



Workshop Donors' II

Monitoring strategy for Afghanistan

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The AMP underlines the role of NGOs as critical in aid harmonization, and supporting monitoring and results mechanisms for aid effectiveness. This is an area for donors to support and protection NGOs by focusing attention of the Government on monitoring & evaluation, at a central level, but also as an independent process for NGOs – who need to remain independent and neutral from the government. As such, agreeing on the need for reinforced M&E and results-based mechanisms, while protecting the humanitarian space for NGOs to achieve their mandate outside of government influence, but with government coordination.

DO NOT FORGET AFGHANISTAN
THE WORLD IS GRADUALLY FORGETTING

Conclusion of the donor Workshop I

Kabul, December 2013

The main challenges for donors in Afghanistan:

- ◇ To understand the global context (political, humanitarian, security and human) and link donor action development or security with this global context.
- ◇ To impose conditionality on donor fund Vs ARTF taking the lead and '*monitoring*' all programs and co charring with MoFIN the impact done by them.
- ◇ To follow up AMP and TMAF constraints Vs internal politics of country donor or their own agenda, and reducing the numbers of active monitoring Cf. World Bank lead (as one responsible).

The Aid has to be done on multiyear contract and on clear and applicable conditions.

Service delivery and humanitarian access;

A key theme for the New Deal is the effort to boost the government's legitimacy and credibility by enabling and supporting its ability to deliver services to its people. This puts a significant emphasis on the compact making, a material difference in the lives of communities, and requires the right programs to be implemented in the right places in the right way. If the implementation is not done with all the precautions and rules, it could well undermine the space for humanitarian agencies to deliver humanitarian assistance to those who need it and according to internationally recognized humanitarian principles, including impartiality, neutrality and independence. These principles and the space for humanitarian actors to operate within must be respected and protected.



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Agenda

8:00- 9:00	Coffee and Registration
9:00-9:05	Opening Prayers, ACBAR
9:05- 9:15	ACBAR Presentation for the workshop
9:15- 9:25	Tawanmandi, Welcome and explanation overall
9:25- 9:40	UNHCR presentation
9:40-9:55	German Embassy Presentation
9:55-10:05	ECHO Presentation
10:05-10:15	Questions to all presentations
10:15 - 10:40	Coffee/Tea Break
10:40 -10:50	DIFID presentation
10:50-11:00	French Embassy Presentation
11:00-11:30	OCHA presentation
11:30- 11:50	European Union presentation
11:50- 12:00	Italian Embassy Presentation
12:00-12:20	Japan Embassy Presentation
12:20-12:30	Questions and answers
12:30- 12:45	Conclusions

Tawanmandi presentation

Tawanmandi (TWA) is the program strengthening civil society in Afghanistan. The program was developed and designed for a couple of years between 2008–2010 and officially started in 2011. The program is co-funded by Nordic countries, Sweden and UK, and is managed by the British Council. The goal of the program is to improve governance, accountability and responsiveness while the outcome of the program is an inclusive civil society able to engage effectively on following issues: human rights, access to justice, anti-corruption, peace building and conflict resolution and media cross cutting the issues of gender, youth, disability and CSOs at field level.

Current donors of the program are Denmark, Norway, Sweden, Switzerland, and United Kingdom, presently managed by UK, the program will be turned to an Afghan foundation at the end of July 2015 as planned. The program supports Civil Society in two main ways; providing those grants on five aforementioned sectors financed and backing them in terms of capacity development.

Grants:

- ◇ Sector Based Core Fund, fair and large grant up to three years for an established organization in the sectors of program naming ACBAR one of the core partners including support for issue based advocacy, building thematic capacity of CSOs and improving coordination.
- ◇ Project Grants, it includes both medium and large size projects constantly for two years with amount of nearly 4 hundred thousand US Dollars.

Intended benefits of the program:

Tawanmandi not only provides fund but meanwhile proactively engaged with CSOs, supporting them in capacity building, facilitating, and initiatives guidance. In terms of capacity development, the organizational development of the management and advocacy are inclusive to the program and are settled based on a comprehensive mapping exercise took place in 13 provinces finding advocacy at its lowest weak level. And, on peer look to mapping exercise the programs and other key working areas are purposely designed to strengthen advocacy.

The program gives funding and capacity support to enable afghan civil society to research and use these findings as a tool for better advocacy communications, activities, campaign... and to improve the role and legitimacy of CSOs in Afghanistan. Besides, TAW encourages, creates, and develops stronger linkages between the regions and the center to overcome weaknesses of CSOs have in terms of policy and practices. The program further focuses on mobilizing existing capacity within Afghan civil society to be developed and improved. Tawanmandi will handed its program to an afghan foundation by end of July 2015.

In the current context, TAW wants to promote a culture of constructive relationships among civil society organizations and government as it founds that in many parts of the country, it reaches sometimes to the board of animosity. Therefore Tawanmandi help promoting positive relations to bring changes to engage constructively both CSOs and the Afghan government to overcome problems and enable a proper working environment for CSOs.

