staff. The two pay scales are almost identical, ranging from 30 afs/month (less than one dollar), to 210 afs/month (approximately US\$ 4/month); the same food allowances, which account for well over 90 percent of monthly pay, apply to both.

Pay policy is set centrally for all public employees in Afghanistan. The pay system emphasises rank-in-person arrangements (employees are promoted even if they remain in the same position) rather than the more common rank-in-post (promotion comes generally with a new job). Therefore, through years of service and regular promotions (once every three years), staff in lower positions of authority can occupy a higher grade (and earn a higher salary) than their managers. Different occupational groups have ceilings above which they cannot be promoted. For *agir* staff, for example, drivers can apparently only be promoted up to grade three. A skilled carpenter or mason could continue to rise to "above grade."

The Executive

Organisationally, the central government in Afghanistan is comprised of 29 ministries (*wazirat*),⁵ 15 independent bodies and other central government agencies in Kabul and two offices working under the direct authority of the president – the Office of the President and, *pro tem*, the Office of the Prime Minister (see organigramme for details), to which all departments of the executive branch report.

The ministries make up the Cabinet, which currently serves as the country's only legislative mechanism. Ideas for new legislation originate within the individual ministries and are then sent to the Ministry of Justice for drafting as new legislation. The Cabinet meets weekly to debate new legislation and approves or rejects it by unanimous vote. These decrees then go to the President (or sometimes the responsible vice-president on his behalf) for final approval before they are published in the government's official gazette and become law. Some cases are brought directly to the president who, in exceptional cases, will issue a decree without Cabinet approval. Such decrees have included abolishing zones as official geographical entities, establishing the Civil Service Commission and issuing honorary titles. In actuality, proposed legislation can take anywhere from a few days to several months or longer to be passed. The ATA passed 719 decrees (*firman*) between 1 January and 29 June 2003.

*The Judiciary*⁶ The 1964 Constitution provides for "an independent judiciary, consisting of a Supreme Court and other courts established by law. According to this Constitution, the Supreme Court is the central body of the judicial system as it is competent to regulate the organisation and functions of the Courts and the judicial affairs of the State in accordance with the Constitution and law."

The Bonn Agreement reiterated this by stating, "judicial power of Afghanistan shall be independent and vested in a Supreme Court of Afghanistan and such other courts as may be established by the Interim Administration."

⁵ There is some ambiguity about the separate existence of the Ministry of Repatriates which would bring the total to 30.

⁶ *Justice Administration of Afghanistan*, a report by the Italian Ministry of Foreign Affairs; pers. comm., Alex Thier, adviser to the Judicial Reform Commission; Ahmad Wahid Shekeb, Office of Administrative Affairs/Office of the President; Judicial Reform Commission.

⁷ Constitution of Afghanistan, 1964, Article 98.

The subsequent Law of the Jurisdiction and Organisation of the Courts of Afghanistan of 1968 established two parallel court systems:

1. *General courts*, which include the Supreme Court, the High Central Court of Appeals, the Courts of Cassation, provincial courts and primary courts.
2. *Specialised courts*, including juvenile courts, labour courts and other specialised courts established by the Supreme Court as needed.

These courts are ranked as follows:

Mahkama-i-Ibtedaia: A primary court system at the district level that hears both criminal and civil cases for the first time. According to law, each of the 326 districts and each city zone should have one primary court. Kabul has 16 such courts. In some cases, these primary courts refer disputes to local *shuras* for resolution.

Mahkama-i-Morafa'a: A provincial appeals system of secondary courts that has separate branches for civil and criminal cases. Each of Afghanistan's 32 provinces should have a *mahkama-i-morfa'a*, which hears appeals against decisions made by the primary courts, and hears original cases related to charges made against public officials, press offences and smuggling. These courts also deal at the primary level with commercial, public security and public law cases, which are heard on appeal in their respective departments within the High Central Court of Appeals (*mahkama-i-ista'naf*) in Kabul. The High Central Court of Appeals' main function is to hear appeals against judgments from the provincial courts.

Mahkama-i-Tameez: These courts, including the High Court of Appeals, which are staffed by most of the senior judges at the Supreme Court, deal with all types of judicial cases at the highest level of the judicial system.

Afghanistan also has a very strong tradition of informal, local dispute resolution systems. Because taking a case to court requires money, poorer disputants often seek the aid of a neighbour, a local notable (usually a khan or shopkeeper), the village leader, the village *shura* or the head of the wider community area depending upon the nature and seriousness of the dispute - and the means at their disposal to cover the costs. Known as the *malik* or *quaryadar*, this person is chosen by the local population, but given formal recognition by district and provincial authorities as their representative.

Senior authorities in the judicial system say that most courts throughout Afghanistan are functional and staffed by an estimated 4,700 judges through some would despite this assertion. Few of the judges are female and there are only nine women among the 100-plus senior judges of the Supreme Court.

According to the 1964 Constitution, the attorney general (*loya saranwal*) comes under the executive branch. A subsequent Law of the Attorney general states that this position falls under the Ministry of Justice. In 1981, the Attorney General's Office was separated from the Ministry of Justice, a move that is currently upheld by the ATA. However, the current

minister of justice disputes the constitutionality of this move and the issue is now under debate as part of the judicial reform process.

The judicial sector is currently fragmented, but is undergoing review and reform by the **Judicial Reform Commission**, which is taking up issues such as balancing modern and Islamic law, addressing the plurality of legal organs and clarifying roles and reporting structures for the Supreme Court, the Ministry of Justice and the Attorney General's Office.

Though the Afghan courts are governed by a "unitary" legal system (by a single body of Afghan law), judicial reform is complicated by the fact that the country's *de facto* dispute resolution processes are governed by three different legal frameworks including 1) state/civil law; 2) Shari'a (Islamic) law; and 3) customary law. There are common elements among these systems with respect to issues such as land and property, but they diverge quite dramatically on criminal matters and the role and nature of punishments. These informal dispute resolution mechanisms are also often subject to manipulation by local power-holders.

A Critical Year

Though the above government institutions are still officially in place, many of them are currently undergoing significant reform and may change quite dramatically in the coming year. In addition, the nature and functions of these government structures may be clarified in a new constitution — currently in draft form — once it is ratified in October 2003.

GOVERNMENT MINISTRIES AND THEIR FUNCTIONS

MINISTRY	FUNCTIONS ⁸
Agriculture and Livestock	<ul style="list-style-type: none"> • Oversees the preservation and supervision of agricultural affairs and cattle raising; • Oversees the preservation of reserves and the development of the forests; • Responsible for increasing agricultural productive output and raising the economic standards of farmers; and • Responsible for keeping up-to-date with scientific and technological developments in the field of agriculture.
Border and Tribal Affairs	<ul style="list-style-type: none"> • Promotes respect, for historical, national and religious traditions of all nationalities in in Afghanistan; • Implements government policies to ensure unity among each of these nationalities; and • Helps resolve disputes between tribes and ethnic groups.
Civil Aviation and Tourism (Was Air transport + Tourism)	<ul style="list-style-type: none"> • Oversees Ariana Afghan Airlines; • Formulates aviation policy; and • Acts as national weather bureau.
Communications	<ul style="list-style-type: none"> • Maintains the postal and telephonic systems; • Develops means for mass communications; • Prints postage stamps; • Establishes telecommunication rates; and • Drafts laws and norms related to postal and telegraphic laws.
Defence	<ul style="list-style-type: none"> • Maintains military preparedness; and • Defends the country as necessary.
Education	<ul style="list-style-type: none"> • Promotes education in all areas of the country;

⁸ Source: *Law of the Basic Organisation of Afghanistan, 1967; pers. comm. M. Yasin Osmani*. In many instances, what is listed here represents official remits rather than actual activities. Only 16 ministries were created by the Law of the Basic Organisation of Afghanistan of 1967. The rest are relatively new and often have ambiguous and/or overlapping areas of responsibility.

	<ul style="list-style-type: none"> • Develops a national culture against literacy; • Provides skilled teachers and personnel for the education system; and • Supervises schools and lycees.
Finance	<ul style="list-style-type: none"> • Protects the property of the State; • Collects and regulates of the income of the State, including the provision of money for developmental projects and other state expenses; • Supervises the budget and general State finances; • Supervises the financial matters of state enterprises; and • Maintains relations with the central bank.
Foreign Affairs	<ul style="list-style-type: none"> • Conducts the foreign relations of the country.
Haj (Pilgrimage)	<ul style="list-style-type: none"> • Manages all ceremonies and travel arrangements for pilgrims travelling to Mecca; • Appoints all mosque leaders; and • Manages administration and payroll for mosque leaders.
Higher Education	<ul style="list-style-type: none"> • Promotes the training and learning of Afghans through higher studies; • Manages the university system in Afghanistan; • Carries out research for the purpose of fulfilling the socio-economic plans of Afghanistan; • Drafts long-term and short-term plans for higher education institutions and curricula according to the needs of the Afghan people; and • Organises conferences, seminars and symposiums about economic and social issues affecting the country.
Information and Culture	<ul style="list-style-type: none"> • Supervises the press; • Spreads and implements freedom of information policies; • Educates the tastes and thoughts of the Afghan people through publication and broadcasting;

	<ul style="list-style-type: none"> • Publicises Afghanistan inside and outside the country; • Communicates the goals, activities and point of view of the government to its people; • Promotes the printing and publishing industry; • Promotes national music and the arts; and • Supervises Radio Afghanistan, Bakhtar News Agency and government printing houses.
<p>Interior</p> <p>Irrigation, Water and Environmental Protection</p>	<ul style="list-style-type: none"> • Maintains order within the country, including the curbing of crime; • Supervises the Afghan police; • Supervises the provincial governors; and • Prepares a regular, general census. • Manages the planning and development of water systems for irrigating land; and • Develops water policy and administers water rights.
Justice	<ul style="list-style-type: none"> • Investigates crimes; tries criminal cases in the courts; implements of orders of the courts of law; • Defends the interests of the state in all business cases; • Provides personnel, equipment and machinery for the judicial system; • Drafts and prepares laws; • Maintains relations between the executive and the parliament; and • Regulates of the lawful interests of the people.
Labour and Social Affairs	<ul style="list-style-type: none"> • Provides job opportunities for Afghans in cooperation with other ministries and departments; • Makes suggestions to the central government about ways to improve working conditions; • Identifies human resources for government institutions; • Drafts legislation for labour-related affairs; and • Regulates wages and health standards for the workplace.

Light Industries and Food (was Light Industries)	<ul style="list-style-type: none"> • Manages industries such as biscuit, sugar, fruit, textiles and coal.
Martyrs and Disabled	<ul style="list-style-type: none"> • Maintains the records of all disabled people in all provinces; • Provides vocational training for disabled people; and • Maintains benefits programmes for those disabled and widowed as a result of war.
Mines and Industries	<ul style="list-style-type: none"> • Surveys the availability and use of natural resources in Afghanistan; • Drafts the plans and laws regarding natural resource use and industrial affairs; • Designs policies and programmes for industrial development; • Regularises and encourages home industries; • Regularises labour and workers; and • Maintains the industrial affairs of the State.
Planning	<ul style="list-style-type: none"> • Prepares, coordinates and implements national plans; • Completes development projects, providing capital and personnel; • Prepares national statistics; and • Attracts and maintains cooperation from foreign sources.
Power (was Water and Power)	<ul style="list-style-type: none"> • Regulates electricity; • Identifies water resources and enterprises for generating power, such as dam construction; and • Sets energy policy and taxes on energy use.
Public Health	<ul style="list-style-type: none"> • Protects the health of Afghans in a preventative and curative way; • Works toward wiping out and preventing the spread of disease; • Establishes mobile and stationary hospitals; and • Fixes the price of pharmaceuticals.
Public Works	<ul style="list-style-type: none"> • Constructs roads, bridges, dams canals and airports; • Maintains these works; • Constructs of the buildings of the State; and

	<ul style="list-style-type: none"> • Supervises the work of the construction and mortgage bank, the department of town and home construction and the Afghan Construction Authority.
Reconstruction	<ul style="list-style-type: none"> • Coordinates all development projects in Afghanistan; and • Monitors all reconstructions projects on an ongoing basis.
Refugees and Repatriation	<ul style="list-style-type: none"> • Assists and protects refugees in the countries of asylum and in the camps inside the country; • Returns refugees and IDPs to their areas of origin; and • Reintegrates, both socially and economically, returnees and IDPs into their communities of origin.
Rural Rehabilitation and Development (was Rural Rehabilitation)	<ul style="list-style-type: none"> • Facilitates the coordination of policies, strategies and programmes for supporting sustainable rural livelihoods for poverty alleviation through the promotion of good governance and efficient markets.
Ministry of Trade (was Commerce)	<ul style="list-style-type: none"> • Plans the commercial policy of the country; • Develops a national income; • Regularises and monitors imports and exports; • Promotes markets for Afghan products in other countries; • Improves Afghan exports; and • Supervises the chambers of commerce in Afghan cities.
Transportation	<ul style="list-style-type: none"> • Maintains the highway system; • Regulates trucking industry; • Administers the public transportation system; and • Sets transportation regulation and policy.
Urban Development and Housing	<ul style="list-style-type: none"> • Conducts strategic and urban planning for city development; • Prepares and maintains city maps; and • Works with municipalities to prepare and maintain the “master plan” regulations for development of infrastructure.
Women’s Affairs	<ul style="list-style-type: none"> • Promotes the rights of women; and • Develops literacy and vocational training for women.

Government Glossary – Dari Terms

<i>Agir</i>	Government staff hired on fixed-term contracts
<i>'Alaqadar</i>	Sub-district administrator
<i>Firman</i>	Decree or law
<i>Hukm</i>	Order
<i>Karmand</i>	Permanent, tenured government staff
<i>Ma'ari</i>	Head of a provincial department
<i>Mahkama-i-Ibtedaia</i>	Primary court system
<i>Mahkama-i-Morafa'a</i>	Provincial appeals system
<i>Mahkama-i-Tameez</i>	Courts at the highest level of the judicial system
<i>Mafawk-i-rutba</i>	Beyond grade
<i>Mustoufiat</i>	The provincial department of finance
<i>Mustoufie Velayat or Mustoufie</i>	The provincial agent of the Ministry of Finance
<i>Sharwali Uluswali</i>	Rural municipality
<i>Sharwali Wolayat</i>	Provincial municipality
<i>Shura</i>	Council or association
<i>Takhsis</i>	Budget allocation
<i>Tashkeel</i>	Staffing establishment/list of sanctioned posts
<i>Ulema</i>	Islamic scholar
<i>Uluswal</i>	District administrator
<i>Uluswali</i>	District administrations
<i>Wali</i>	Provincial governor
<i>Wazirat</i>	Minister
<i>Wolayat</i>	Province

Historical terms

<i>Hawza</i>	Region or zone
<i>Mustoufie al-mamalik</i>	Head of finance, in Kabul
<i>Ra'is-i tanzimiya</i>	Inspector general of a region

Post-Bonn Cabinet Members June 2003

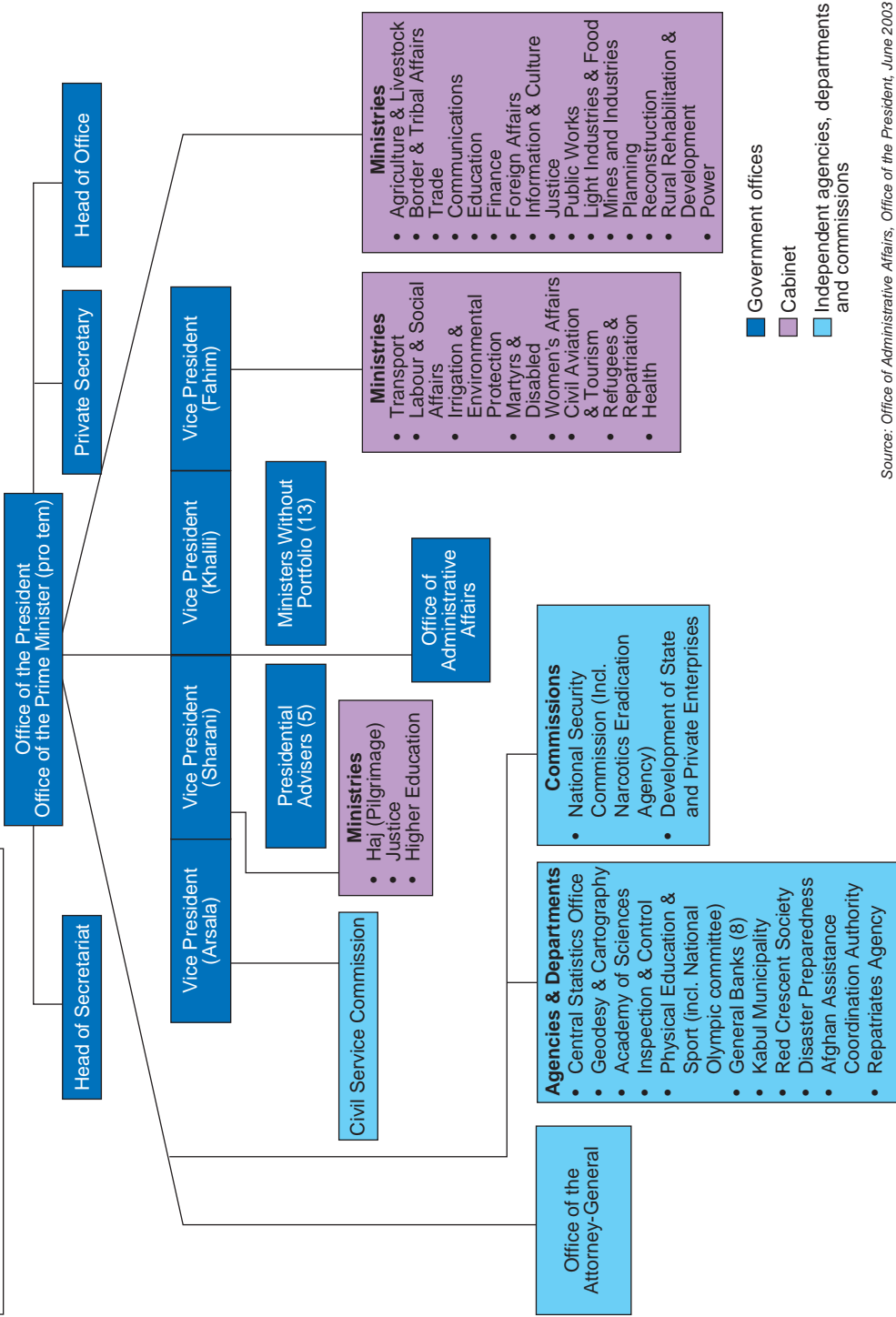
* Appointed by President Karzai after the Emergency Loya Jirga

Position in AIA	Appointed in Bonn Agreement	Position in ATA	Sworn in by Emergency Loya Jirga
Chairman	Mr. Hamid Karzai	Head of State/Head of Government	Mr. Hamid Karzai
Vice Chair	Marshal Qasim Fahim	1st Vice President	Marshal Qasim Fahim
Vice Chair	Mr. Hedyat Amin Arsala	Vice President	Mr. Hedyat Amin Arsala*
Vice Chair	Mr. Haji Muhammed Mohaqqueq	Vice President	Mr. Naimatullah Sharani*
Vice Chair	Dr. Sima Samar	Vice President	Mr. Ustad Abdul Karim Khalili
Vice Chair	Mr. Shaker Kargar	Vice President	Mr. Haji Abdul Qadeer [assassinated, July 2002]
Ministry AIA & ATA		Appointed by Bonn Agreement	Elected by Emergency Loya Jirga
Agriculture & Livestock		Mr. Seyyed Hussein Anwari	Seyyed Hussein Anwari
Border & Tribal Affairs		Amanullah Zadran	Muhammed Aref Noorzai
Civil Aviation & Tourism		Abdul Rahman (<i>assassinated, February 2002</i>) Haji Sayed Muhammed Ali Javeed	Muhammed Mirwais Sadeq
Communications		Eng. Abdul Rahim	Eng. Muhammed Masoom Stanakzai
Defence		Marshal Qasim Fahim	Marshal Qasim Fahim
Education		Abdul Rassoul Amin	Muhammed Yunis Qanuni (<i>also special adviser on internal security</i>)
Finance		Heydayat Amin Arsala	Dr. Ashraf Ghani Ahmadzai
Foreign Affairs		Dr. Abdullah Abdullah	Dr. Abdullah Abdullah
Haj (Pilgrimage)		Muhammed Hanif Hanif Balkhi	Muhammed Amin Naseryar
Higher Education		Dr. Muhammed Sharif Faez	Dr. Muhammed Sharif Faez
Information and Culture		Dr. Sayed Raheen Makhdoon	Dr. Sayed Raheen Makhdoon
Interior		Muhammed Yunus Qanooni	Taj Muhammed Wardak Ali Ahmad Jalali*
Irrigation, Water & Environmental Protection		Haji Mangal Hussein	Dr. Ahmad Yusuf Nuristani
Justice		Abdul Rahim Karimi	Abdul Rahim Karimi

Labour and Social Affairs	Mir Wais Sadeq	Noor Muhammed Qarqin
Light Industries and Food (was Light Industries)	Muhammed Khan	Muhammed Alim Razim
Martyrs and Disabled	Abdullah Wardak	Abdullah Wardak
Mines and Industries	Alim Razim	Juma Muhammed Muhammedi (<i>killed in plane crash, April 2003</i>) Muhammed Mahfooz Nidai* (1st Deputy)
Planning	Haji Muhammed Mohaqiq	Haji Muhammed Mohaqiq
Power (was Water & Electricity)	Muhammed Shakir Kargar	Muhammed Shakir Kargar
Public Health	Dr. Sohailla Siddiq	Dr. Sohailla Siddiq
Public Works	Abdul Khaliq Fazal	Abdullah Ali
Reconstruction	Muhammed Amin Farhang	Muhammed Amin Farhang
Refugees and Repatriation	Enayatullah Nazeri	Enayatullah Nazeri
Rural Rehabilitation and Development (was Rural Rehabilitation)	Abdul Malik Anwar	Muhammed Hanif Atmar
Trade (was Commerce)	Seyyed Mustafa Kazemi	Seyyed Mustafa Kazemi
Transportation	Sultan Hamid Sultan	Sayed Muhammed Ali Jawed
Urban Development and Housing	Haji Abdul Qadir	Eng. Muhammed Yusuf Pashtun
Women's Affairs	Dr. Sima Samar	Dr. Habiba Sorabi*

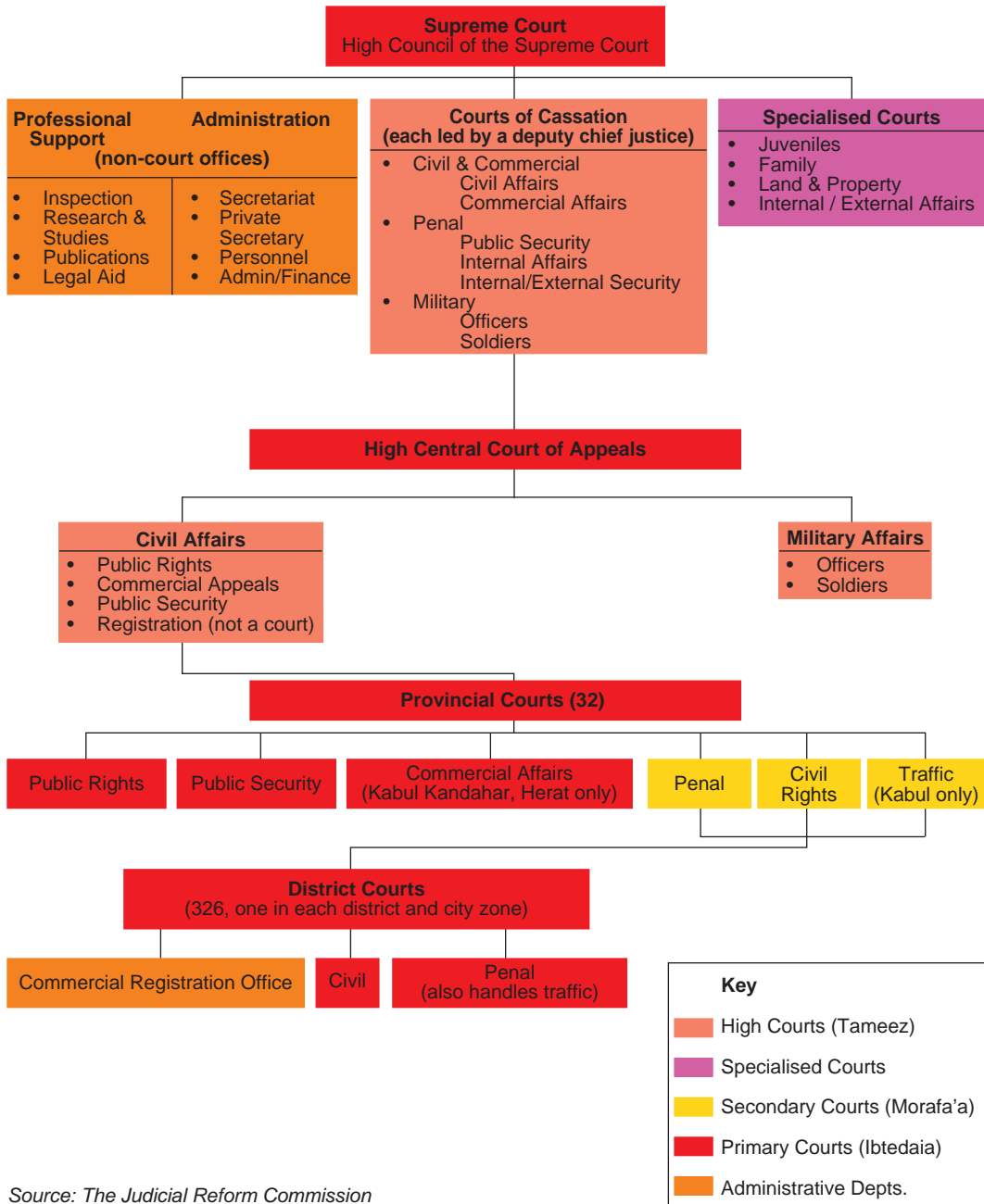
Commissions/Councils/Agencies	Chair Appointed by President Karzai
Afghanistan Independent Human Rights	Dr. Sima Samar
Constitutional Reform	Dr. Naimatullah Shahrani
Development	Ustad Abdul Karim Khalili
Narcotics Eradication	Mirwais Yaseeni
Development of State & Private Enterprises	Dr. Abdul Khaliq Fazal
Independent Administrative and Civil Service Reform Commission	Vice President Hedayat Amin Arsala
Judicial Reform	Bahaudin Baha
National Security Council	Eng. Muhammed Arif Sarwari

The Central Government of Afghanistan July 2003



Source: Office of Administrative Affairs, Office of the President, June 2003

**The Afghanistan Judicial System
July 2003**



Source: The Judicial Reform Commission

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DOCUMENTS

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**AGREEMENT ON PROVISIONAL ARRANGEMENTS IN AFGHANISTAN PENDING
THE RE-ESTABLISHMENT OF PERMANENT GOVERNMENT INSTITUTIONS**

(The Bonn Agreement)

The participants in the UN Talks on Afghanistan,

In the presence of the Special Representative of the Secretary-General for Afghanistan,

Determined to end the tragic conflict in Afghanistan and promote national reconciliation, lasting peace, stability and respect for human rights in the country,

Reaffirming the independence, national sovereignty and territorial integrity of Afghanistan,

Acknowledging the right of the people of Afghanistan to freely determine their own political future in accordance with the principles of Islam, democracy, pluralism and social justice,

Expressing their appreciation to the Afghan mujahidin who, over the years, have defended the independence, territorial integrity and national unity of the country and have played a major role in the struggle against terrorism and oppression, and whose sacrifice has now made them both heroes of jihad and champions of peace, stability and reconstruction of their beloved homeland, Afghanistan,

Aware that the unstable situation in Afghanistan requires the implementation of emergency interim arrangements and expressing their deep appreciation to His Excellency Professor Burhanuddin Rabbani for his readiness to transfer power to an interim authority which is to be established pursuant to this agreement,

Recognizing the need to ensure broad representation in these interim arrangements of all segments of the Afghan population, including groups that have not been adequately represented at the UN Talks on Afghanistan,

Noting that these interim arrangements are intended as a first step toward the establishment of a broad-based, gender-sensitive, multi-ethnic and fully representative government, and are not intended to remain in place beyond the specified period of time,

Recognizing that some time may be required for a new Afghan security force to be fully constituted and functional and that therefore other security provisions detailed in Annex I to this agreement must meanwhile be put in place,

Considering that the United Nations, as the internationally recognized impartial institution, has a particularly important role to play, detailed in Annex II to this agreement, in the period prior to the establishment of permanent institutions in Afghanistan,

Have agreed as follows:

THE INTERIM AUTHORITY

I. General provisions

- 1) An Interim Authority shall be established upon the official transfer of power on 22 December 2001.
- 2) The Interim Authority shall consist of an Interim Administration presided over by a Chairman, a Special Independent Commission for the Convening of the Emergency Loya Jirga, and a Supreme Court of Afghanistan, as well as such other courts as may be established by the Interim Administration. The composition, functions and governing procedures for the Interim Administration and the Special Independent Commission are set forth in this agreement.
- 3) Upon the official transfer of power, the Interim Authority shall be the repository of Afghan sovereignty, with immediate effect. As such, it shall, throughout the interim period, represent Afghanistan in its external relations and shall occupy the seat of Afghanistan at the United Nations and in its specialized agencies, as well as in other international institutions and conferences.
- 4) An Emergency Loya Jirga shall be convened within six months of the establishment of the Interim Authority. The Emergency Loya Jirga will be opened by His Majesty Mohammed Zaher, the former King of Afghanistan. The Emergency Loya Jirga shall decide on a Transitional Authority, including a broad-based transitional administration, to lead Afghanistan until such time as a fully representative government can be elected through free and fair elections to be held no later than two years from the date of the convening of the Emergency Loya Jirga.
- 5) The Interim Authority shall cease to exist once the Transitional Authority has been established by the Emergency Loya Jirga.
- 6) A Constitutional Loya Jirga shall be convened within eighteen months of the establishment of the Transitional Authority, in order to adopt a new constitution for Afghanistan. In order to assist the Constitutional Loya Jirga prepare the proposed Constitution, the Transitional Administration shall, within two months of its commencement and with the assistance of the United Nations, establish a Constitutional Commission.

II. Legal framework and judicial system

- 1) The following legal framework shall be applicable on an interim basis until the adoption of the new Constitution referred to above:
 - i) The Constitution of 1964, a/ to the extent that its provisions are not inconsistent with those contained in this agreement, and b/ with the exception of those provisions relating to the monarchy and to the executive and legislative bodies provided in the Constitution; and

- ii) existing laws and regulations, to the extent that they are not inconsistent with this agreement or with international legal obligations to which Afghanistan is a party, or with those applicable provisions contained in the Constitution of 1964, provided that the Interim Authority shall have the power to repeal or amend those laws and regulations.
- 2) The judicial power of Afghanistan shall be independent and shall be vested in a Supreme Court of Afghanistan, and such other courts as may be established by the Interim Administration. The Interim Administration shall establish, with the assistance of the United Nations, a Judicial Commission to rebuild the domestic justice system in accordance with Islamic principles, international standards, the rule of law and Afghan legal traditions.

III. Interim Administration

A. Composition

- 1) The Interim Administration shall be composed of a Chairman, five Vice Chairmen and 24 other members. Each member, except the Chairman, may head a department of the Interim Administration.
- 2) The participants in the UN Talks on Afghanistan have invited His Majesty Mohammed Zaher, the former King of Afghanistan, to chair the Interim Administration. His Majesty has indicated that he would prefer that a suitable candidate acceptable to the participants be selected as the Chair of the Interim Administration.
- 3) The Chairman, the Vice Chairmen and other members of the Interim Administration have been selected by the participants in the UN Talks on Afghanistan, as listed in Annex IV to this agreement. The selection has been made on the basis of professional competence and personal integrity from lists submitted by the participants in the UN Talks, with due regard to the ethnic, geographic and religious composition of Afghanistan and to the importance of the participation of women.
- 4) No person serving as a member of the Interim Administration may simultaneously hold membership of the Special Independent Commission for the Convening of the Emergency Loya Jirga.

B. Procedures

- 1) The Chairman of the Interim Administration, or in his/her absence one of the Vice Chairmen, shall call and chair meetings and propose the agenda for these meetings.
- 2) The Interim Administration shall endeavour to reach its decisions by consensus. In order for any decision to be taken, at least 22 members must be in attendance. If a vote becomes necessary, decisions shall be taken by a majority of the members present and voting, unless otherwise stipulated in this agreement.

The Chairman shall cast the deciding vote in the event that the members are divided equally.

C. Functions

- 1) The Interim Administration shall be entrusted with the day-to-day conduct of the affairs of state, and shall have the right to issue decrees for the peace, order and good government of Afghanistan.
- 2) The Chairman of the Interim Administration or, in his/her absence, one of the Vice Chairmen, shall represent the Interim Administration as appropriate.
- 3) Those members responsible for the administration of individual departments shall also be responsible for implementing the policies of the Interim Administration within their areas of responsibility.
- 4) Upon the official transfer of power, the Interim Administration shall have full jurisdiction over the printing and delivery of the national currency and special drawing rights from international financial institutions. The Interim Administration shall establish, with the assistance of the United Nations, a Central Bank of Afghanistan that will regulate the money supply of the country through transparent and accountable procedures.
- 5) The Interim Administration shall establish, with the assistance of the United Nations, an independent Civil Service Commission to provide the Interim Authority and the future Transitional Authority with shortlists of candidates for key posts in the administrative departments, as well as those of governors and uluswals, in order to ensure their competence and integrity.
- 6) The Interim Administration shall, with the assistance of the United Nations, establish an independent Human Rights Commission, whose responsibilities will include human rights monitoring, investigation of violations of human rights, and development of domestic human rights institutions. The Interim Administration may, with the assistance of the United Nations, also establish any other commissions to review matters not covered in this agreement.
- 7) The members of the Interim Administration shall abide by a Code of Conduct elaborated in accordance with international standards.
- 8) Failure by a member of the Interim Administration to abide by the provisions of the Code of Conduct shall lead to his/her suspension from that body. The decision to suspend a member shall be taken by a two-thirds majority of the membership of the Interim Administration on the proposal of its Chairman or any of its Vice Chairmen.
- 9) The functions and powers of members of the Interim Administration will be further elaborated, as appropriate, with the assistance of the United Nations.

IV. The Special Independent Commission for the Convening of the Emergency Loya Jirga

- 1) The Special Independent Commission for the Convening of the Emergency Loya Jirga shall be established within one month of the establishment of the Interim Authority. The Special Independent Commission will consist of twenty-one members,

a number of whom should have expertise in constitutional or customary law. The members will be selected from lists of candidates submitted by participants in the UN Talks on Afghanistan as well as Afghan professional and civil society groups. The United Nations will assist with the establishment and functioning of the commission and of a substantial secretariat.

- 2) The Special Independent Commission will have the final authority for determining the procedures for and the number of people who will participate in the Emergency Loya Jirga. The Special Independent Commission will draft rules and procedures specifying (i) criteria for allocation of seats to the settled and nomadic population residing in the country; (ii) criteria for allocation of seats to the Afghan refugees living in Iran, Pakistan, and elsewhere, and Afghans from the diaspora; (iii) criteria for inclusion of civil society organizations and prominent individuals, including Islamic scholars, intellectuals, and traders, both within the country and in the diaspora. The Special Independent Commission will ensure that due attention is paid to the representation in the Emergency Loya Jirga of a significant number of women as well as all other segments of the Afghan population.
- 3) The Special Independent Commission will publish and disseminate the rules and procedures for the convening of the Emergency Loya Jirga at least ten weeks before the Emergency Loya Jirga convenes, together with the date for its commencement and its suggested location and duration.
- 4) The Special Independent Commission will adopt and implement procedures for monitoring the process of nomination of individuals to the Emergency Loya Jirga to ensure that the process of indirect election or selection is transparent and fair. To pre-empt conflict over nominations, the Special Independent Commission will specify mechanisms for filing of grievances and rules for arbitration of disputes.
- 5) The Emergency Loya Jirga will elect a Head of the State for the Transitional Administration and will approve proposals for the structure and key personnel of the Transitional Administration.

V. Final provisions

- 1) Upon the official transfer of power, all mujahidin, Afghan armed forces and armed groups in the country shall come under the command and control of the Interim Authority, and be reorganized according to the requirements of the new Afghan security and armed forces.
- 2) The Interim Authority and the Emergency Loya Jirga shall act in accordance with basic principles and provisions contained in international instruments on human rights and international humanitarian law to which Afghanistan is a party.
- 3) The Interim Authority shall cooperate with the international community in the fight against terrorism, drugs and organized crime. It shall commit itself to respect international law and maintain peaceful and friendly relations with neighbouring countries and the rest of the international community.
- 4) The Interim Authority and the Special Independent Commission for the Convening of the Emergency Loya Jirga will ensure the participation of women as well as the equitable representation of all ethnic and religious communities in the Interim Administration and the Emergency Loya Jirga.

- 5) All actions taken by the Interim Authority shall be consistent with Security Council resolution 1378 (14 November 2001) and other relevant Security Council resolutions relating to Afghanistan.
- 6) Rules of procedure for the organs established under the Interim Authority will be elaborated as appropriate with the assistance of the United Nations.

This agreement, of which the annexes constitute an integral part, done in Bonn on this 5th day of December 2001 in the English language, shall be the authentic text, in a single copy which shall remain deposited in the archives of the United Nations. Official texts shall be provided in Dari and Pashto, and such other languages as the Special Representative of the Secretary-General may designate. The Special Representative of the Secretary-General shall send certified copies in English, Dari and Pashto to each of the participants.

For the participants in the UN Talks on Afghanistan:

Ms. Amena Afzali	Prof. Mohammad Ishaq Nadiri
Mr. S. Hussain Anwari	Mr. Mohammad Natiqi
Mr. Hedayat Amin Arsala	Mr. Yunus Qanooni
Mr. Sayed Hamed Gailani	Dr. Zalmai Rassoul
Mr. Rahmatullah Musa Ghazi	Mr. H. Mirwais Sadeq
Eng. Abdul Hakim	Dr. Mohammad Jalil Shams
Mr. Houmayoun Jareer	Prof. Abdul Sattar Sirat
Mr. Abbas Karimi	Mr. Humayun Tandar
Mr. Mustafa Kazimi	Mrs. Sima Wali
Dr. Azizullah Ludin	General Abdul Rahim Wardak
Mr. Ahmad Wali Massoud	Mr. Pacha Khan Zadran
Mr. Hafizullah Asif Mohseni	

Witnessed for the United Nations by:

Mr. Lakhdar Brahimi
Special Representative of the Secretary-General for Afghanistan

ANNEX I
INTERNATIONAL SECURITY FORCE

1. The participants in the UN Talks on Afghanistan recognize that the responsibility for providing security and law and order throughout the country resides with the Afghans themselves. To this end, they pledge their commitment to do all within their means and influence to ensure such security, including for all United Nations and other personnel of international governmental and non-governmental organizations deployed in Afghanistan.
2. With this objective in mind, the participants request the assistance of the international community in helping the new Afghan authorities in the establishment and training of new Afghan security and armed forces.

3. Conscious that some time may be required for the new Afghan security and armed forces to be fully constituted and functioning, the participants in the UN Talks on Afghanistan request the United Nations Security Council to consider authorizing the early deployment to Afghanistan of a United Nations mandated force. This force will assist in the maintenance of security for Kabul and its surrounding areas. Such a force could, as appropriate, be progressively expanded to other urban centres and other areas.
4. The participants in the UN Talks on Afghanistan pledge to withdraw all military units from Kabul and other urban centers or other areas in which the UN mandated force is deployed. It would also be desirable if such a force were to assist in the rehabilitation of Afghanistan's infrastructure.

ANNEX II

ROLE OF THE UNITED NATIONS DURING THE INTERIM PERIOD

1. The Special Representative of the Secretary-General will be responsible for all aspects of the United Nations' work in Afghanistan.
2. The Special Representative shall monitor and assist in the implementation of all aspects of this agreement.
3. The United Nations shall advise the Interim Authority in establishing a politically neutral environment conducive to the holding of the Emergency Loya Jirga in free and fair conditions. The United Nations shall pay special attention to the conduct of those bodies and administrative departments which could directly influence the convening and outcome of the Emergency Loya Jirga.
4. The Special Representative of the Secretary-General or his/her delegate may be invited to attend the meetings of the Interim Administration and the Special Independent Commission on the Convening of the Emergency Loya Jirga.
5. If for whatever reason the Interim Administration or the Special Independent Commission were actively prevented from meeting or unable to reach a decision on a matter related to the convening of the Emergency Loya Jirga, the Special Representative of the Secretary-General shall, taking into account the views expressed in the Interim Administration or in the Special Independent Commission, use his/her good offices with a view to facilitating a resolution to the impasse or a decision.
6. The United Nations shall have the right to investigate human rights violations and, where necessary, recommend corrective action. It will also be responsible for the development and implementation of a programme of human rights education to promote respect for and understanding of human rights.

ANNEX III
REQUEST TO THE UNITED NATIONS BY THE PARTICIPANTS AT
THE UN TALKS ON AFGHANISTAN

The participants in the UN Talks on Afghanistan hereby

1. Request that the United Nations and the international community take the necessary measures to guarantee the national sovereignty, territorial integrity and unity of Afghanistan as well as the non-interference by foreign countries in Afghanistan's internal affairs;
2. Urge the United Nations, the international community, particularly donor countries and multilateral institutions, to reaffirm, strengthen and implement their commitment to assist with the rehabilitation, recovery and reconstruction of Afghanistan, in coordination with the Interim Authority;
3. Request the United Nations to conduct as soon as possible (i) a registration of voters in advance of the general elections that will be held upon the adoption of the new constitution by the constitutional Loya Jirga and (ii) a census of the population of Afghanistan.
4. Urge the United Nations and the international community, in recognition of the heroic role played by the mujahidin in protecting the independence of Afghanistan and the dignity of its people, to take the necessary measures, in coordination with the Interim Authority, to assist in the reintegration of the mujahidin into the new Afghan security and armed forces;
5. Invite the United Nations and the international community to create a fund to assist the families and other dependents of martyrs and victims of the war, as well as the war disabled;
6. Strongly urge that the United Nations, the international community and regional organizations cooperate with the Interim Authority to combat international terrorism, cultivation and trafficking of illicit drugs and provide Afghan farmers with financial, material and technical resources for alternative crop production.

National Development Framework

DRAFT – For consultation

Kabul, April 2002

Preface

The following is an early first draft of the Afghanistan National Development Framework. The draft reflects directions provided by the Board of the Afghan Assistance Coordination Authority (AACCA), chaired by the Chairman of the Interim Administration and individual consultations carried out by the Ministry of Planning, the Ministry of Reconstruction and the AACCA. The draft is based on inputs from the government departments, Joint Needs Assessment process and inputs from other actors on the ground.

This document attempts to set out national strategy and includes national priorities and policy directions.

This early first draft is presented to the participants of the Implementation Group in order to convey an early sense of the direction taken by the Interim Administration in the development of the country, and to place in an appropriate context the priority projects presented in the course of the meeting. It is envisaged that within six weeks a National Development Budget will have been finalised. Finalisation will entail a further series of extensive consultations with ministries, international organizations and the NGO community.

The ongoing process to create the national development budget has included the establishment of the Development Budget Commission, composed of the Ministry of Planning, Ministry of Finance, Ministry of Reconstruction and the AACCA. All projects are expected to be anchored in one of the programs identified within the National Development Framework, unless exceptional circumstances apply. In this regard mechanisms for project and program review are being established.

The National Development Framework

There is a consensus in Afghan society: violence as a means of compelling the majority to submit to the will of a minority must end. The people's aspirations must be represented and reflected in an accountable government that delivers value on a daily basis. This consensus forms the foundation for a vision of a prosperous and secure Afghanistan. The current poverty of the country is painfully obvious; this vision of a peaceful and prosperous future is a beacon that can mobilize the energies of an enterprising and independent people, guide them in their collective and individual pursuits, and reinforce the sense of national unity, mutual dependence and participation in a common enterprise.

Our people are poor, the majority is illiterate, but the sophistication of political debate and awareness is remarkable, in great part due to the international media. Despite the years

of war, our opinions are also shaped by a myriad of networks that link us to the international community. There is a widespread desire to retain the current international interest in our country, and to channel it in ways that would lay the basis for multiple partnerships between different groups in our society and the global community.

This desire for engagement is premised on the hope that international engagement will be an instrument for ending our poverty, the re-establishment of our sovereignty and national unity, and a foundation for sustainable prosperity. Our people's expectations have been raised by the promises of world leaders that they will be with us for the long haul. The succession of visits and delegations are a sign to our people that the engagement is continuing.

Discussions of development, however, remain abstract. Public opinion is shaped by concrete manifestations. If the general discussions are not connected to changes in the daily lives and experiences of the people, public opinion could easily turn skeptical.

Afghans have been disappointed by the international community before. Hope could then be replaced by frustration, and frustration, in a context of raised expectations, is a recipe for anger, discord and finally conflict. For us to capitalise on the current consensus, then, we must deliver, and deliver soon; as words become deeds, belief in the possibility of a safe and prosperous future will grow.

Delivering rapidly, however, does not mean delivering unwisely. We must internalise the lessons of 50 years of experience of international assistance. Afghanistan offers a unique opportunity to prove to the skeptics that the aid system is relevant in a post-conflict context, and that difficult challenges can be met with determination, partnership and vision.

Five lessons stand out:

- First, the developmental agenda must be owned domestically, and the recipient country must be in the driver's seat.
- Second, the market and the private sector is a more effective instrument of delivering sustained growth than the state.
- Third, without a state committed to investing in human capital, the rule of law, the creation of systems of accountability and transparency, and providing the enabling environment for the operation of the private sector, aid cannot be an effective instrument of development.
- Fourth, people in general and the poor in particular are not passive recipients of development but active engines of change. Sustainable development requires citizen participation and adopting of methods of governance that enable the people to take decisions on issues that affect them and their immediate surroundings.

- Fifth, donor-funded investment projects, unless they are anchored in coherent programs of government, are not sustainable. Structural adjustment programs, unless they are translated into feasible projects, do not result in reform.

There is an emerging consensus that the budget must be the central instrument of policy, and that the country should have the capacity to design programs and projects that are part of a coherent developmental strategy. All interventions must have clear outcomes, and be properly monitored.

The strategy

Our developmental strategy has three pillars: The first is to use humanitarian assistance and social policy to create the conditions for people to live secure lives and to lay the foundations for the formation of sustainable human capital. The second is the use of external assistance to build the physical infrastructure that lays the basis for a private sector-led strategy of growth, in such a manner as to support the building of human and social capital. The third pillar is the creation of sustainable growth, where a competitive private sector becomes both the engine of growth and the instrument of social inclusion through the creation of opportunity.

Cutting across all our activities will be the issues of security, of administrative and financial reform, and of gender.

A brief outline of the programs and sub-programs contained in each pillar will be provided here, the Annexes contain a more detailed description.

Pillar 1 – Humanitarian and Human and Social Capital

We are still in the midst of a humanitarian crisis. We are keenly aware of the needs and conditions of our vulnerable people. We need immediate action in the following areas: Refugees and returnees; between 1.4 to 2m refugees are expected to return to their homes, along with thousands of internally displaced. A systematic and integrated approach will be required if we are to help them re-integrate safely and develop secure livelihoods rather than end up in shanty towns. Education, after years of neglect and worse, will be the foundation of economic growth and poverty reduction. Vocational training is a priority, in particular to assist the mujahadeen, many of whom have sacrificed so much in the cause of freedom and to assist women. Health and nutrition will require massive and long-term investment if we are to lift Afghanistan from 169 in the human development index. Two areas need particularly urgent attention, malnutrition, and better obstetric care that will bring down the unacceptably high levels of maternal and infant mortality rates. Afghans have shown a remarkable ability to survive in the face of disaster, but there is a need to invest in livelihoods to facilitate our enterprise in the search for a good living. And finally, after the ravages of the Taliban, we must act fast to preserve our national heritage, we must remember the vital role of culture in the process of national reconstruction and defining Afghan identity.

It is vital that we take an integrated and programmatic approach to all work in this pillar.

We cannot afford sectoral and localized projects that lead to disconnects. So we are initiating two, large-scale, integrated programs as the foundation of much work in this pillar. Firstly we will initiate a national community development program, known as National Solidarity, which will deliver block grants to communities across the country. And secondly we have designated 10 key areas for special attention because they have been worst affected by human rights abuses and will be centers of refugee and IDP return. We are requesting the UN agencies and bilateral donors to help us develop rapidly a series of projects in these areas.

Pillar 2 – Physical Reconstruction and Natural Resources

We intend to begin the reconstruction and expansion of the physical infrastructure as soon as possible. The government is committed to launching public works programs immediately in order to offer opportunities to the unemployed and under-employed

We have identified a number of programs in this area and are in the process of preparing specific projects within each of the programs. For example, roads, water and sanitation, and the energy sector all need urgent attention. As the country will be rebuilt by its families, we also need to ensure people have access to building materials.

In urban management our aim is to invest in a balanced urban development program across the country to create viable cities that are hubs of economic activity, and organically linked to rural areas. With the concentration of population in some cities, they would play a major role in the overall improvement of human development indicators. In terms of municipal infrastructure we need to focus on some immediate and pressing needs such as roads and transport sewerage, waste management, drinking water and sanitation.

As much of the physical infrastructure of government has been destroyed, we will implement a national program of construction that will create or restore the physical infrastructure of government across the country.

Our approach to physical infrastructure is based on lessons from international experience. The state will define the areas of priorities, but it will not be the implementing agency. Instead, we will turn to the national and international private sector to help us design and implement our projects. Communities and NGOs will be asked to participate in identification, monitoring and evaluation of these programs and projects. We will pay serious attention to the operation and maintenance costs of these projects and will be looking closely at their financial and economic sustainability. The issue of medium- to long-term consequences of short-term interventions has already become clear in the health sector. For example, there has been considerable interest in the rehabilitation or construction of hospitals in Kabul. But our health experts are pointing out that the recurrent costs of hospitals located in the

capital could be a serious drain on resources that could be more usefully directed towards preventative medicine.

Pillar 3 –Private Sector Development

The implementation of the infrastructure program will give some impetus to the development of the private sector, but it is in the development of a competitive export-oriented economy that our real hopes for the private sector lie. We are in the fortunate position that the European and American markets are open to our exports. We are in the process of being granted most favored nation status and we are receiving strong support from the US Administration and Congress for textile quotas.

We need to meeting international standards on health, organic agriculture, child labor, certificates of origin, and other technical requirements. We will need assistance in these areas and consultations with our entrepreneurs to explain the opportunities that exports to Europe will provide. The development of the export market for our agricultural and horticultural products is critical to our strategy of eliminating poppy cultivation. With high-value and low-volume products, we can be confident of offering our farmers secure livelihoods. We are planning to use our OPIC guarantee to assist in the development of an agricultural processing industry.

Recognizing the enormous international interest in Afghanistan, we are creating a “Made in Afghanistan” label and “Made in Afghanistan by Women” label to enable Afghan producers to realize the maximum from their labors. We hope to link Afghan producers to a number of large department stores. Afghanistan has considerable assets; sustainable use and development of these assets will require foreign direct investment. We are working on the relevant policy and legal frameworks that would attract investment, including, for example, the urgent need for a basic regulatory and licensing framework for telecommunications.

We must also use internal trade as a way of binding the country back together again, economically as well as politically. Alongside the roads programs already mentioned, this will mean reinvigorating our market places in secondary and tertiary towns.

Governance, financial management and administrative reform

We know that good governance is a precondition for attracting direct foreign investment. We are addressing the issues of financial management, auditing and procurement through hiring international private firms chosen on the basis of direct competition. Our goal is to have a budgetary process that would meet the international standards for receiving direct donor support for reconstruction and development projects. Building the domestic revenue collecting ability of Afghanistan will be a key part of the reconstruction process. Revenue capacities, and particularly the national unity of the revenue collection system, have been in disarray during the recent period and need to be rebuilt.

The degradation of our financial institutions in fact offers us an opportunity to move forward with speed and determination in creating management systems that will provide the underpinning for accountability, efficiency and transparency. Our banking sector requires a major over-haul, and we are embarking on this process. The Central Bank's role is being strengthened and the government has made a commitment in its budget decree to observe financial discipline and not resort to overdraft. We are emphasizing the need for urgent capacity building in the Central Bank and the banking sector and are requesting urgent technical assistance in this area. We are examining the relevant laws and regulations and are preparing a series of measures to provide a firm legal basis for a modern financial sector.

Rule of law is the basis of good governance. The administration has strictly abided by the Bonn Agreement and is determined to see the Emergency Loya Jirga take place on time. We are determined to use the time remaining to the Interim Administration to prepare proposals and plans for strengthening the rule of law and to implement measures that would enhance the confidence of our people in their government.

We view the principle of accountable government as applying as much to our development policy as our administrative and judicial. We in the advanced stages of planning a national community empowerment program, called National Solidarity that will deliver a series of block grants to communities to enable them to make decisions in a participatory manner on their key priorities. We are planning to cover at least 1 to 2 districts in every province under this program. This approach should enable members of the communities to choose their local leaders, and to strengthen their collective efforts in mobilizing their own resources to supplement those provided by the government.

We must get the balance right between Kabul and the provinces, between the urban centres and the rural areas. This is important both to ensure an equitable balance in our investments, and in terms of the political and administrative relationship. All interventions, whether roads, sanitation, power or drinking water, will be chosen on the basis of an even-handed approach to spatial development that focuses on needs not on ethnic group. While Kabul's needs are immense, and there is an urgent need for a comprehensive reconstruction plan of the city, our focus must be the entire country. The physical infrastructure of government is either destroyed or severely damaged. We are therefore planning a major program of construction of the physical infrastructure of governance across the country. Each ministry and district must have a minimum number of facilities and these facilities should be equipped with means of communication to enable speedy flow of information between levels of government and to connect Kabul to the provinces. Only then will we be able to link up the country under a unified government.

We have carried out an assessment of the capacity of our line ministries and have reached the conclusion that we need an innovative approach to the rapid building of capacity as well as a strategy for reform of the administrative system. Our approach to the immediate problem is to create implementation cells of between 10 and 40 people in line ministries. The staff of these cells, to be recruited on the basis of clear criteria of merit, technical competence

and clear definition of tasks, will be provided with the resources to translate our overall programs into specific projects and oversee the implementation of these projects by the private sector, NGOs and international contractors. They will be supported by technical assistance from donors and will work closely with AACA to enhance coordination between communities, the government, donors, NGOs and the UN.

We will be adopting a similar approach to the provincial administration.

The years of conflict degraded the civil service. We now need to start work in earnest on the important task of creating a modern and efficient civil service.. The Civil Service Commission has been selected and will start its work soon. It will need to be supported by strong analytic work and by inputs from key actors in the development arena to formulate and implement a comprehensive agenda of reform. Of particular importance will be training, in both management and technical areas. A civil service training college is being proposed.

Pay scale is a critical issue. NGOs, bilateral, multilateral organizations and the UN system have pay scales that exceed the government's pay scale by a factor of 50 for their national staff. The differential in pay between international staff and government staff is a factor of 1000 to 2000. Such an uneven playing field militates against the building of capacity. While the market cannot be controlled, there has to be an imaginative and principled approach to addressing this critical issue. Donors should make a clear commitment to increasing the number of their Afghan national staff and should join the government in setting up a task force to propose sustainable solutions to this problem. Without a workable solution, this problem will haunt all our good intentions for creating capacity.

Security and the Rule of Law

Rule of law and good governance depend on security. The Afghan state must have a legitimate monopoly of violence, a corollary of which is that its citizens will not need to pay for the cost of protection as individuals. Freedom of movement, for commodities and ideas, is constrained by perceptions of security. For example, many donors now insist on staying in Kabul, and starting projects there. Kabul's needs are immense, but in our judgment, there are other parts of the country that are more secure than Kabul. Thus does the perception of insecurity exclude areas urgently in need of development assistance from receiving attention.

We have prepared a detailed program for the creation, training and deployment of a national police force. We have, however, been constrained from implementing our program by lack of funds and exclusion of support for the police from the UNDP administrated Trust Fund. This constraint is being removed, and we hope to embark on our program very rapidly. We have also formulated our plan for the formation of a national army and the first battalion of the new army has been trained and deployed as the National Guard.

We will also need to provide for absorption back into society of the mujahadeen, who have sacrificed so much for the independence and dignity of this country. Absorption of the

mujahadeen into the economy, society and polity is a significant challenge. We plan to meet this challenge through a series of measures. A large scale program of vocational training, based on an analysis of the needs of an expanding economy, will be a critical part of this program and we are inviting donors to assist us in implementing this program quickly. Demining is also an urgent priority and a precondition for agricultural recovery and freedom of movement.

We are counting on finding solutions to meeting the expenses of the security sector quickly. In Geneva, there have been extensive discussions on meeting the costs of the national army and police and we now need to act rapidly. Our developmental efforts depend on the provision of security, as without the perception and reality of security of person and property, people will not feel safe to invest.

The judicial system will be revived through a program that provides training, makes laws and precedents available to all parts of the system, and rehabilitates the physical infrastructure and equipment of the judicial sector.

Our vision of security, however, is broader than the services provided by the security sector to the citizens. Security of livelihood is critical to our endeavor, to eliminate poverty, to provide social justice, remove barriers to inclusion and to create a society where all citizens are provided with access to equality of opportunity.

Gender

Gender is a critical issue for us. Subjected to the segregationist policies of the Taliban, our girls and women need special attention. We do not want gender to be a ghetto. There must be specific programs directed to enhancing the capabilities of our girls and women. More importantly, all programs must pay special attention to gender, and not include it as an afterthought. We have to engage in a societal dialogue to enhance the opportunities of women and improve cooperation between men and women on the basis of our culture, the experience of other Islamic countries, and the global norms of human rights.

Research, information management and policy-making

As a living document, this framework will be amended, modified and transformed in the light of new research, experience and knowledge. Its implementation will thus depend on access to and management of information. Currently, very little reliable information exists, often information is fragmented and hoarded. This hampers the government's ability to respond to predictable crises and to make policy based on evidence of what works and what does not.

The government will create and maintain an information management system on all donor activities. Standards for information gathering need to be set, and information shared promptly and widely. Timely monitoring and evaluation of programs and projects will be built into their design. The Afghanistan Information Management System (AIMS) will be one

component of this larger strategy. We have already received assistance and are in the process of implementing this policy. All information management systems created by individual donors should provide inputs to the government's information management system currently at the AACA that will be eventually transferred to the Central Statistical Office.

The Role of the State

Finally, our strategy of development provides a clear role for the state. The state must provide security, invest in human capital, and articulate and implement a social policy focused on assistance to the vulnerable and excluded and the elimination of poverty. It must create an enabling environment for the activities of the private sector, make effective use of aid to attract trade and investment, and put the economy on a sustainable path to growth.

We thus need an effective central government that re-establishes the national unity of the country on the basis of strong institutions and the rule of law. Simultaneously, we are committed to building on community level participation and effective management at the local level. We do not see government as the producer and manager of the economy, but as regulator and promoter of the entrepreneurial energies of our people. The state will enter into a direct managerial role only when social justice demands its presence. The government will act in partnership with communities, NGOs, donors, UN organizations and the national and international private sector to implement its programs, and realize its vision. As the legitimate representative of the people, it is the key task and challenge of the government to create the institutions and organizations that would embody principles and practices of good governance.

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د مالی وزارت



دولت انتقالی اسلامی افغانستان

وزارت مالیه

Government of Afghanistan

EXECUTIVE SUMMARY

and

NATIONAL PRIORITY PROJECTS

KABUL

OCTOBER 12 2002

Executive Summary: National Development Plan and Budget

The Working Draft of the Development Plan and Budget and the Six National Projects represent the next logical step in a process that was started at Tokyo in January this year. At that time the broad vision was outlined in (then) Chairman Karzai's presentation. Following extensive consultation among Ministers and senior officials, led by Dr Ghani and Dr Farhang, the National Development Framework (NDF) was produced. The NDF articulated a strategy to develop this vision and was presented to donors at the Implementation Group Meeting in April this year.

The National Development Budget (NDB) is the elaboration of the NDF into a series of detailed programs and the specific projects within each program. It is not possible to complete a full development budget until more complete information on resources, particularly resource constraints faced globally and by each sector is known. A full NDB, integrated with an operating budget to cover the recurrent expenditure will be prepared for 1382-3 and will be presented to donors for consideration at the first full Consultative Group meeting in late February/early March 2003.

The Working Draft of the National Development Plan and Budget that has been circulated represents the compilation of plans within each program outlined in the NDF. Over the past few weeks the Ministries of Planning and Reconstruction have led a consultative process between the Ministries with portfolio responsibility in each sector and the international development partners of those Ministries, to prepare program plans. This collaboration both within Ministries and between Ministries and their development partners represents a major step forward for governance in Afghanistan. The Ministries took a much larger role than had previously been the case and are now well prepared to take on a full leadership role in a Consultative Group process.

The program plan presents two distinct types of figures: 'resourced' refers to amounts committed by donors to each sub-program area; 'budget' refers to the amount estimated by the Ministries and their partners to meet the needs in each sub-program.

It is important that all Ministries and development partners understand that the amount of financial control over the amounts listed as 'resourced' will range from total control (in the cases where a donor gives an implementing Ministry full discretion) to no control (when a donor determines how the money is to be spent in the sub-program).

The next stage in the Development of the Working Draft is for the Government to make cross-sectoral trade-offs. The figures listed as 'budget' represent the priorities identified by the Ministries and their partners. These figures have not yet been modified to take into account either the overall resources available to the Government, or the relative priority the Government places on each program. In this regard, the figures identified as budget are

not yet endorsed as priority Government projects. This process will be undertaken over the next five months as the priorities are revised and greater clarity from donors allows the overall resource envelope and the extent of any earmarking within that envelope to be understood.

Given the Working Draft status of the National Development Budget and Plan, the Cabinet made a number of decisions over the last week to guide resource allocation decisions in the absence of a comprehensive National Development Budget.

- The decision to have twelve national programs within the NDF architecture was endorsed.
- The preferred expenditure between the three pillars of the NDF were agreed as:
 - Human capital and social protection - 45%;
 - Physical Infrastructure - 35%; and
 - Trade and Investment and Rule of Law/Security - 20%.
- Six priority national projects for which donor funding will be sought in advance of the preparation of a full NDB were also agreed. The projects are:
 - National Solidarity Program and Emergency Public Works Program;
 - Education infrastructure Project;
 - Urban Infrastructure Project;
 - Water Resource Investment Project;
 - National Governance Infrastructure Project; and
 - Transport Project (major roads and airports),
- Cabinet also agreed on a policy position that once a series of projects have been identified as priorities, that funding for additional priorities will not be sought until the existing priorities are fully funded.

The decision on expenditure shares highlights a number of issues.

- At one level it makes clear that there is a trade-off between spending on humanitarian assistance and spending on physical infrastructure. If the budget is to be the central tool of policy-making it is critical that these issues are considered together in the Budget, and through this decision the Government has indicated its broad disposition between spending in the two areas.
- At another level it highlights that synergies must be exploited between different categories of spending:
 - Infrastructure spending through labour intensive programs addresses humanitarian needs; while
 - Effective spending on infrastructure, such as on roads, can reduce the operating costs of providing humanitarian assistance allowing more assistance to be provided at a lower cost.

As an interim measure, pending the finalization of the NDB, six priority projects were extracted from the Working Draft and agreed upon by Cabinet as representing the Government's highest priorities for donor funding. The Cabinet recognized that the needs are too urgent and the aspirations of the community too high to allow a delay of an additional five months before implementation commenced. Rather, national projects are needed now to increase the delivery of tangible results to the ordinary Afghan women and men. Further delays will reduce the people's faith in both the government and the international community, and undermine the legitimacy of the government. The key criteria in determining the projects were that the projects were:

- truly national in scope - to ensure that donor funds were distributed evenly across the population ensuring that there could be no allegations of ethnic or regional bias;
- a clear priority as identified in the Working Draft, and a priority so clear that it would be maintained even once the NDB was completed; and
- easily and quickly implementable - often after a feasibility study that could also be quickly undertaken

When determining the six priority National Projects, Cabinet also agreed on the implementation modalities for these projects, This decision endorses the broad strategic approach of the Government as outlined in the NDF, specifically:

- Where necessary a feasibility study would be rapidly commissioned
 - Preliminary discussions with the Management Committee of the ARTF indicate an in principle agreement to establish a project within the ARTF to fund the studies;
- Where possible community based consultation and decision-making would be used;
- Beneficiaries would be closely involved with monitoring and reporting wherever practicable; and
- Supporting the role of the Government as policy maker, regulator and monitor, the implementation of the feasibility study and of the execution of the contract itself would be tendered out on a competitive basis

The Government anticipates the following funding and operational modalities. Once donors have read the attached notes, they will be asked to indicate their interest in funding one or more of the six projects. This expression of interest is not a pledge. Interested donors, international development partners and the lead Ministries will then form a task force, ideally within the next two weeks to facilitate rapidly the feasibility study and the implementation of the project — if feasible. By early November, the Government would like to know the level of donor interest in each of the six priority projects.

National Solidarity (Hambastige Millie) and Emergency Public Works Projects

Brief Overview: The National Solidarity Project is the government's medium to long-term mechanism for rebuilding local governance structures and implementing nationwide community projects in an accountable and efficient manner. The projects will range from emergency relief and rehabilitation to reconstruction activities, depending on each community's needs. The project recognizes that in the absence of responsible government in Afghanistan over the last decades, many communities have been self-sufficient and self-governing and are can best articulate their priorities and manage their own funds.

The government's emergency mechanism for creating jobs is through the emergency labor intensive works project, which, under the guidance of consulting organizations in partnership with the government, is contracting NGOs and construction companies to undertake roads, schools and irrigation building projects across 12 priority provinces.

Intended Outcomes:

- Involve all citizens in the country directly in the recovery and reconstruction process through meaningful decision-making and management.
- Reinforce local democratic decision-making processes, involving men and women, providing a basis for local governance.
- Assist in the reintegration of returnees and ex-combatants into their recipient communities. The project will be supplemented by a voucher scheme, whereby returnees are issued vouchers that are credited to their recipient community for priority projects, thereby creating a market for returnees.
- Focus on rural communities to send signals that will counter urban migration.
- Infuse cash into local economies to increase purchasing power for basic needs.

Implementation Modalities: NSP provides a single-window framework for the direct disbursement of block grants from the centre to community institutions. A simple set of rules guides the use of funds and constitution of the community institutions. A network of a large number of facilitators will coach communities and monitor the use of funds on a regular basis. For project implementation, communities can organize their own labor or contract with and monitor individuals or firms and NGOs.

Progress to Date and Next Steps: With \$17 million of World Bank grant financing, the emergency labor-intensive project is already implementing medium scale infrastructure projects and will provide 5m man-days of labor throughout 12 provinces. The government wishes to use the labor intensive project as the primary means to upscale the public works efforts in the country, to expand from 12 to 32 provinces, with a focus on areas of return for ex-combatants. This will require an additional allocation of \$100m.

The NSP is in the final stages of design, under the leadership of the Ministry of Rural Development, and will shortly start disbursing grants of \$20,000 to communities. A comprehensive operations manual has been finalized. The first pilot phase disburses to two districts in every province, a total of 800 communities this winter. The second phase will include more than 4000 villages next summer. The government would like to commit \$100m to this project in 2002-3 for phase two and is seeking this financing through bilateral commitments. This project is the primary mechanism to address development of rural infrastructure, reintegration of refugees and demobilization of ex-combatants.

National Education Infrastructure Project

Program Objective: Quality education is the foundation for poverty reduction and economic growth. However due to years of turmoil in the country, the situation facing the education system in Afghanistan is dire by any standard. Children, youth and adults have been deprived from the opportunities to education. Afghanistan's education indicators are among the worst in the world, with girls and rural populations particularly disadvantaged. The Afghan population has demonstrated its yearning for education. The number of children who returned to school, or in the case of many girls commenced school for the first time was more than 75% above estimates. This remarkable response brings with it many challenges.

The objective of this program is to rapidly rehabilitate or construct primary schools across the country. The program aims to provide ten functioning primary schools in every district over the next twelve months, equipped with furniture, teaching materials and with rapid training for teachers, and a number of community-organized schools. This will have an immediate and visible impact on educational outcomes by focusing attention and financial assistance on creating better and more effective learning spaces for primary school children. It will demonstrate in a most tangible way to the women and men of Afghanistan the priority that the Government places on the development of their children.

This program is only the first of several major investments in this key social sector. Firstly, the number of schools built or rebuilt will be inadequate and the program will need to be extended. Focusing initially on a limited number of schools, however, guarantees that the program remains truly national in scope. Other interventions will be needed in the areas of teacher training, curriculum development and programs to develop the tertiary sector.

Implementation Modalities: The program has two main components:

Identification, design and contracting of district school building: Building on existing analysis conducted by the ministry of education, the location of the schools in each district needs to be determined through an active consultative process. Standard specifications and designs should be provided but should be adapted to suit local contexts. School construction could be tendered on a provincial basis but work should start on a district as soon as the ten schools have been identified. This program will be supplemented by provision of or grants for furniture, textbooks and training for teachers, depending on local availability.

Block grants for village based basic literacy program: Block grants will be given directly to communities on a pilot basis for a village based basic literacy program. This builds on the practice of community-run schooling and home-based teaching (linked to radio) under the Taliban. The program would provide resources to parent-teacher organizations linked to the community institutions under the National Solidarity Program, to allow for community-organized school construction and procurement of equipment, and for communities to hire a teacher with literacy skills, drawn preferably from the returning populations or ex-combatants.

Linkages to other elements: the school building project must be situated within the broad overall strategy in this key social sector.

Progress to date and next steps: Some school repair and building has taken place, organized by agencies and NGOs. However, it is very difficult to ensure national coverage or economies of scale under this modality. It is anticipated that this government-led program will cost \$150 million in its first phase.

Urban Infrastructure Project

Brief Overview: The creation of well functioning cities that are inclusive, efficient and self-sustaining, and operated in close collaboration between the citizenry and the State is the goal of any urban management policy. The challenges of successfully delivering on effective urban management is made more challenging in Afghanistan by the urban drift that has occurred following drought and conflict, and the return of many refugees to urban areas. The high level of vulnerability amongst the urban poor presents additional challenges.

Sequencing the interventions is critical as is a well-developed overall management plan. However, the needs of the urban communities cannot wait for the development and adoption of an overall plan. Rather, early intervention is needed in areas where the needs are clear. The criteria for the intervention should be that the need is clear and that the overall management plan is supported, rather than undermined by the intervention.

In the case of the urban areas the need for investment in water and sanitation is critical if major health crises to be avoided - particularly amongst the most vulnerable. Currently only 35% of the dwellers have access to safe water and only 14% have piped water. Access to sanitation is limited to 23% of the population in urban areas. The health consequences of this low level of provision is stark - across the country diarrheal diseases count for 22% of deaths of children aged 0 to 1 year old and 12% of deaths among 1 to 5 year-olds.

Investments in this area will not only have a major impact on the most vulnerable in the community; they will also reduce the need for costly expenditure on health care in the future. The most cost effective and efficient interventions will involve an integrated approach that brings together the management of water and sanitation, power delivery and road rehabilitation.

Progress to Date: A series of studies and conferences has been undertaken. Implementation of urban infrastructure works by the government has focused on emergency interventions in five major cities, excluding Kabul. There have also been a number of specific projects undertaken by individual donors, including work on paving roads, power transmission and sanitation improvements in Kabul by KFW. A shift from emergency repairs to major reconstruction now needs to take place.

Next Steps: In the National Development Budget the Government is identified investment in urban infrastructure and services totaling between \$90 to \$100m. These projects will address the major needs in six to eight urban centers. The Government's priority intervention over the next four months is the undertaking of technical feasibility studies to develop the specific options that will be implemented in each of the major urban centers. The key to successful implementation is ensuring that the feasibility studies focus on exploiting the cross-sectoral synergies to guarantee cost-effective.

Water Resource Investment Project: Irrigation, Power Generation and Drinking

Brief Overview: Despite its considerable water resources and historical emphasis on irrigation, Afghanistan's recent experience of four years of drought has had a devastating impact on water security. Given this—and as the Afghan people consistently rank water security as one of their top 3 priorities—the government is determined to meet this demand. Investment in small and medium-sized multipurpose dams will ensure that the water resources of the country are tapped to provide sustainable livelihoods for the poor.

Despite Afghanistan's large size and expansive historical networks of canals, only 2-4% of the soil is used for cultivation. As access to water is the limiting factor, targeted investment will expand the size of the irrigated area, thereby creating food security. The key challenge is to transform variable seasonal water flows from Afghanistan's four main river systems—the Amu Darya, Hari-Rud, Hilmand-Arghandab, and Kabul—into predictable sources of water for irrigation, power generation and drinking.

Progress to Date: Unfortunately, progress to date has been limited by a lack of comprehensive, international-caliber feasibility studies of water resource investment opportunities. Still, several donors, most notably Saudi Arabia, have expressed interest in making large contributions to this highly visible program.

For prioritization and organization of feasibility studies, water resource investment opportunities have already been classified in the following four broad categories—

- Expansive canal networks—such as the Hazhda Nahr in the North—which require short-term investments in restoration and long-term creation of permanent structures to ensure predictability and efficiency.
- Small, targeted investments in canals and sub-canals—modeled on NGO experience on the Logar River—that can result in high returns to local communities through improved predictability of water utilization.
- Potential sites for hydroelectric power generation and irrigation—including the Kokcha River near Fayzabad—which are identified, but require detailed scoping.
- Modernization of existing dam infrastructure, a prominent example being Sardih Dam near Ghazni.

Next Steps: The Government of Afghanistan requires rapid donor action on two fronts:

- Donor commitment to contract international consulting firm to undertake feasibility studies across four core areas of water resource investment opportunities detailed above.
- Donor commitment to substantial investment in water security once feasibility studies are completed.

National Infrastructure of Governance

Brief Overview: The infrastructure of governance in Afghanistan—physical and institutional—has been severely undermined by 23 years of war. Government buildings were prime targets in the conflicts, and many across the country are now in rubble. While the civil service laws and procedures are largely sound and in some cases exemplary, little investment in human resources has been made. This project aims to restore the presence and capacity of central government throughout the country so that it can deliver services in an accountable and efficient manner. This project will start with immediate actions in building, capacity building and staffing reform.

Intended Outcomes:

- Restore the physical presence and dignity of government throughout the country, by building and providing basic equipment to combined government office complexes across 328 districts and 32 provinces. This would also establish a standard for the presence of functions at the district and provincial level to prevent a mushrooming of government offices and functions.
- Ensure international standards of accountability and transparency are met, through the deployment of international consultants in financial management, procurement and audit, and the placement of up to 10 internationally trained Chief Financial Officers in key development ministries.
- Establish capacity building groups within key ministries and provinces to provide an engine for learning and reform within the government.
- Identify and recruit a cadre of senior and junior civil servants to be paid at an increased rate to form the kernel of the rejuvenated civil service. Subsequently release those staff whose functions are redundant with a social safety net.

Implementation Modalities:

Physical infrastructure: A national competition will be conducted to produce architectural designs for district and provincial government office buildings, and a feasibility study will provide standard specifications and conduct surveys to eliminate from the plan those facilities that are already adequate. The construction of the facilities will be tendered, and implemented by three or four private construction companies. A cross-ministerial task force will lead the design and monitoring of the project.

Institutional infrastructure: The government, with the collaboration of the Civil Service Commission, will establish and implement the capacity building groups and take action to identify the cadre of senior and junior executives and those staff eligible for early retirement.

Progress to Date and Next Steps:

Physical infrastructure: The government is requesting a donor to undertake a feasibility study for the project, and then to finance the implementation, which will cost in the region of \$75-125m.

Institutional infrastructure: The creation of capacity building groups in key ministries is now underway, with selection completed, training underway and financing secured for the first set of ministries. The expansion of the project to other Ministries and provinces will require additional funding of \$20m.

Transport Project

Brief Overview: While advances in technology have made most of the world smaller, 23 years of neglect of physical infrastructure has made Afghanistan a larger country. Twenty-five years ago it took 3 hours to travel from Kabul to Kandahar, now it takes 14. As a landlocked country, the road and civil aviation networks are critical for economic development, facilitating both domestic and international trade and commerce. Moreover, they play a key role in enhancing national integration and economic and social development throughout the country. At this moment in Afghanistan's history, the symbolism of a national transportation network bringing the country together cannot be underestimated.

The Government has clearly indicated that a national program of road construction is its highest priority for large donor infrastructure investment. The broad objective has been articulated: a ring highway linking the major urban centers, highways from the ring highway to the major border points and a highway across the centre of the country from Kabul to Herat. Secondary and tertiary roads, particularly providing farm to market access are also critical and will be addressed, primarily under public works programs. A strategy for regional airports, including the number of smaller regional airports, requires more progress.

Progress to Date: Donors have responded positively to the Government priorities. Major portions of the road program have been funded, including: Kabul-Kandahar-Herat (Japan, Saudi Arabia and USA); Kandah-Spin Boldak (ADB/Japan); Herat-Islam Qila (Iran); and Kabul-Jalalabad-Torkham (EC, Sweden and Pakistan). Also, the World Bank has undertaken a feasibility study on the Kabul-Doshi road and work has begun on the Salang Tunnel.

The initial repairs of Kabul Airport to bring it to ICAO standards and attract a broader range of international carriers have been agreed and will commence shortly. Some very preliminary work has been undertaken on a strategy for regional airports. To ensure that the transport program is situated appropriately in a long-term policy framework, SIDA has agreed to fund a broad transport sector review, which is scheduled to report in June 2003.

Implementation Modalities: Supporting our commitment to both a private sector led model of reconstruction and to overall transparency and accountability, the Government prefers to outline its policy and programs and then leave the major contracting and construction activities to the private sector. Specifically, the Government expects private consultants to undertake the feasibility studies, international contractors to manage the implementation, with the use of local subcontractors wherever possible and regional subcontractors where it is not. In all cases, competitive tendering is expected. Monitoring and evaluation of the work is the Government's responsibility, although this again could be tendered to experts.

Next Steps: Completing the Government's priority highway program will need to be undertaken in two stages. Additional feasibility studies will need to be undertaken on an

urgent basis on the following road links: Doshi-Pol-e Khomri- Pol-e Khomri-Kunduz-Shirkam Bandar; Pol-e Khomri-Mazar-e Sharif-Sheberghan-Herat; and Kabul-Herat (central route). Construction can commence on the Kabul-Doshi road once the funding modalities have been agreed. Once all feasibility studies have been completed the Government will actively seek funding for the construction of these highways on an urgent basis.

In advance of the SIDA review, a feasibility study is needed to prioritize the regional airports and identify those that will need rehabilitation under all possible scenarios. The Government would seek funding for these airports in advance of the final outcomes of the study acknowledging the critical need for urgent action to bring the country together in this way.



Security Council

Distr.: General

28 March 2002

Resolution 1401 (2002)

Adopted by the Security Council at its 4501st meeting, on 28 March 2002

The Security Council,

Reaffirming its previous resolutions on Afghanistan, in particular its resolutions 1378 (2001) of 14 November 2001, 1383 (2001) of 6 December 2001, and 1386 (2001) of 20 December 2001,

Recalling all relevant General Assembly resolutions, in particular resolution 56/220 (2001) of 21 December 2001,

Stressing the inalienable right of the Afghan people themselves freely to determine their own political future,

Reaffirming its strong commitment to the sovereignty, independence, territorial integrity and national unity of Afghanistan,

Reiterating its endorsement of the Agreement on provisional arrangements in Afghanistan pending the re-establishment of permanent government institutions, signed in Bonn on 5 December 2001 (S/2001/1154) (the Bonn Agreement), in particular its annex 2 regarding the role of the United Nations during the interim period,

Welcoming the establishment on 22 December 2001 of the Afghan interim authority and looking forward to the evolution of the process set out in the Bonn Agreement,

Stressing the vital importance of combating the cultivation and trafficking of illicit drugs and of eliminating the threat of landmines, as well as of curbing the illicit flow of small arms,

Having considered the report of the Secretary-General of 18 March 2002 (S/2002/278),

Encouraging donor countries that pledged financial aid at the Tokyo Conference on reconstruction assistance to Afghanistan to fulfil their commitments as soon as possible,

Commending the United Nations Special Mission in Afghanistan (UNSMIA) for the determination shown in the implementation of its mandate in particularly difficult circumstances,

1. *Endorses* the establishment, for an initial period of 12 months from the date of adoption of this resolution, of a United Nations Assistance Mission in Afghanistan (UNAMA), with the mandate and structure laid out in the report of the Secretary-General of 18 March 2002 (S/2002/278);

2. *Reaffirms* its strong support for the Special Representative of the Secretary-General and *endorses* his full authority, in accordance with its relevant resolutions, over the planning and conduct of all United Nations activities in Afghanistan;

3. *Stresses* that the provision of focussed recovery and reconstruction assistance can greatly assist in the implementation of the Bonn Agreement and, to this end, *urges* bilateral and multilateral donors, in particular through the Afghanistan Support Group and the Implementation Group, to coordinate very closely with the Special Representative of the Secretary-General, the Afghan Interim Administration and its successors;

4. *Stresses also*, in the context of paragraph 3 above, that while humanitarian assistance should be provided wherever there is a need, recovery or reconstruction assistance ought to be provided, through the Afghan Interim Administration and its successors, and implemented effectively, where local authorities contribute to the maintenance of a secure environment and demonstrate respect for human rights;

5. *Calls upon* all Afghan parties to cooperate with UNAMA in the implementation of its mandate and to ensure the security and freedom of movement of its staff throughout the country;

6. *Requests* the International Security Assistance Force, in implementing its mandate in accordance with resolution 1386 (2001), to continue to work in close consultation with the Secretary-General and his Special Representative;

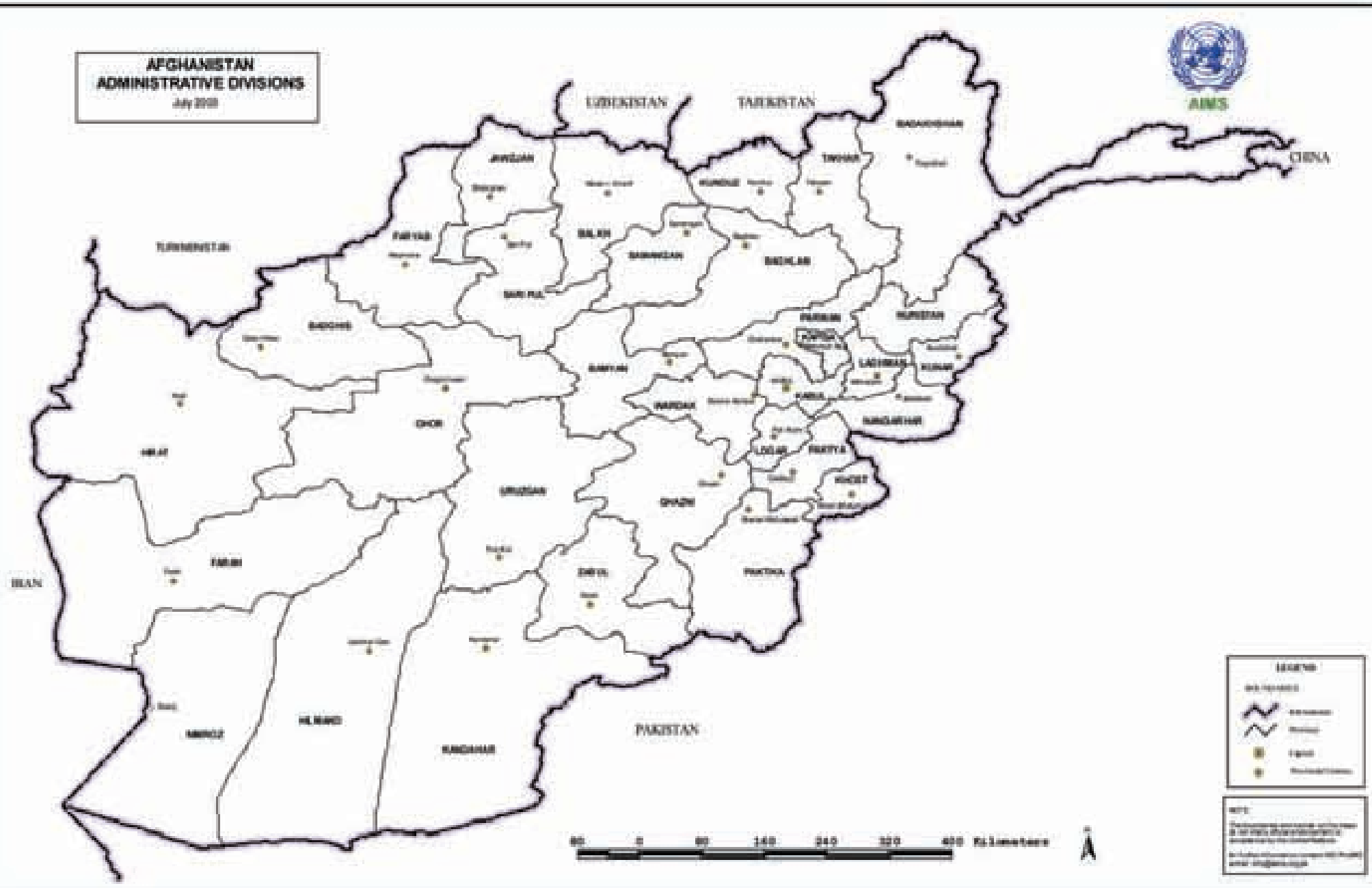
7. *Requests* the Secretary-General to report to the Council every four months on the implementation of this resolution;

8. *Decides* to remain actively seized of the matter.

MAPS

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**AFGHANISTAN
ADMINISTRATIVE DIVISIONS**
July 2022



LEGEND

- Province
- Capital
- Province
- Province

NOTE:
The names of provinces and cities are for reference only and do not constitute an endorsement by the United Nations.

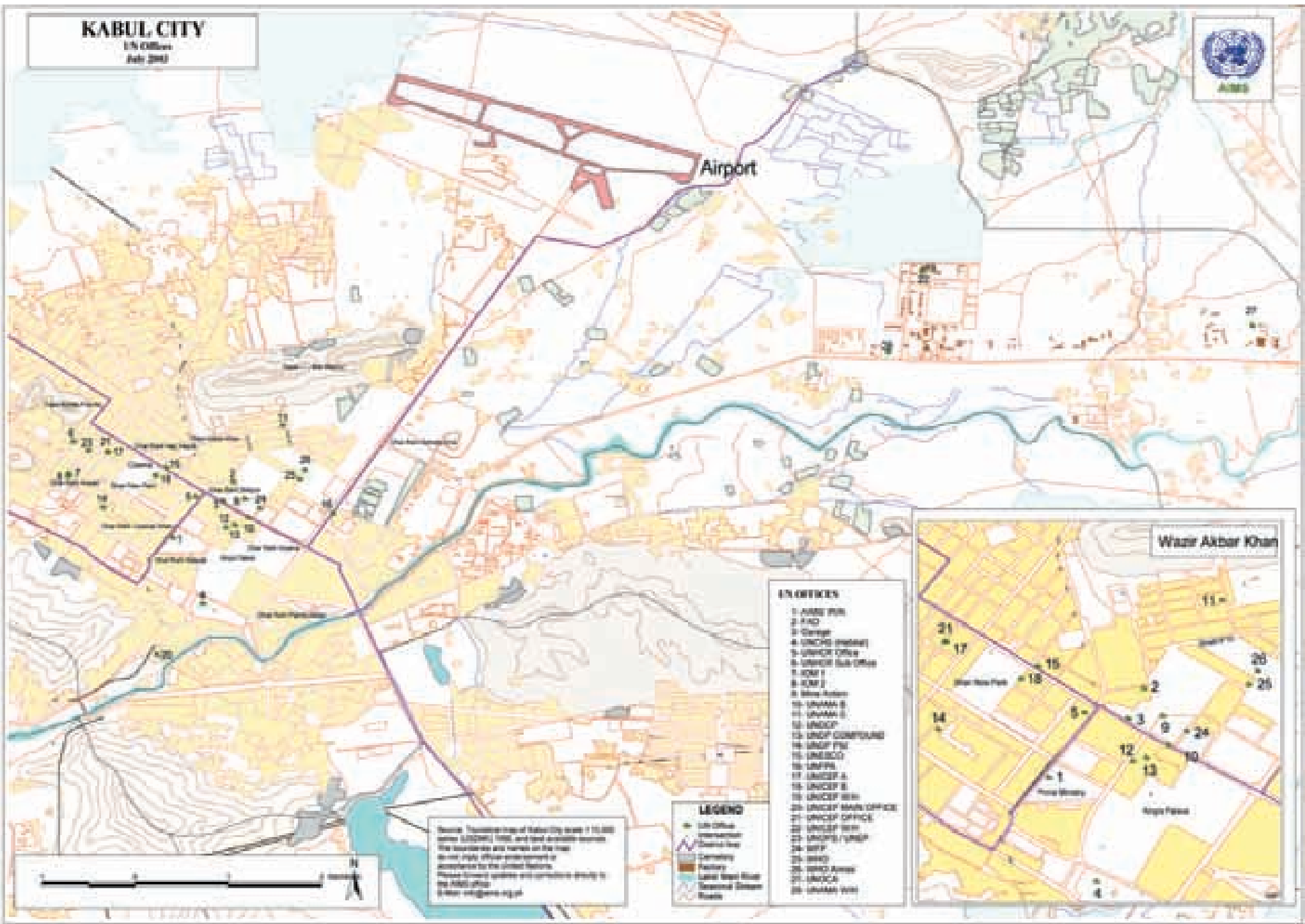
0 50 100 150 200 250 300 400 Kilometers



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KABUL CITY

UN Office
July 2002



Airport

Wazir Akbar Khan

- INDEX**
- 1 UNIS Park
 - 2 UNO
 - 3 Garage
 - 4 UNICEF (main)
 - 5 UNICEF Office
 - 6 UNICEF Bus Office
 - 7 UNO 1
 - 8 UNO 2
 - 9 UNO Annex
 - 10 UNISAN B
 - 11 UNISAN E
 - 12 UNOCP
 - 13 UNOCP COMPOUND
 - 14 UNOCP PW
 - 15 UNISCO
 - 16 UNIPA
 - 17 UNICEF A
 - 18 UNICEF B
 - 19 UNICEF W
 - 20 UNICEF MAIN OFFICE
 - 21 UNICEF OFFICE
 - 22 UNICEF W
 - 23 UNOCP / UNO
 - 24 UNO
 - 25 UNO
 - 26 UNO Annex
 - 27 UNOCC
 - 28 UNISAN W

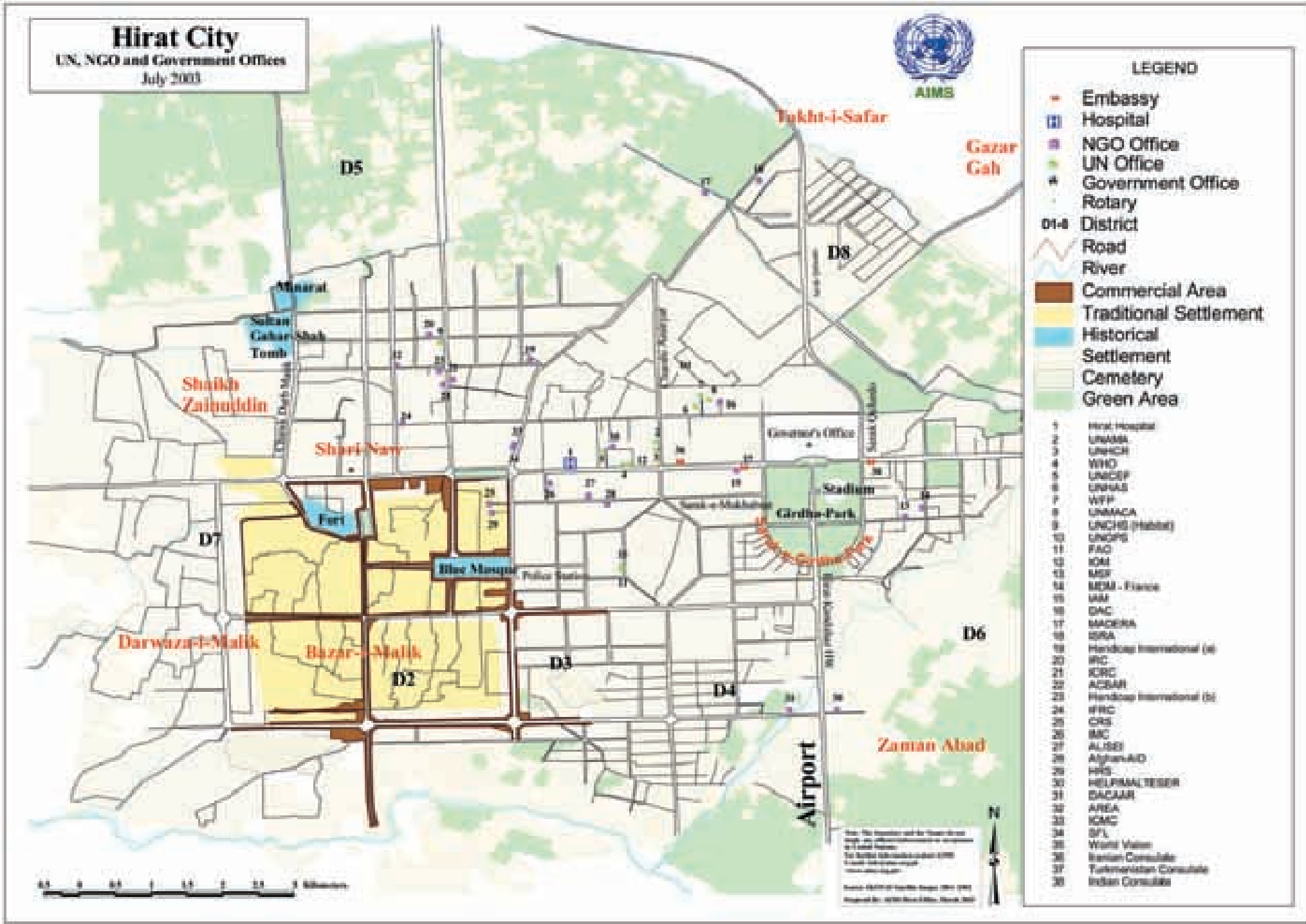
- LEGEND**
- UN Office
 - International District line
 - District line
 - Demarcation
 - Factory
 - Local Street Road
 - Secondary District Road

Source: Topographic map of Kabul City scale 1:10,000 (sheet 522001) 1982, and spot altitude readings. The boundaries are marked on the map. Some roads, other structures or accessories for the United Nations, the United Nations and compounds belong to UNISAN (www.unis.org/eng)



Hirat City

UN, NGO and Government Offices
July 2003



LEGEND

- Embassy
- Hospital
- NGO Office
- UN Office
- Government Office
- Rotary
- District
- Road
- River
- Commercial Area
- Traditional Settlement
- Historical Settlement
- Cemetery
- Green Area

- 1 Hirat Hospital
- 2 UNAMA
- 3 UNHCR
- 4 WFP
- 5 UNICEF
- 6 UNRWA
- 7 WFP
- 8 UNMCA
- 9 UNCHS (Habitat)
- 10 UNOPS
- 11 FAO
- 12 IOM
- 13 MDR
- 14 MED - France
- 15 SAM
- 16 DAC
- 17 SACARA
- 18 ISRA
- 19 Handicap International (a)
- 20 IRC
- 21 ICRC
- 22 ACBAR
- 23 Handicap International (b)
- 24 IRC
- 25 CRS
- 26 IRC
- 27 ALDES
- 28 Afghanistan
- 29 HRG
- 30 HELFRAT/TESEB
- 31 DACAR
- 32 AREA
- 33 ICRC
- 34 SPL
- 35 Water Vision
- 36 Iranian Consulate
- 37 Turkmenistan Consulate
- 38 Indian Consulate

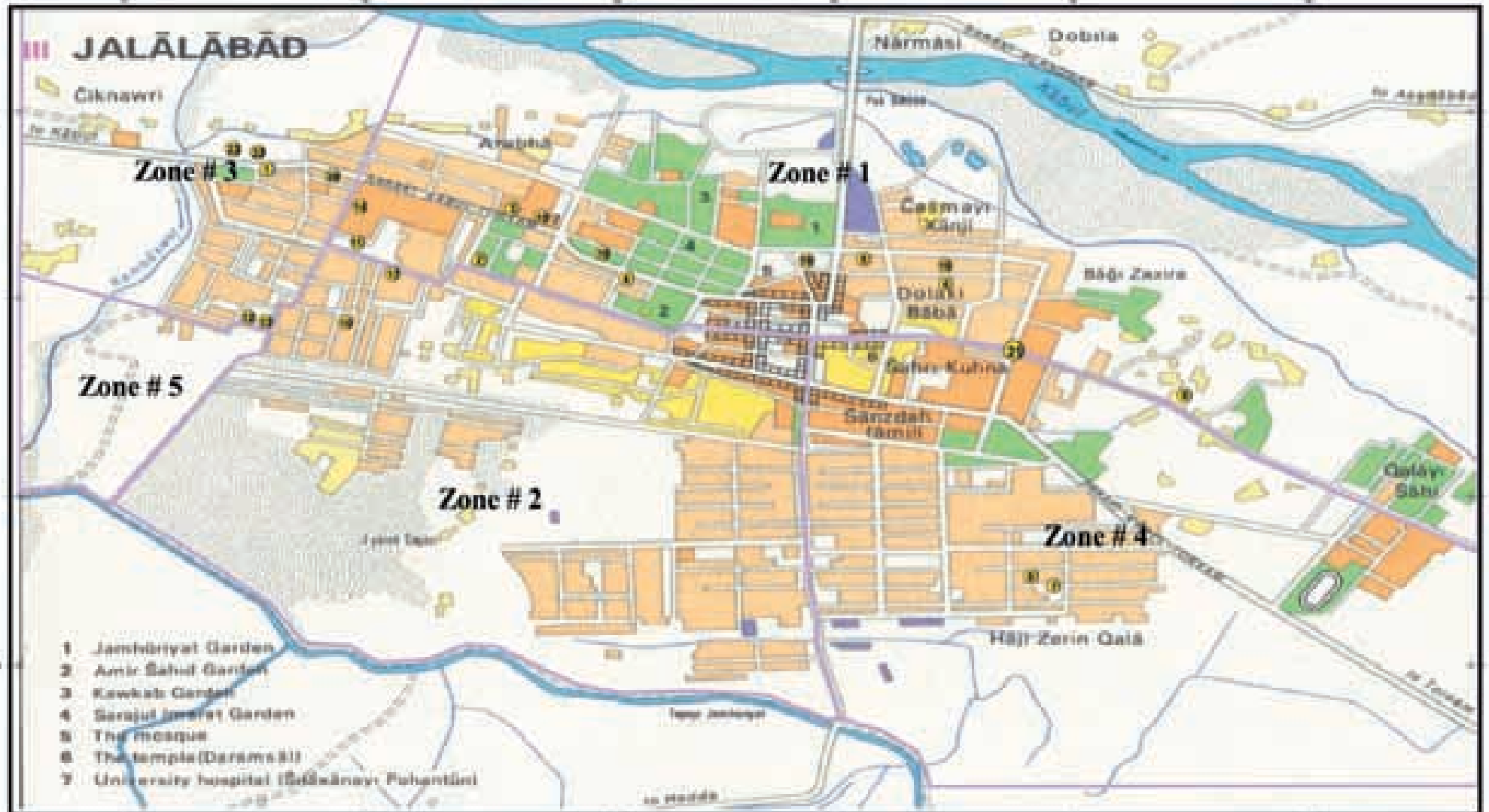
0 1 2 3 4 Kilometers

Scale: 1:50,000
 Date: 2003
 Author: AIMS



SOURCE:
Atlas of Afghanistan Dec. 1984 (AGCHD
& GEOFACT)

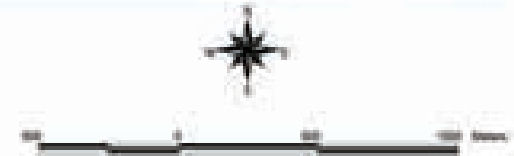
Date: December 2002



Legend

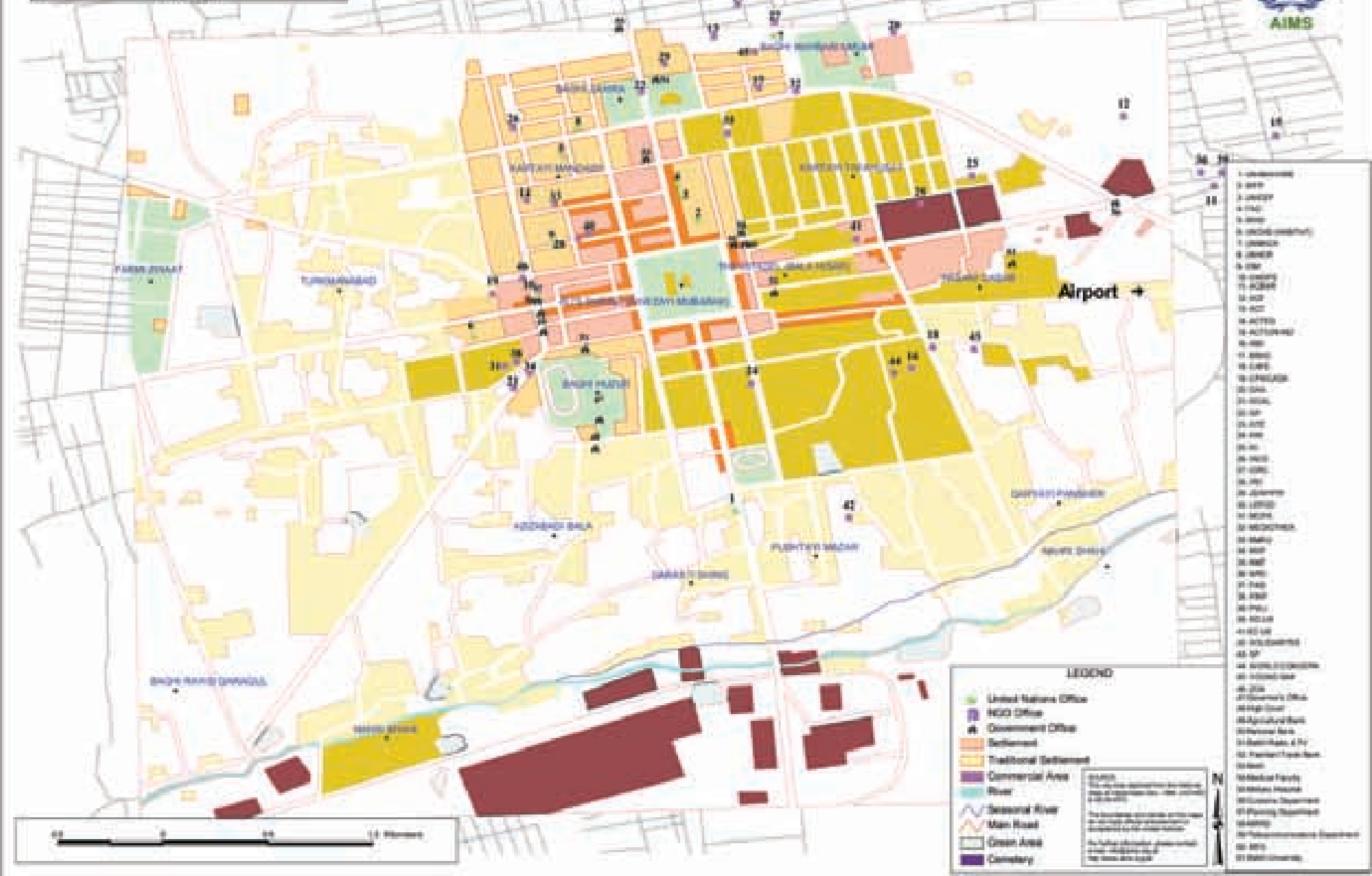
City Zone

- Locations**
- | | | | | |
|-------------------|---------------------|-------------------------|------------------------|-------------------------|
| 1. FAD | 8. UNCA | 11. UNDP | 18. GREEN STAR HOTEL | 21. Data Traffic Center |
| 2. UNAMA | 7. UNICEF | 12. ELJI GUESTHOUSE | 17. PAKISTAN CONSULATE | 22. FAD SO 01 |
| 3. WFP GUESTHOUSE | 9. WAFIC GUESTHOUSE | 13. AMAC | 16. GOVERNOR HOUSE | 23. Security HQ |
| 4. WFP | 6. WMO | 14. GENERAL HOSPITAL | 19. WHITE MOSQUE | |
| 5. UNICEF | 10. UNOCP | 15. UNIVERSITY HOSPITAL | 20. UNAMA-G1 | |



MAZAR-E-SHARIF CITY

UN, NGO and Government Offices
July 2003



CONTACTS

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Contact Directory

This contact directory provides a list of street addresses, phone numbers and e-mail addresses for the assistance community, government and foreign embassies in Afghanistan. You will also find a version of this directory on our web site at www.areu.org.pk.

To the best of our knowledge, the information in this directory is accurate as of July 2003. However, addresses, phone numbers and e-mail contacts are constantly changing as organisations re-locate, expand and test different communications systems. We have included information on field offices in each province when it was provided, but this information is far from complete. Because we rely on the voluntary contributions of organisations to keep this list comprehensive, accurate and up-to-date, we urge you to send any additions or changes to areu@areu.org.pk.

All addresses are in Afghanistan, except for the last section, which, as indicated, lists contact information of Afghan-related offices in Pakistan. Please also refer to the map section of this guide for locations of UN agencies, embassies, government offices and NGOs.

Please note that telephone numbers marked "Phone" refer to either the digital phone network installed in 2000-2001, or to the local, analogue land line system. Analogue service is inconsistent, and callers using local phones can generally only call other local numbers. The digital numbers are more reliable and can be reached by other networks by dialing the prefix "20" before the number. "Satellite" refers to the various satellite services available, including the Thuraya satellite network in Afghanistan. "Mobile" refers to the GSM system of the Afghanistan Wireless Communications Company (AWCC).

Contact information is provided by province (e.g. Kabul, Herat, Wardak), and then within each province by type of organisation (e.g. donors, NGOs, UN).

Kabul Province

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Canadian International Development Agency (CIDA)

Canada Programme Support Office (CPSO)
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Kabul Province

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Jorgen Persson (Head of Mission)
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opp. Embassy of Japan
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Office of the Special Representative of the European Union for Afghanistan (EU)

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Mohammad Qasim (Secretary)

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Azhda Qadriza Salatini Taherian
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PRIVATE SECTOR DEVELOPMENT COMPANIES

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UNITED NATIONS (UN) & MULTILATERAL ORGANISATIONS

World Health Organisation (WHO-Ghazni)

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Ghor Province

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Taiwara

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Coordination of Humanitarian Assistance (CHA-Ghor)

Chaghcharan Centre, Chaghcharan

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Helping Afghan Farmers Organisation (HAFO-Herat)

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Herat
District: Herat, Province: Herat

Médecins du Monde France (MDM France-Herat)

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Herat Province

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HILMAND

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JAWZJAN

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Save the Children USA (SC-US-Shiberghan)

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Kandahar Province

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International Federation of Red Cross & Red Crescent Societies (IFRC-Kandahar Sub-Delegation)

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Kandahar Province

Catholic Organisation for Relief & Development Aid- Dutch Caritas (Cordaid-Kandahar)

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KAPISA

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Kunduz Province

INTERNATIONAL ORGANISATIONS (IOs)

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International Organisation for Migration (IOM-Kunduz)

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Kunduz Province

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Logar Province, Nangarhar Province (Jalalabad)

LOGAR

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CARE International (CARE-Logar)

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Coordination of Afghan Relief (COAR-Baraki Rural Development Centre)

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NANGARHAR (JALALABAD)

INTERNATIONAL ORGANISATIONS (IOs)

International Committee of the Red Cross (ICRC-Jalalabad)

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International Federation of Red Cross & Red Crescent Societies (IFRC-Jalalabad Sub-Delegation)

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Afghan Amputee Bicyclists for Rehabilitation & Reconstruction (AABRAR-Jalalabad)

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Bangladesh Rural Advancement Committee

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Shoorkood
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BRAC-Khwaya

Khwaya
District: Khwaya, Province: Nangarhar

BRAC-Beshud

Beshud
District: Beshud, Province: Nangarhar

BRAC-Jalalabad

Hospital Rd. (near Ministry of Health), Kabul Rd., Jalalabad
District: Jalalabad, Province: Nangarhar

Committee for Rehabilitation Aid to Afghanistan (CRAA-Jalalabad)

Area No. 1, St. 2, Hs. 6, Chashma-e-Khan Jee, Jalalabad
District: Jalalabad, Province: Nangarhar
Satellite: +882 (168) 985-0532/980-2320

German Agro Action/Deutsche Welthungerhilfe (GAA/DWHH-Jalalabad)

Jalalabad
District: Jalalabad, Province: Nangarhar
frank.riedmann@les-raisting.de
Frank Riedmann (Head of Office)

Humanitarian Assistance Network & Development (HAND-Nangarhar)

Reig-e-Sha Mard Khan, Jalalabad
District: Jalalabad, Province: Nangarhar

HealthNet International (HNI-Nangarhar)

Cheshma-e-Khanjee, Bank Rd., Jalalabad
District: Jalalabad, Province: Nangarhar
hni001@inmarsat.francetelecom.fr

International Medical Corps (IMC-Jalalabad)

Hs. 5, St. No. 1, Jalalabad
District: Jalalabad, Province: Nangarhar
imcjalalabad@imcworldwide.org
Satellite: +882 (165) 426-0401

International Rescue Committee (IRC-Eastern Afghanistan Office)

Charahi Ghulam Mohd., District 3, Jalalabad
District: Jalalabad, Province: Nangarhar
fcjalalabad@uuplus.com
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International Islamic Relief Agency (ISRA-Jalalabad)

Tube Well Rd., Chaparhar Hada, Jalalabad
District: Jalalabad, Province: Nangarhar
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Mission d'Aide au Developpement des Economies Rurales en Afghanistan (MADERA-Jalalabad)

Sahat-e-Ama Crossroads, opp. Sehat-e-Ama Hospital, Jalalabad
District: Jalalabad, Province: Nangarhar
madjalal@inmarsat.francetelecom.fr
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+882 (165) 060-1094

Norwegian Afghanistan Committee (NAC-Nangarhar)

Chashma-e-Khanjee, Jalalabad
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nacero@eikmail.com
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Norwegian Refugee Council (NRC-Jalalabad)

Hs. 4, St. No. 1, Macroyan No. 2, Nahia No. 3,
South of Sehat-e-Ama, Jalalabad
District: Jalalabad, Province: Nangarhar

Nangarhar Province (Jalalabad)

Organisation for Mine Clearance & Afghan Rehabilitation (OMAR-Nangarhar)

Hs. 5, St. No. 1, Chashma-e-Khanjee,
Jalalabad
District: Jalalabad, Province: Nangarhar

Relief International (RI-Jalalabad)

Hs. 2, St. No. 2, Chashma Khanjee,
Jalalabad
District: Jalalabad, Province: Nangarhar
prasad@ri.org
Satellite: +882 (165) 026-8883

Swedish Committee for Afghanistan (SCA-Jalalabad)

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Mosque, Jalalabad
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jsosca@uuplus.com
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Eng. Shafiullah (Head of Office)

SCA-Jalalabad Female Teacher's Training Centre

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Bus Stand, Be
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Sandy Gall's Afghanistan Appeal (SGAA-Jalalabad)

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Satellite: +882 (168) 981-502
Sameuddin (Head of Office)

UNITED NATIONS (UN) & MULTILATERAL ORGANISATIONS

Area Mine Action Centres (AMAC- Jalalabad)

Bank St. opp. UNICA Guesthouse, Chesmi
Khanji, Phase 1, Jalalabad

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sediqraashid@hotmail.com
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Seddiq Raashid (Head of Office)

UN Assistance Mission in Afghanistan (UNAMA-Jalalabad)

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UN High Commissioner for Refugees (UNHCR-Jalalabad)

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afgja@unhcr.ch
Satellite: +873 (762) 876-940
Noriko Yoshida (Head of Office)

UN Children's Fund (UNICEF-Zonal Office Jalalabad)

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Manzili Said Abass, Jalalabad
District: Jalalabad, Province: Nangarhar
jalalabad@unicef.org
Satellite: +873 (762) 731-990
Joyce Gachiri (Head of Office)

UN World Food Programme (WFP-Jalalabad Sub-Office)

opp. Spinghar Hotel, Kabul Highway,
Jalalabad
District: Jalalabad, Province: Nangarhar
hassanabdul.raziq@wfp.org
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Mr. Hassan Abdul Raziq (Head of Office)

World Health Organisation (WHO-Jalalabad)

Behind Kabul New Bus Stand, Jalalabad
District: Jalalabad, Province: Nangarhar
Dr. Sayed Shukrullah Wahidi (Head of Office)

Nimroz Province, Paktya Province (Gardez)

NIMROZ

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

Educational Concepts International of Afghanistan (ECI-Zaranj)

NGO Rd., Zaranj
District: Zaranj, Province: Nimroz

Ockenden International (OI-Sarwari-Nimroz)

Jada-e-WolaAlAt, Zaranj
District: Zaranj, Province: Nimroz
nimroz@brain.net.pk
Satellite: +882 (168) 980-0028

PAKTYA (GARDEZ)

INTERNATIONAL ORGANISATIONS (IOs)

International Organisation for Migration (IOM-Paktya)

Gardez
District: Gardez, Province: Paktya
iomgardez@eikmail.com
Satellite: +882 (168) 980-0576

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

Afghan German Help Coordination Office (AGHCO-Gardez)

Near the Telephone and Telegram Building,
Gardez
District: Gardez, Province: Paktya

Afghan Technical Consultants (ATC-Gardez)

Islama Qala Village, Qalai Haji Zaman Niazi,
Gardez
District: Gardez, Province: Paktya

CARE International (CARE-Gardez)

Gardez
District: Gardez, Province: Paktya
carekbl@care.automail.com

Coordination of Afghan Relief (COAR-Paktya)

Centre of Mata Khan District, Mata Khan
District: Mata Khan, Province: Paktya

UNITED NATIONS (UN) & MULTILATERAL ORGANISATIONS

Area Mine Action Centres (AMAC-Gardez)

Gardez
District: Gardez, Province: Paktya
Qayumi73@hotmail.com
Abdul Qader Qayumi (Head of Office)

UN High Commissioner for Refugees (UNHCR-Gardez)

Gardez
District: Gardez, Province: Paktya
afgga@unhcr.ch
Satellite: +873 (376) 309-7072
Alessandra Morelli (Head of Office)

Parwan Province, Samangan Province, Sari Pul Province

PARWAN

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

Action Contre La Faim (ACF-Parwan & Kapisa)

Gulbahar
District: Gulbahar, Province: Parwan

Agency for Technical Cooperation & Development (ACTED-Charikar)

Charikar Square, Gul Ghandi Rd., (opp. Charikar Bank), Charikar
District: Charikar, Province: Parwan

Bangladesh Rural Advancement Committee (BRAC-Jabul Siraj-Area Office)

Old Bazaar St., Jabul Siraj
District: Jabul Siraj, Province: Parwan

BRAC-Bagram

Airbase Rd., Bagram
District: Bagram, Province: Parwan

BRAC-Charikar

Mazar Rd., Charikar
District: Charikar, Province: Parwan

CARE International (CARE-Parwan)

District: Charikar, Province: Parwan
carekbl@care.automail.com

Japan Emergency NGOs (JEN-Charikar)

Opposite the Governor's Residence, District 2, Charikar
District: Charikar, Province: Parwan

SAMANGAN

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

GOAL (GOAL-Samangan)

Haji Sefatullah House, New Ziyarat Kocha, Aybak
District: Aybak, Province: Samangan
samangan@goalafg.com
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SARI PUL

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

Action Contre La Faim (ACF-Tukzar)

Tukzar
District: Sangcharak,
Province: Sari Pul
acfm35@inmarsat.francetelecom.fr
Satellite: +873 (762) 093-483

Coordination of Afghan Relief (COAR-Sari Pul)

Imam-e-Khord, Near the River,
East of Bala Hisar, Sari Pul
District: Sari Pul, Province: Sari Pul

German Agro Action/Deutsche Welthungerhilfe (GAA/DWHH-Sari Pul)

Shar-e-Naw (opp. Stadium),
Sari Pul
District: Sari Pul,
Province: Sari Pul
dwhhbentzien@les-raisting.de
Mobile: +93 (0) 70 274-634
Satellite: +873 (763) 225-719
Ernst Bentzien

(Head of Office)

Peace Winds Japan (PWJ-Sari Pul)

New Town, Sari Pul
District: Sari Pul, Province: Sari Pul
pwjsarep@zah.att.ne.jp
Satellite: +873 (762) 854-631

Save the Children USA (SC-US-Sari Pul)

Sari Pul
District: Sari Pul, Province: Sari Pul
staff@saripul.isb.sdnpc.org
Satellite: +873 (762) 869-925
+882 (168) 980-0400

Takhar Province

TAKHAR

INTERNATIONAL ORGANISATIONS (IOs)

International Committee of the Red Cross (ICRC-Taluqan)

Taluqan
District: Taluqan, Province: Takhar
Satellite: +873 (762) 870-930

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

Association for Aid & Relief Japan (AAR-Taluqan)

Taluqan
District: Taluqan, Province: Takhar
aar-taloqan@k9.dion.ne.jp
Satellite: +873 (761) 216-487
Minoru Katsuno (Head of Office)

Agency for Technical Cooperation & Development (ACTED-Taluqan)
Shahid Square, (Beside HT Office), Taluqan
District: Taluqan, Province: Takhar

Central Asian Development Agency, Inc. (CADA-Rustaq)

Rustaq
District: Rustaq, Province: Takhar
jenson@tajik.net
John Jenson (Head of Office)

CADA-Cha Ab

Cha Ab
District: Cha Ab, Province: Takhar
impart@uuplus.com
Satellite: +873 (761) 803-627
Shamsuddin (Head of Office)

Concern Worldwide (Concern-Taluqan)

Taluqan
District: Taluqan, Province: Takhar
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Satellite: +873 (762) 498-470
Paula Connolly (Head of Office)

Concern-Rustaq

Rustaq
District: Rustaq, Province: Takhar
afghanistan@concern.ie
Satellite: +873 (762) 280-289
John Reid (Head of Office)

Concern-Farkhar

Farkhar
District: Farkhar, Province: Takhar
afghanistan@concern.ie
Todd Fulton (Head of Office)

Halo Trust (HT-Taluqan)

Taluqan
District: Taluqan, Province: Takhar
Eng. Qahar (Head of Office)

International Centre for Agricultural Research in the Dry Areas (ICARDA-Taluqan)

Taluqan
District: Taluqan, Province: Takhar
Abdullah Qayum Zada (Head of Office)

Mercy Corps International (MCI-Taluqan)

Taluqan
District: Taluqan, Province: Takhar
jdenker@stratosnet.com
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Joerg Denker (Head of Office)

Takhar Province

MERLIN (MERLIN-Taluqan)

Taluqan
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taloqan@merlin.org.uk
Satellite: +873 (762) 139-352
Rose Luz (Head of Office)

Médecins Sans Frontières-Belgium (MSF-B-Taluqan)

Taluqan
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Satellite: +873 (761) 914-182
David Munene (Head of Office)

Relief International (RI-Taluqan)

Godaam St. (Behind MoPH), Taluqan
District: Taluqan, Province: Takhar
rikbl@atge.automail.com
Satellite: +882 (168) 880-0594
Preyia (Head of Office)

Swedish Committee for Afghanistan (SCA-Taluqan)

Opposite Electricity and Communications
Directorate, Shahr-e-Jadeed,
Taluqan
District: Taluqan, Province: Takhar
Satellite: +873 (762) 011-040
Abdul Matin (Head of Office)

Shelter for Life (SFL-Rustaq)

Rustaq
District: Rustaq, Province: Takhar
sfl-rustaq@uuplus.com
Satellite: +881 (631) 433-500

SFL-Taluqan

Taluqan
District: Taluqan, Province: Takhar
sfl-taloqan@uuplus.com
Patty Leigh Davies (Head of Office)

Terre des Hommes (TDH-Rustaq)

Rustaq
District: Rustaq, Province: Takhar
tdhrus18@les.raisting.de,
tdhkabul@brain.net.pk
Satellite: +873 (761) 619-460
Reinhard Fichtl (Head of Office)

Uruzgan Province, Wardak Province

URUZGAN

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

Action Contre La Faim (ACF-Khedir)

Khedir
District: Dai Kundi,
Province: Uruzgan

ACF-Nili

Nili
District: Dai Kundi,
Province: Uruzgan
acfm48@inmarsat.francetelecom.fr
Satellite: +873 (762) 155-454

ACF-Ulqan

Ulqan
District: Shahrestan,
Province: Uruzgan

WARDAK

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

CARE International (CARE-Maidan)

Maidan
District: Maidan, Province: Wardak
carekbl@care.automail.com

Cooperation Centre for Afghanistan (CCA- Behsut Du)

Abs-e-Sherum, Hazarajat Technical Training Centre, Behsut Du
District: Behsut Du, Province: Wardak
Engineer Shah Abudin (Head of Office)

Coordination of Afghan Relief (COAR-Wardak)

Near Main Rd., Next to District Governor's Office, Sayedabad
District: Sayedabad, Province: Wardak

Mission d'Aide au Developpement des Economies Rurales en Afghanistan (MADERA-Hazarajat)

Gardandewal Behsud-e-Abshorom, Behsud Du
District: Behsud Du, Province: Wardak
madbes@hotmail.com
Satellite: +882 (165) 060-101-653

Pakistan

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

ACBAR Research & Information Centre (ARIC)

2 Rehman Baba Rd.,
University Town
Peshawar, Province: NWFP, Pakistan
aric@brain.net.pk,
info@afghanresources.org
Phone: +92 (0) 91 570-4392/850-839/570-2531
Fax: +92 (0) 91 840-471
Nancy Dupree (Consultant)
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Afghan Amputee Bicyclists for Rehabilitation & Reconstruction (AABRAR)

C/O KJRC Jamrud Rd. U/T P.O. Box 782
Peshawar, Province: NWFP,
Pakistan 25000
aabrarps@psh.paknet.com.pk
Phone: +92 (0) 91 844-078
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Afghan German Help Coordination Office (AGHCO-Peshawar)

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Hyatabad,
Peshawar, Province: NWFP,
Pakistan
Phone: +92 (0) 91 811-342

Afghan Health & Development Services (AHDS-Peshawar)

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Hyatabad,
Peshawar, Province: NWFP,
Pakistan
info@ahds.org
Phone: +92 (0) 91 817-342

Afghan Inkishafee Tarbaiwee Markaz (AITM)

Hs. 41-F, S.A Qayoum Rd., University Town
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aitm@pes.comsats.net.pk
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Afghan NGOs' Coordination Bureau (ANCB-Peshawar)

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Phone: +92 (0) 91 853-849

Afghan Organisation of Human Rights & Environmental Protection (AOHREP-Peshawar)

Room No. 35, 3rd Floor, Shahid Plaza,
Arbab Rd.,
Peshawar, Province: NWFP, Pakistan
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Agency for Rehabilitation & Energy Conservation in Afghanistan (AREA-Peshawar)

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Idrees Zaman (Head of Office)

Afghanistan Research & Evaluation Unit (AREU-Islamabad)

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Pakistan

Afghan Technical Consultants (ATC-Islamabad Liaison Office)

Flat 5, First Floor, Waraach Plaza,
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Afghan Women's Resource Centre (AWRC)

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Partawmina Hashemee (Director)

Afghan Women's Educational Centre (AWEC-Peshawar)

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CARE International (CARE-Peshawar)

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Committee for Rehabilitation Aid to Afghanistan (CRAA)

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Coordination of Humanitarian Assistance (CHA-Peshawar)

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kabir@cha-net.org
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Mohammed Kabir Jalali (Head of Office)
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Coordination of Afghan Relief (COAR-Peshawar (Liaison Office))

19 Chinar Rd., University Town,
Peshawar, Province: NWFP, Pakistan
coarnet@psh.brain.net.pk
Phone: +92 (0) 91 851-789/852-789
Mobile: +92 (300) 911-3238

Catholic Organisation for Relief & Development Aid- Dutch Caritas (Cordaid-Peshawar)

No. 7, Gul Mohar Rd., University Town,
Peshawar, Province: NWFP, Pakistan
cordaid@pes.comsats.net.pk
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Danish Committee for Aid to Afghan Refugees (DACAAR- Peshawar)

10 Gul Mohar Lane, University Town, P.O.
Box 855,
Peshawar, Province: NWFP, Pakistan
dacaar@pes.comsats.net.pk
Phone: +92 (0) 91 853-856/843-373/843-078

Pakistan

Danish Demining Group (DDG)

Hs. 283, St. 40, Sector F10/4
Islamabad, Province: Punjab, Pakistan
ddg@apollo.net.pk
Phone: +92 (0) 51 210-4632/33/34
Mobile: +92 (300) 855-7374, +93 (0) 70 274-675
Fax: +92 (0) 51 210-4635
Fredrick Paulson (Director)

Development & Humanitarian Services for Afghanistan (DHSA-Liaison Office)

26A Abdara Rd., University Town,
Peshawar, Province: NWFP, Pakistan
Phone: +92 (0) 91 570-4239

Demining Agency for Afghanistan (DAFA)

Hs. 32 A, Jinnah Town Sumanli Rd. P.O.
Box 548
Quetta, Pakistan
dafa@qta.infolink.net.pk
Phone: +92 (0) 81 834-687
+92 (0) 91 825-237
Mobile: +92 (381) 428-2983
Fax: +92 (0) 81 825-247

EuronAid (EuronAid-Peshawar)

45D Sayed Jamaluddin Afghani Rd.,
University Town,
Peshawar, Province: NWFP, Pakistan
euronaid@brain.net.pk
Phone: +92 (0) 91 852-955
Dr. Hanif Qazi (Head of Office)

German Agro Action/Deutsche Welthungerhilfe (GAA/DWHH-Peshawar)

Peshawar, Province: NWFP, Pakistan
godingaa@brain.net.pk
Phone: +92 (0) 91 851-815
Robert Godin (Head of Office)

HealthNet International (HNI)

11-A Circular Lane
P.O. Box 889, University Town
Peshawar, Province: NWFP, Pakistan
Phone: +92 (0) 91 844-474
+92 (0) 91 840-379
Panna Erasmus (Malaria/Leishmaniasis
Control Programme)
panna@pes.comsats.net.pk

Helping Afghan Farmers Organisation (HAFO)

53-B Park Avenue, University Town,
U.P.O. Box 1010
Peshawar, Province: NWFP, Pakistan
hafo@psh.paknet.com.pk,
hafo99@yahoo.com
Phone: +92 (0) 91 844-674
+92 (0) 91 570-4677
Satellite: +882 (168) 980-1435
Fax: +92 (0) 91 570-4677
Sayed Jawed (Director)

International Islamic Relief Agency (ISRA)

68/D-2 S.J.A. Rd. University Town
P.O. Box 887
Peshawar, Province: NWFP, Pakistan
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Medical Refresher Courses for Afghans (MRCA)

Plot 34, Sector A3, Phase 5, Hyatabad
U.P.O. Box 862, Peshawar, Province:
NWFP, Pakistan
mrca@pes.comsats.net.pk
Phone: +92 (0) 91 812-456
Mobile: +92 (300) 859-9883
Fax: +92 (0) 91 812-819
Eric Benoliel (General Coordinator for
Afgh./Pak.)

Pakistan

Mercy Corps International (MCI)

Hs. 47, St. 13, F 7/2
P.O. Box 262, F-8 Markaz
Islamabad, Province: Punjab, Pakistan
mcsouthasia@yahoo.com
Phone: +92 (0) 51 287-8082-4
Mobile: +92 (300) 856-9641
Satellite: +882 (165) 420-0530
Fax: +92 (0) 51 287-8081
Jim White (Regional Director)

Mercy Corps International (MCI-Quetta)

Ali Flats, Killi Umer Rd., Alamo Chowk
(Near Askeri Park),
Quetta, Province: Baluchistan, Pakistan
deego@email.com
Phone: +92 (0) 81 841-670
Mobile: +92 (300) 838-0868
Satellite: +822 (165) 420-0960
Diane Goluba (Acting DPO)

Mission d'Aide au Developpement des Economies Rurales en Afghanistan (MADERA-Peshawar)

Sayjamaludin Afghan Rd., University Town,
Peshawar, Province: NWFP, Pakistan
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Norwegian Church Aid (NCA-Peshawar)

41B Railway Rd., University Town,
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Peshawar, Province: NWFP, Pakistan
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Norwegian Refugee Council (NRC)

64-E Sayed Jamal-ud-Din Afghani Lane,
University Town, P.O. Box 731
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Phone: +92 (0) 91 853-861 / 854-873 /
850-323, 850-320
Mobile: +92 (300) 858-0387
Satellite: +882 (168) 980-1273
Lisbeth Pilegaard
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Organisation for Mine Clearance & Afghan Rehabilitation (OMAR-Peshawar)

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Hyatabad,
Peshawar, Province: NWFP, Pakistan
omarintl@psh.paknet.com.pk
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Partners in Revitalization & Building (PRB-Peshawar)

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UNITED NATIONS (UN) & MULTILATERAL ORGANISATIONS

UN Humanitarian Air Services (UNHAS-Islamabad)

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Phone: +92 (0) 51 226-4077/ 226-4101/ 226-4203/ 226-4284

UN World Food Programme (WFP-Islamabad)

Hs. 3, St. 2, Sector F-8/3,
Islamabad, Province: Punjab, Pakistan
Phone: +92 (0) 51 285-5860-5

World Health Organisation (WHO-Islamabad Support Office)

Hs. 218, Margalla Rd., F10/3,
Islamabad, Province: Punjab, Pakistan
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ABC News (ABC)

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Agence France-Presse (AFP)

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Al Jazeera

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RESOURCES

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Information Resources

The following section is a selection of resources that may be of interest to those working in Afghanistan. It is not a comprehensive list, rather one that is meant to alert people to the variety of resources available in a few key areas:

General

Transitional Islamic State of Afghanistan's Information Resources

www.af

The government maintains its own web site, which provides planning and policy documents, speeches by government and UN officials and information on coordination mechanisms and on UN assistance.

AACA's Donor Assistance Database (DAD)

www.af/dad/index.html

A web-based database that includes information and data related to finance and aid coordination in Afghanistan. Data on aid flows to the government can be sorted by theme, location, donor and implementing agency and can be exported to produce reports, charts and maps. Information is regularly updated based on information provided by donors. The database is available in English, and possibly soon in Dari. A CD-Rom version of the database will be distributed during the summer of 2003.

The Survival Guide to Kabul

www.kabulguide.net

The Survival Guide provides information on life in Kabul for visitors. It includes a bit of history, information on transportation, sightseeing, hotels and guest houses, food, and tips on security. More extensive information has just been published by the same authors in the first edition of *Kabul – The Brandt Mini Guide*, which is available for purchase in bookstores and from street vendors.

Humanitarian Air Services

Airserve/PACTEC

A humanitarian flight and communications service, for the NGO community that operates internal flights to almost all airports in the country. It has been in operation since 1998 and is currently opening new airstrips. Airserve/Pactec also sets up communications Systems for NGOs.

ICRC

A flight service run by the International Committee of the Red Cross that operates internal flights to the major cities in Afghanistan two times per week, and to Peshawar every day except Fridays. It is a free service available to NGOs that are registered with the ICRC office in Kabul.

UNHAS

A flight service run by the World Food Programme (WFP) that provides cargo and passenger flight services for UN agencies, NGOs, and donor organisations. As of mid 2003, there are regular flights from Kabul to Islamabad, Dubai and Dushanbe as well as internal flights to and from all major destinations within Afghanistan.

Security

Afghan NGO Security Organisation (ANSO)

ANSO is a security coordinating body in Afghanistan that provides free security information and services especially for the NGO community, including mission advice. Regional offices are located in Kabul, Mazar-e-Sharif, Herat, Jalalabad and Kandahar. Weekly meetings are held at ACBAR in Kabul and are open to all. (See Glossary section for more information).

Emergency Task Force (ETF)

The ETF is the only UN-run discussion forum that brings together the UN and NGOs, donors and government on humanitarian and security issues. It was originally established to provide updates on emergency situations (i.e. earthquakes, floods or sudden population movements). Weekly meetings are held at UNDP and are open to all.

UN Security Coordination (UNSECOORD)

UNSECOORD is the UN department responsible for setting security phases for UN operations and for developing new security measures to enable the UN to continue its operations. UNSECOORD aims to meet the needs of security personnel in the assistance community, but will also offer mission and travel advice to non-security members of the assistance community upon request. UNSECOORD also offers a periodic security induction course and hosts daily security briefings at UNDP.

Media and News Sources

PRINT & RADIO

Anis

Anis is one of Afghanistans oldest government-sponsored, government-run daily newspapers. It is also one of the only papers to have published continuously throughout the successive crises of the last 25 years. Anis is published in Kabul and is distributed in the main cities of Afghanistan in Dari (about 75 percent) and Pashtu (about 25 percent) with focus on national and international news, analysis and current events.

Armani Milli

A government-sponsored, government-run daily newspaper that provides analysis and critiques of cultural, political, economic and governance issues. It began publishing immediately following the establishment of the Afghan Interim Authority (AIA); its aim is to provide a government perspective on political issues. The paper is published in Dari and Pashtu.

Bakhtar Information Agency

The main government-run, government-sponsored news wire service in Afghanistan, Bakhtar circulates news and events to feed into government-run papers. The service, which is run by the Ministry of Information and Culture, is distributed in Dari, Pashtu and English.

Eqtedar Milli

A weekly publication that focuses on analysis and critique of cultural, political, economic and government issues.

Erada

A privately-owned, daily newspaper with a focus on international and national news and analysis. It was started in 2000 and has a circulation of 10,000, distributed over seven provinces. The paper is published in Dari, but also publishes a weekly English supplement.

Heywad

A government-run, government-sponsored daily newspaper, similar to Anis but published mainly in Pashtu (about 75 percent) and Dari (about 25 percent).

Good Morning Afghanistan/Good Evening Afghanistan

1275 mw, 105.2 FM, 92.2 FM, 90.0 FM

A radio programme that airs in the morning and in the evening in Dari, Pashtu and English. The programme focuses on political and cultural information and features interviews with government officials, among others.

Kabul Times

A government-run weekly newspaper that has been in existence since 1962. The Kabul Times includes news articles and editorials on current events in Afghanistan, and is published in English twice per week.

Kabul Weekly

An independent weekly newspaper. Banned by the Taliban, it was re-launched in January 2002, with funding from French media organisation, AINA. Published in Dari, Pashtu and English.

Kilid

An independent weekly newspaper focusing on current events in Afghanistan, particularly at the regional level. Publishes and distributes most of the independent publications

in Afghanistan, including *Morcel*, a monthly publication targeted at women in the provinces. Kilid plans to launch a local community-based radio programme in 2003. Published in Dari and Pashtu.

Malalai

A monthly publication for women that focuses on political, cultural and social issues. Published in English and Dari.

New Home/New Life (BBC)

105.1 FM

One of the most popular radio programmes in Afghanistan, it targets rural populations and runs stories on health, education and other public interest topics. The programme is produced by the BBC with support from UNESCO.

Radio Afghanistan

1107 mw, 271 khz

A government-sponsored, government-run local news programme that was established in the 1920s as Afghanistan's first radio show. The programme airs primarily in Dari, Pashtu and other Afghan languages, with special programmes in Arabic, English, French, Russian and Urdu.

Radio BBC

(Dari - shortwave) 11750 (25), 17870 (16), 15380 (19), 17870 (16), 2515 (13), 13610 (Pashtu - shortwave) 7135, 9875, 17,615, 5875, 7135, 1685, 15,380, 17,870, 15,155, 1515, 13755, 6195

A radio programme of the BBC that broadcasts news regularly in Dari and Pashtu.

Radio Free Europe/Radio Liberty

100.5 FM, 1296 AM

A news radio programme that regularly broadcasts in Dari and Pashtu.

Voice of Freedom

88.5 mhz FM

A radio programme of the International Security Assistance Force (ISAF) that airs music, news and interviews.

Seerat

Established shortly after the fall of the Taliban, Seerat is an independent publication for women that produces editorials, poetry and articles on cultural and political issues. It is published with support from AINA.

Tolehi-Afghanistan

This is an independent weekly publication with analysis and critiques of cultural, political, economic and government issues.

ELECTRONIC/INTERNET

Afghan News

www.afghannews.net

One of the first Afghan online news network services, Afghan News provides access to top news stories from local and international news sources, as well as links to other news services in Dari and Pashtu.

Afghan Online

www.afghan-web.com/

A comprehensive web site that provides cultural, economic, historical, political and other information on Afghanistan as well as links to news sources.

Development Gateway – Afghanistan Reconstruction

www.developmentgateway.org

A World Bank-sponsored web page on reconstructions-related issues in Afghanistan. The site provides access to articles, reports, analysis and events in a variety of areas (i.e. political, humanitarian, reconstruction, women).

Integrated Regional Information Network (IRIN)

www.irin.org

A humanitarian and development news service that provides analytical reporting in countries affected by conflict or humanitarian concerns worldwide. Its Afghanistan office is located in Kabul and is administered by the UN Office for the Coordination of Humanitarian Affairs (OCHA). IRIN distributes news and feature articles through its web site and through daily and weekly updates.

ReliefWeb

www.reliefweb.int

A web-based service that provides information from UN, NGO and government sources on humanitarian, development and aid coordination issues worldwide. The site has an Afghanistan page that is updated daily with press releases and news from the UN, NGOs and multilateral organisations. The web site is in English.

Research

ACBAR Resource and Information Center (ARIC)

www.afghanresources.org/index.asp

ARIC is a resource library associated with the Agency Coordinating Body for Afghanistan Relief (ACBAR) that hosts the largest collections of materials on Afghanistan in the region, including books, reports, maps and videos. ARIC also sponsors more than 400 libraries throughout Afghanistan, including mobile libraries. ARIC is headquartered in Pehsawar, Pakistan.

Afghanistan Research and Evaluation Unit (AREU)

www.areu.org.pk

AREU is an independent research institution based in Kabul that provides research and analysis on humanitarian, policy and development issues affecting Afghanistan's reconstruction. AREU publishes periodic issues papers and is also engaged in long-term research on a range of topics. The AREU also publishes this Guide. All AREU publications are available directly from its office in Kabul or through its web site.

Afghan Information Management Service (AIMS)

www.aims.org.pk

AIMS produces standard and custom geographic information systems (GIS) maps, and provides technical assistance to organisations on design databases and GIS systems. AIMS is based in Kabul, but has field representation in UNAMA's offices in Herat, Mazar-e-Sharif, Kandahar, Kunduz and Jalalabad. AIMS' datasets and maps are free and available from any of its offices and through its web site.

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Abbreviations and Index

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AACA	Afghan Assistance Coordination Authority, 5,23,40,47,128,195
AAR	Association for Aid & Relief Japan, 134,182
ABB	ABB Company
ABC	ABC News, 190
ACBAR	Agency Coordinating Body for Afghan Relief, 6,15,28,43,133,156,185,199
ACBL	The Afghan Campaign to Ban Landmines
ACC	Administrative Committee for Coordination (of the United Nations)
ACF	Action Contre la Faim, 133,156,165-166,171,181,184
ACS	Afghans for Civil Society,171
ACSF	Afghan Civil Society Forum,6,14,131
ACT	Action by Churches Together
ACTED	Agency for Technical Cooperation and Development (Agence d'aide à la coopération technique et au développement), 134,154,156,163,181,182
ActionAid	ActionAid, 131,156
ACU	Aid Coordination Unit (in AACA), 5
ADA	Afghanistan Development Agency, 133,156
ADB	Asian Development Bank, 16,42,47,54-55,147
ADF	Afghan Development Forum, 5,8,9,23,25,41
ADP	Afghan Development Programme
ADRA	Adventist Development and Relief Agency, 131
AED	Academy for Educational Development, 131
AETF	Afghanistan Emergency Trust Fund, 10,37
AfghanAid	AfghanAid, 166,133,151,186
Afghan News	Afghan News, 199
AfghanOnline	Afghan Online, 199
AFP	Agence France-Presse, 190
AFRANE	Amitie Franco-Afghane, 134
AFSC	American Friends Service Committee
AFSU/VAM	Afghanistan Food Security Unit/Vulnerability Analysis and Mapping (of WFP), 45
AG	Advisory Group, 7,10,23-25
AGEF	Assoc. of Experts in the Fields of Migration & Development Cooperation, 134,156
AGHCO	Afghan German Help Coordination Office, 131,164,171,177,180,185
AHDS	Afghan Health and Development Services, 132,171,185
AHLSF	Afghanistan High Level Strategic Forum, 5,8-9,41
AHSAO	Afghans' Health and Social Assistance Organisation
AHW	Afghan House Wife, 132

AI Amnesty International, 134
 AIA Afghan Interim Authority/
 Administration, 5, 10-11, 16-17, 20, 32, 34-35, 40, 47, 51, 54, 56, 61
 AIAF Afghanistan Interim Authority Fund, 16
 AIHRC Afghanistan Independent Human Rights
 Commission, 11, 19, 35, 128, 155
 AIMS Afghanistan Information Management Service, 147, 160, 176, 200
 AINA Afghan Media & Cultural Center, 132, 197
 AirServ AirServ International, 134, 195
 AITM Afghan Inkishafee Tarbaiwee Markaz, 185
 AKDN Aga Khan Development Network, 133, 151, 154, 156, 162
 AKTC Aga Khan Trust for Culture, 145
 AL Afghanistan Libre, 133
 Al Jazeera, 190
 ALISEI Associazione per la Cooperazione Internazionale al
 Aiuto Umanitario, 135, 153, 163, 166
 AMAC Area Mine Action Centres, 37, 147, 160, 169, 173, 176, 179, 180
 AMI Aide Médicale Internationale, 134, 156
 AMTC Afghanistan Military Training Centre, 13
 ANA Afghan National Army, 12, 13, 23, 28, 40, 48, 61
 ANBP Afghan New Beginnings Programme, 13, 29, 48
 ANCB Afghan NGOs' Coordinating Bureau, 6, 14, 43, 132, 185
 ANIS Anis Daily, 190, 197
 ANSO Afghanistan NGO Security
 Organisation, 15, 133, 156, 166, 171, 177, 196, 217
 AO Area Office (UNAMA), 31
 AOHREP Afghan Organisation of Human Rights and
 Environmental Protection, 132, 154, 156, 177, 185
 AP Associated Press, 190
 APB Afghanistan Programming Body, 50-51
 ARC Afghan Relief Committee
 ARC American Red Cross
 ARCS Afghanistan Red Crescent Society, 132
 AREA Agency for Rehabilitation and Energy-Conservation in
 Afghanistan, 134, 157, 166, 177, 185
 AREU Afghanistan Research and Evaluation Unit, 51, 133, 185, 200
 ARI Ansar Relief Institute, 134
 ARIC ACBAR Research and Information Centre, 133, 200
 Arman-i-Milli Arman-i-Milli Daily, 190, 196
 ARRP Afghanistan Rural Rehabilitation Programme: Community,
 Self Help (run by UNOPS)
 ARSG Afghanistan Reconstruction Steering Group, 9, 47, 54
 ARTF Afghanistan Reconstruction Trust Fund, 16, 36, 54, 55
 ASET Afghan Support Education and Training, 157
 ASG Afghanistan Support Group, 8, 9, 23
 ATA Afghanistan Transitional Authority/Administration, 5, 10, 16-17,
 20-21, 28-30, 32, 34, 36-39, 42-44, 47-48, 56-57, 61, 65

ATC	Afghan Technical Consultants, 132,157,177,180,186
ATF	Afghanistan Trust Fund, 12,36,48
ATIMS	Activities Tracking Information Management System
ATLAS	ATLAS Logistique, 135
ATO	Afghan Tourist Organisation
AWCC	Afghan Wireless Communications Company
AWEC	Afghan Women's Educational Centre, 132,186
AWJA	Afghan Women's Judges Association
AWN	Afghan Women's Network, 18,43,132
AWRC	Afghan Women's Resource Center, 132,186
BA	Bonn Agreement, 9,11-12,17,19-21,29-32, 34-35,39,48,54,56,61, 66,81
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BC	Bonn Conference, 19,20
BAAG	British Agencies Afghanistan Group
BBC	British Broadcasting Corporation, 190-191,197
Belgium	Embassy, Belgium, 123
BIA	Bakhtar Information Agency, 190,197
BMC	BMC Asia (Good Morning Afghanistan), 190
BRAC	Bangladesh Rural Advancement Committee, 135,157,181,178
Britain	Embassy, Britain, 11,34-35,48,125
Bulgaria	Embassy, Bulgaria, 125
CA (EO/CA)	Ecumenical Office/Christian Aid, 166
CADA	Central Asian Development Agency, Inc., 136,157,182
CAFE	Central Asian Free Exchange, 157
CAI	Creative Associates International Inc., 146
Canada	Embassy, Canada, 36,125
CAO	Civil Affairs Officers
CAP	Consolidated Appeal Process, 50-51,53
CARE	Cooperative for Assistance and Relief Everywhere, 135,164,174,177, 180-181,184,186
CARITAS	Caritas, 135
CAS	Country Assistance Strategy, 55
CAT-A	Civil Affairs Team - Alpha, 27
CAU	Civil Affairs Unit
CAWS	Central Authority for Water and Sanitation
CBGs	Capacity Building Groups
CBO	Community-Based Organisation
CC	Constitutional Commission, 20-21, 35,128
CCA	Cooperation Center for Afghanistan, 136,157,162,184
CDAP	Comprehensive Disabled Afghans' Programme (run by UNOPS)
CDD	Community-Driven Development, 44
CDF	Comprehensive Development Framework
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women

CENTCOM	Central Command, 46
Central Bank	Central Bank of Afghanistan (Da Afghanistan Bank), 5,19
CfBT	Center for British Teachers Educational Services, 136
CG	Consultative Group, 5,8-9,11,23-25,40,51,54
CHA	Coordination of Humanitarian Assistance, 136,157,163,165,167,185
Chemonics	Chemonics, 146
CHF	Community Habitat Finance International
China	Embassy, The People's Republic of China, 4,125
CHLC	Coalition Humanitarian Liaison Cells, 27
CIC	Children in Crisis
CIC/NYU	Center on International Cooperation/ New York University
CIDA	Canadian International Development Agency, 38,124
CIMIC (ISAF)	Civil Military Cooperation/Coordination, 26
CJCMOTF	Coalition Joint Civil-Military Operations Task Force, 27,131
CJTF-180	Combined Joint Task Force, 27,46
CLJ	Constitutional Loya Jirga, 19-21,30,57,61
CMOC	Civil-Military Operations Centre, 27
CNA	Comprehensive Needs Assessments, 47
Coalition	Coalition Military Force, 15,20,27,34,46,48,56
CoAR	Coordination of Afghan Relief, 136,157,162,164,167,171,177,180, 181,186
Concern	Concern Worldwide, 151,154,182,184
Constitution	Constitution, 1964, 61,64-66
COOPI	Cooperazione Internazionale, 136,175
Cordaid	Catholic Organisation for Relief and Development Aid, 185
Cordaid- Dutch	Catholic Organisation for Relief & Development, Aid- Dutch Caritas, 135,172
CRAA	Committee for Rehabilitation Aid to Afghanistan, 178,186
CRC	Convention on the Rights of the Child
Crown Agents	Crown Agents, 147
CRS	Catholic Relief Services, 135,167,172
CWA	Country-Wide Assessment, 45
CWS	Church World Service
DAC	Danish Afghanistan Committee, 167
DACAAR	Danish Committee for Aid to Afghan Refugees, 137,167,186
DAD	Donor Assistance Database, 5,195
DAFA	Demining Agency for Afghanistan, 187
DAI	Development Alternatives, Inc., 147
DART	Disaster Assessment and Response Team (of USAID/OFDA)
DDG	Danish Demining Group, 187
DDR	Disarmament, demobilisation and reintegration, 12-13,25,28,29,31, 48,57
DED	German Development Service (Deutscher Entwicklungsdienst), 124
Denmark	Office of the Representative of Denmark to Afghanistan, 11

DG	Development Gateway (WB), 198
DfID	Department for International Development (United Kingdom), 33,38, 47,124
DHA	Department for Humanitarian Affairs (see OCHA)
DHSA	Development and Humanitarian Services for Afghanistan, 137,158,187
DPA	(UN) Department of Political Affairs
DPKO	(UN) Department of Peacekeeping Operations, 34
DPO	Disabled Persons Organisation
DSRSG	Deputy Special Representative of the Secretary-General, 56
EC	European Commission, iv,35,42,47,124
ECHA	Executive Committee on Humanitarian Affairs
ECHO	European Commission Humanitarian Aid Office, iv,124
ECI	Educational Concepts International of Afghanistan, 137,180
ECO	Economic Cooperation Organisation
ECPS	Executive Committee on Peace and Security
Elections	Elections, 2004, 17,19-20,22,39
ELJ	Emergency Loya Jirga, 5,11,16-17,19-20, 30,39,57,61
EMDH	Enfants Du Monde - Droits de L'Homme, 137
EMERGENCY	EMERGENCY Hospital, 137
EO/CA	Ecumenical Office/ Christian Aid, 137
EPAP	Emergency Public Administration Project
EPI	Expanded Programme on Immunisation, 64
Eqtedar	Eqtedar Milli, 191,197
Erada	Erada, 191,197
ERC	Emergency Relief Coordinator
ETF	Emergency Task Force, 196
EU	Office of the Special Rep. of the European Union for Afghanistan, 47,125
EuronAid	EuronAid, 137,187
FAO	(UN) Food and Agriculture Organisation, 45,148,152,160,169,176
FCCS	Foundation for Culture & Civil Society, 137
FEWS	Famine Early Warning System (USAID-sponsored)
FFE	Food for Education
FFW	Food for Work
FHI	Food for the Hungry International, 137,175,185
Finland	Kabul Liaison Office of the Embassy of Finland, Islamabad, 11,126
FITTEST	Field IT & Telecommunications Emergency Support Teams (of WFP)
FM	Freedom Medicine, 162
FMBA	First Micro Finance Bank of Afghanistan
FNST	Friedrich Naumann Stiftung, 138
FO	Field Office (UNAMA), 31,39,51,56
Focus Canada	Focus Canada, 137,151,175
France	Embassy, France, 126
FoA	Friends of Afghanistan, 4

FSF	Feasibility Studies Facility, 16
GAA/DWHH	German Agro Action/Deutsche Welthungerhilfe, 138,153,157-158, 178,181,187
GDP	Gross Domestic Product
Germany	Embassy, Federal Republic of Germany, 7,34,36,126
GIS	Geographic Information Systems, 199
GOAL	GOAL, 138,158,170,181
GNRA	Good Neighbourly Relations Agreement, 4
GP	Global Partners Afghanistan, 138,158,167
Group of 21	Group of 21, 4
GTZ	Gesellschaft Fuer Technische Zusammenarbeit – German Technical Cooperation, 124,155
HA	One hectare (10000 square metres)
HAFO	Helping Afghan Farmers Organization, 138,164,167,172,187
HAND	Humanitarian Assistance Network and Development, 139,164,178
HAWCA	Humanitarian Assistance for the Women and Children of Afghanistan, 139
Helvetas	Helvetas, Swiss Association for International Cooperation
Heywad	Heywad Daily, 191,197
HI	Handicap International, 138,167,172
HI Belgium	Handicap International Belgium
HI France	Handicap International France, 138
HICFA	Humanitarian Information Centre for Afghanistan (see AIMS)
HM	Hambastige Millie (See National Solidarity Programme)
HNI	Health Net International, 138,151,158,172,175,178,187
Hope Worldwide	Hope Worldwide, 138
HRW	Human Rights Watch
HT	Halo Trust, 154,158,175,182
HTAC	Help the Afghan Children, 138
IA	Interim Authority/Administration (see AIA)
IAM	International Assistance Mission, 139,158,167
IARCSC	Independent Administration Reform and Civil Service Commission.11,16,19-20,32,43,57,65,128
IASC	Inter-Agency Standing Committee
IbnSina	IbnSina, 139,158,167,172
ICA	International Consultants for Afghanistan, 147
ICAO	International Civil Aviation Organisation
ICARDA	International Centre for Agricultural Research in the Dry Areas, 139,154,175,182
ICC	Islamic Coordination Council
ICG	International Crisis Group, 139
ICRC	International Committee of the Red Cross, 130,151,155,166,171,177,182,196
ICRHDD	International Centre on Human Rights and Democratic Development, 139
ICTJ	International Center for Transitional Justice

ICVA	International Council of Voluntary Agencies, 14
IDA	International Development Association (of the World Bank Group), 42,44,55
IDP	Internally Displaced Person, 39,40
IEA	Islamic Emirate of Afghanistan (Name given Afghanistan by Taliban upon capture of Kabul)
IFES	International Foundation for Election Systems, 139
IFI	International Financial Institution
IFRC	International Federation of the Red Cross and Red Crescent Societies, 130,155,166,171,177
IG	Implementation Group (and IG Standing Committee), 8,9,23,40,43,51,53,54
IHRLG	International Human Rights Law Group
ILO	International Labour Organisation, 42,147
IMC	International Medical Corps, 140,167,178
IMF	International Monetary Fund, 55,147
IMPACS	Institute for Media, Policy and Civil Society, 145
INCL	International Centre For Not-For-Profit Law (Budapest), 43
India	Embassy, India, 126,155
Indonesia	Embassy, Indonesia, 126
Internews	Internews Afghanistan, 140
INTERSON	INTERSON, 140
IOM	International Organisation for Migration, 130,155,162-163,166,171, 175,180
IPC	International Press Centre, 191
IR (UK)	Islamic Relief (UK), 140,172
Iran	Embassy, Iran, 126
IRC	International Rescue Committee, 15,140,158,168,178
IRIN	Integrated Regional Information Network, 191,199
ISAF	International Security Assistance Force, 15,26,34,46,48,56,131
IsDB	International Islamic Development Bank, 16,47
ISRA	Islamic Relief Agency, 140,168,178,187
Italy	Embassy, Italy, 35,38,126
ITAP	Immediate and Transitional Assistance Programme for Afghanistan, 53
Itehad	Itehad Foundation, 146
IWPR	Institute for War and Peace Reporting, 191
Jamea-e-Madani	Jamea-e-Madani, 7,191
Japan	Embassy, Japan, 13,38,48,126
JCB	Joint Coordination Body, 34
JCCP	Japan Center for Conflict Prevention, 146
JDA	Joint Development Associates International, Inc., 158
JEN	Japan Emergency NGOs, 140,181
JICA	Japan International Cooperation Agency, 124, Joint FAO/WFP Crop & Food Supply Assessment, 45
JPMU	Joint Programme Management Unit

JRT	Joint Regional Team, 27
JSDF	Japan Social Development Fund
Judicial Com.	Judicial Reform Commission, 19-20,35,48-49,66
Kabul Times	Kabul Times, 191,197
Kabul Weekly	Kabul Weekly, 191,197
Kazakhstan	Embassy, Republic of Kazakhstan, 126
KfW	German Development Cooperation (Kreditanstalt fur Wiederaufbau), 124
Kilid	Kilid, 191,197
King's Office	King's Office, 128
KLIMAKA	KLIMAKA, 164
KMTC	Kabul Military Training Centre, 12
KOICA	Korea International Cooperation Agency, 124
Korea	Embassy, Republic of South Korea, 127
Les Nouvelles	Les Nouvelles De Kaboul, 192
Libya	Embassy, Libya, 126
Lielihoods	Livelihoods-Based Food Security and Nutritional Surveillance System, 45
LOTFA	Law and Order Trust Fund for Afghanistan, 16,36,49
Louis Berger	Louis Berger Group, Inc., 147,164
MACA	Mine Action Centre for Afghanistan (see MAPA)
MADERA	Mission d'Aide au Developpement des Economies Rurales en Afghanistan, 142,168,178,184,188
MAI	Media Action International, 141
Malalai	Malalai, 192,198
Malaysia	Government of Malaysia, 38
Malteser	Malteser, 140,153,168
MAPA	Mine Action Programme for Afghanistan, 10,37
MCH	Mother and Child Health
MCI	Mercy Corps International, 141,172,175,182,188
MCPA	Mine Clearance Planning Agency, 141,159
MDC	Mine Detection & Dog Centre, 142,159,168
MDDU	Mobile Disarmament and Demobilisation Units, 13
MDG	Millennium Development Goals
MDM	Médecins Du Monde, 165
MDM France	Médecins du Monde France, 141,168
Medair	Medair, 141,151
MERLIN	MERLIN, 141,175,183
META	Monitoring & Evaluation Training Agency, 142
Milli Paiwastoon	Milli Paiwastoon (see NSP)
MMCC	Mobile Mini Circus for Children
MoA	Ministry of Agriculture & Livestock, 68,74,128
MoBTA	Ministry of Border & Tribal Affairs, 68,74,128
MoC	Ministry of Communications, 68,74,129

MoCT	Ministry of Civil Aviation & Tourism, 68,74,128
MoD	Ministry of Defence, 13,48,64,68,74,129
MoE	Ministry of Education, 68,74,129
MoF	Ministry of Finance, 5,16,36,40,43,61,69,74, 129
MoFA	Ministry of Foreign Affairs, 5,69,74,129
MoH	Ministry of Health, 45,68,75
MoHE	Ministry of Higher Education, 69,74,129
MoI	Ministry of Interior, 36,48-49,61-62,70,74,129
MoIC	Ministry of Information and Culture, 69,74,129
MoIWRE	Ministry of Irrigation, Water Resources and Environment, 70,74,129
MoJ	Ministry of Justice, 43,65-67,70,74,129
MoLI	Ministry of Light Industries & Food, 71,75,129
MoLSA	Ministry of Labour and Social Affairs, 70,75,129
MoMD	Ministry of Martyrs and Disabled, 71,75,129
MoMI	Ministry of Mines & Industries, 71,75,129
MoP	Ministry of Planning, 5,43,71,75,129
MoPilgrimage	Ministry of Haj (Pilgrimage), 69,74,129
MoPW	Ministry of Public Works, 42,72,75,130
MoR	Ministry of Reconstruction, 5,72,75,130
MoRR	Ministry of Refugee & Repatriation, 72,75,130
MoT	Ministry of Transportation, 72,75,130
MoTr	Ministry of Trade, 72,75,130
MoUDH	Ministry of Urban Development & Housing, 72,75,130
MoWA	Ministry of Women's Affairs, 72,75,130
MoWP	Ministry of Power, 71,75,129
MRCA	Medical Refresher Courses for Afghans, 141,187
MRRD	Ministry of Rural Rehabilitation and Development, 38,42-45,72,75,130
MSF	Médecins Sans Frontières, 168
MSF-Belgium	Médecins Sans Frontières-Belgium, 159,175,183
MSF-CH	Médecins Sans Frontières-Switzerland, 141,151
MSF-F	Médecins Sans Frontières- France, 141
MSF-Holland	Médecins Sans Frontières-Holland, 168
MSF-Spain	Médecins Sans Frontières-Spain, 141
MSH	Management Sciences for Health, 140
NABDP	National Area Based Development Programme, 38
NAC	Norwegian Afghanistan Committee, 142,151,164,178
NATO	North Atlantic Treaty Organisation, 34
NCA	Norwegian Church Aid, 142,188
NDB	National Development Budget, 5,8,16,38,40,42,44,53,98
NDF	National Development Framework, 5,9,16,23,40,42,44,47,55,89
NDI	National Democratic Institute for International Affairs, 142
NEEP	National Emergency Employment Programme, 42,44

Netherlands	Embassy, The Royal Netherlands, 7,10,34,127
NH/NL	New Home/New Life (BBC), 198
New York Times	The New York Times, 192
NFI	Non-Food Item
NGO	Non-Governmental Organisation
	NGO Legislation/Code of Conduct, 43
NID	National Immunisation Day
Norway	Embassy, Norway, 11,36,127
NOVIB	Netherlands Organisation for International Development Cooperation
NPO/RRAA	Norwegian Project Office/Rural Rehabilitation Assoc. for Afghanistan, 142,159,168
NPSP	National Priority Sub-Programme
NRC	Norwegian Refugee Council, 142,178,188
NRVA	National Risk and Vulnerability Assessment, 45
NSP	National Solidarity Programme, 42, 44
NSS	National Surveillance System, 45
NUNV	National UN Volunteer
NWFP	North West Frontier Province (Pakistan)
OCHA	(UN) Office for the Coordination of Humanitarian Affairs
ODA	Operational Detachment - Special Forces, 27
ODCCP	Office for Drug Control and Crime Prevention
OECD	Organisation for Economic Cooperation and Development
OEF	Operation Enduring Freedom, 34
OFDA	Office for Foreign Disaster Assistance (part of USAID)
OHDACA	Overseas Humanitarian Disaster Assistance and Civic Aid (funding from US Dept. of Defense), 28
OI	Ockenden International, 142,153,163,164,168, 170,180
OIC	Organisation of the Islamic Conference
OMAR	Organisation for Mine Clearance and Afghan Rehabilitation, 143,159,168,172,188,179
OPM	Oxford Policy Management
ORA	ORA International 143,152
OSAGI	Office of the Special Adviser on Gender Issues and Advancement of Women
OSGA	Office of the Secretary-General in Afghanistan, 58
OSGAP	Office of the Secretary-General in Afghanistan and Pakistan, 58
Oxfam	Oxford Committee on Famine Relief, 143,152,162
P.E.A.C.E.	Poverty Eradication and Community Empowerment Initiative, 52
PACTEC	PACTEC International, 143, 195
Pakistan	Embassy, Islamic Republic of Pakistan, 4,127
PARSA	Physical Therapy & Rehabilitation Support for Afghanistan, 143
PCB	Provincial Coordination Body, 31
PCF	Post Conflict Fund
PCP	Principled Common Programming, 50, 51
PHO	Polish Humanitarian Organisation Mission in Afghanistan, 143
PHR	Physicians for Human Rights

PIC	Planning and Implementation Cell
PINF	People In Need Foundation, 143
PNA	Preliminary Needs Assessment for Recovery and Reconstruction, 41, 47, 54
PRB	Partners in Revitalisation & Building, 143,152,159,163,176,188
Programme Group	Programme Group, 23
Programme Secretariat	Programme Secretariat, 23,40
Progrm Wkg Gp	Programme Working Group, 23,40
ProMIS	Project Management Information System (see AIMS)
PRSP	Poverty Reduction Strategy Paper, 55
PRT	Provincial Reconstruction Teams, 27, 46
PSI	Population Services International, 143
PWJ	Peace Winds Japan, 143, 159, 181
Radio Afghanistan	Radio Afghanistan, 192, 198
Radio BBC	Radio BBC, 198
RAMCC	Regional Air Movements Control Centre
RC/HC	Resident Coordinator/Humanitarian Coordinator
RCB	Regional Coordination Bodies, 31,50,51,52
RCO	Regional Coordination Office/Officer, 31
REACH	Radio Education for Afghan Children
REAP	Recovery and Employment Afghanistan Programme
REFNA	Rapid Emergency Food Needs Assessments (of WFP)
Refugees Intl.	Refugees International
REUTERS	REUTERS, 192
RFE/RL	Radio Free Europe / Radio Liberty, 192, 198
RHC	Regional Humanitarian Coordinator
RI	Relief International, 144
Rights and Dem	International Centre for Human Rights & Democratic Development
RMAC	Regional Mine Action Centre (see MAPA)
RONCO	RONCO Consulting Corporation, 147
RRR	Relief, Recovery & Reconstruction, 31,56,57
Russia	Embassy, Russian Federation, 127,155
RW	ReliefWeb, 199
Saudi Arabia	Embassy, The Kingdom of Saudi Arabia, 127
SC	(UN) Security Council, 56,109
SCA	Swedish Committee for Afghanistan, 145,152,154,159,164, 179, 183,189
SC-J	Save the Children – Japan, 144,162
SC-S	Save the Children – Sweden,144
SC-UK	Save the Children – United Kingdom, 144,159
SC-US	Save the Children – United States,144,160,163,170,181
SDC	Swiss Agency for Development and Cooperation, 125
SDF	Sanayee Development Foundation, 144,164,168,188
Seerat	Seerat , 192,198
SERVE	Serving Emergency Relief & Vocational Enterprises ,144

SFA	Strategic Framework for Afghanistan, 50,51
SFL	Shelter for Life, 144,152,169,183
SGAA	Sandy Gall's Afghanistan Appeal, 14,179,188
SIDA	Swedish International Development Cooperation Agency, 38,125
SMU	Strategic Monitoring Unit (now AREU), 51
SNA	Sector Needs Assessments, 47
SNI	Shelter Now International, 144
SO	Shuhada Organisation
Solidarités	Solidarités, 145,160,162
South Korea	South Korea, 127
SPACH	Society for the Preservation of Afghan Cultural Heritage, 144
SR	Special Rapporteur on Human Rights
SRSG	Special Representative of the Secretary-General, 4,11,30,34,56
SSR	Security Sector Reform, 9,12-13,17,27,29,34,36,48
Supreme Court	Supreme Court of Afghanistan/Supreme Court Chief Justice, 65-68, 130
Survival Guide	Survival Guide to Kabul/Brandt Mini Guide, 195
SWABAC	South-West Afghanistan and Balochistan Association for Coordination, 43,52,172,189
Sweden	Embassy, Sweden, iii,iv,127
Swisspeace	Swisspeace, 7,145
Switzerland	Embassy, Switzerland, iii,iv,7,11,127
SY	Solar Year
TA	Technical Assistance
TA	Transitional Authority (see ATA)
TAF	The Asia Foundation, 22,35,145
Tajikistan	Embassy, Republic of Tajikistan, 4,127
TAPA	Transitional Assistance Programme for Afghanistan, 53
TBA	Traditional Birth Attendants
TDH	Terre des Hommes, 145,183
Tearfund	Tearfund, 145,173,189
TETF	The Edict Task Force
The Economist	The Economist, 191
Thematic Groups	Thematic Groups, 50-51
TISA	Transitional Islamic State of Afghanistan,17,61,195
TOKTEN	Transfer of Knowledge through Expatriate Nationals (programme within AACA)
Tokyo Conference	Tokyo Conference on the Consolidation of Peace in Afghanistan (DDR), 29,48,54
Tokyo Ministerial Mtg.	International Conference on Reconstruction Assistance to Afghanistan, 8,12,24,29,38,43,47,53,54
TSS	Transitional Support Strategy (of the World Bank), 17,55
Tulu-e-Afghan.	Afghanistan Dawn (newspaper), 192,198
Turkey	Embassy, Republic of Turkey, 34, 127,155
Turkmenistan	Embassy, Turkmenistan, 4, 127, 155

U.A.E.	Embassy, United Arab Emirates, 127
UEU	UN Electoral Unit
UF	United Front (Northern Alliance)
UMCOR	United Methodist Committee on Relief, 146
UN	United Nations
UNAMA	UN Assistance Mission in Afghanistan, iii, iv, 10-13, 22,30,31,36,39, 48,56,148,152,160,162-163,169,173,176,179,217
UNCHS/Habitat	United Nations Centre for Human Settlements (Habitat), 44,148
UNCO	United Nations Coordinator's Office for Afghanistan, 58
UNDCP	United Nations Drug Control Programme
UNDESA	United Nations Department for Economic and Social Affairs
UNDG	United Nations Development Group
UNDP	United Nations Development Programme,11,13,16,22,30,31,35-. 37,43,44,47,52,54,55.148,176,217
UNEP	United Nations Environment Programme, 148
UNESCO	United Nations Educational, Scientific and Cultural Organisation, 47,148
UNFPA	United Nations Population Fund, 47, 149
UNGOMAP	United Nations Good Offices Mission in Afghanistan and Pakistan (see OSGAP)
UNHAS	United Nations Humanitarian Air Services, 149,189,196,218
UNHCHR	United Nations High Commissioner for Human Rights, 11
UNHCR	United Nations High Commissioner for Refugees, 52,149,154, 161,169,173,176,179,180,217
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund, 47,148,152,161 162,169,173, 176,179,218
UNIFEM	United Nations Development Fund for Women, 18,148
United States	Embassy, United States of America, 11,35,48,128,155
UNJLC	United Nations Joint Logistics Centre, 10, 149
UNMACA/MAPA/MAS	UN Mine Action Centre/Service Programme for Afghanistan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCA	United Nations Office for the Coordination of Humanitarian and Economic Assistance Programmes, 37,57,58
UNOCHA	United Nations Office for Coordination of Humanitarian Assistance to Afghanistan, 9,56-57
UNODC	United Nations Office on Drugs and Crime, 149
UNOPS	United Nations Office for Project Services, 37,149,161,169,176,
UNSECOORD	United Nations Security Coordinator, 149,161,176,196,217
UNSG	United Nations Secretary-General
UNSMIA	United Nations Special Mission for Afghanistan, 56-58
UNSMT	UN Security Management Team (weekly meeting of UN security focal points)
UNV	UN Volunteer, 39, 149
URF Architects	URF Architects, 147
USAID	United States Agency for International Development, 22,47,125
UXO	Unexploded Ordnance,37

Uzbekistan	Embassy of Uzbekistan, 4,128
VAM	Vulnerability Analysis and Mapping (WFP), 45
VF	Voice of Freedom, 192,198
VFU	Veterinary Field Units (supported by FAO),
VOA	Voice of America, 192
W for W	Women for Women International, 146
WAA	Women Assistance Association, 146
WB	World Bank, 16,42,44,47,54,55,147,198
WCS	World Church Service
WCSF	World Civil Society Forum, 14,47,176,179,189
WES	Water and Environmental Sanitation
WFP	(UN) World Food Programme, 45,52,149,150,152-153,161-163, 165,169,173,176,179,189,195, 217
WHO	(UN) World Health Organisation, 150,152,161,162,164,169,173
World Concern	World Concern Development Organisation, 160
WVA	World Vision International/Afghanistan, 146,153,169
WWF	World Wildlife Fund
ZOA	ZOA Refugee Care, 146,160

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