Collaboration and cooperation by means of working together, is the really important issue that CSOs should work on. Positive changes could not be achieved individually but is achievable through correlation and groups easily.

So far, TAW funded 60 medium and large size projects and implemented through its 10 core partners, one per each sector and cross-cutting theme. 85 new projects covering 27 provinces over 200 districts are in the process of approval.

Q: Will there be an opportunity for environment as a sector as known that nearly 80 % NGOs are involved in environmental change?

A: The environment is actually not the sector approved by government while TAW focuses on government sectors such as civil society, human rights, justice and media as an important part. So at this stage Tawanmandi will not consider environment as sector to be funded.

Civil society organisations should engage with their constituencies as well as with public and other stakeholders



Regard to the level of the capacity building verses the organizations out of Kabul namely in Herat, some in northern region Mazar and few in eastern region Jalalabad, there are gaps especially in the remote provinces. CSOs do have lots of problems and most of them are weak when it comes to organizational and financial management.

Organizations increasingly recognize the need and benefits to work together but attest that it's very difficult here to find proper mechanisms for collective action because of the negative competition and the funding environment. Moreover there is a strong existing disconnect between two major elements: the capacity for advocacy and the capacity for organizational management. Some organizations have strong capacity in terms of management, system and policies but are very weak in advocacy and *vice versa*, other organizations with strong advocacy capacity tend to have strong management system in place. Therefore the program strives at least to standardize the level among CSOs .

Challenges :

The way capacity building work in Afghanistan is actually not an advanced strategic plan or decision, and is less driven by a broader vision/strategy/goal, but more by project needs. Only few human resources are integrated into organization's goals and ideals, only the senior staff or people at the executive level, who knows the organization's strategic plan. As a result, capacity building stays a very isolated activity which is not an element for a broader organizational development agenda. Therefore, capacity in such way remains a constant challenge.

Beside, knowledge of thematic content is overly centralized, 1-2 top people at most, in majority of organizations have technical knowledge, with some rare exceptions, Related to the topic of this workshop, NGOs have to develop simple log frames which are not as much complicated as donors log frames.

The Executive Director of Tawanmadi shown his hope to further promote the sectors of capacity, peace building and advocacy with support of the program. He asked the donor community to focus on concentrating on monitoring and evaluation of the program measurements because CSOs need to understand how they are changing.

Monitoring and Evaluation:

Tawanmandi uses an instrument called qualitative assessment score cards probably; trough this mechanism, Tawanmandi monitors the qualitative impacts of capacity and projects, which have been funded by the program.

Beneficiaries' monitoring is also fundamental and is one of the program component concerning beneficiaries and communities and not only organizations. It allows the TAW as well as the CSO to get full sense of how the project funded by TAW has or not brought positive changes to a situation and how well the objectives are achieved. The monitoring component is a key element of the program and plays a major role currently and in the future.

Q: How local NGOs can have access to the fund and does Tawanmandi provide any capacity building trainings?

A: In fact local organizations can apply to TAW fund. Actually TAWs program started with high level requirements and it was very difficult for NGOs to access funding. Lately the entry requirements changed and have been made easier for NGOs and CSOs but still assure transparency, accountability and fund management. so an organization should have a degree of capacity to manage the fund.

UNHCR presentation Representative (acting Humanitarian Coordinator)

“When it comes to monitoring, agencies should set benchmarks at the beginning as well as take into consideration constraints, particularly humanitarian access, which has been the main challenge for organizations in the last few years.” UNHCR insisted on the following points.

- ◇ Close cooperation, coordination and sharing information among humanitarian and development actors is essential to ensure effective use of resources.
- ◇ NGOs are very strong in terms of experience, implementation capacity, awareness, transparency and accountability with a valid working presence in the ground. They should use this expertise to influence and coordinate both humanitarian and development activities.

Monitoring is important for longer-term development to ensure projects have sustainable and successful impact. Humanitarian agencies should work in a triangular manner with donors and the implementing partners, while the results of monitoring must guide future planning and programmes.

Actually, humanitarian and development are the points of concerns amongst donor countries globally because both are separate budget line so there is need to work on it by defining them in terms of humanitarian or development sides for better planning and implementation. Most often, there is issue of languages and issue of partnership, the humanitarian side emphasis mostly on neutrality, impartiality and humanity at the time may not need to work specifically with local government authorities while on the other hand development agencies are only following government interlocutors of development instead humanitarian side.

Looking to the situation, we should bring them together in a better manner though checking the situation we do have floods, natural disaster being discussed and involved agencies are looking forward to longer term solution how to response. Beside this, UNHCR have regular discussion on winterization that needs to be included to urban and to the plan of broader development.

The issue of strategic partnership, plan and mechanism is started and going on since last 20 to 30 years. UNHCR concludes by some progress which have been made but admitted that they are still quite away of the standard line.

ACBAR director

'Afghanistan is taking the lead as one of the worst country for aid workers. In 2014, 14 aid workers have been killed in first five months of the year. Afghanistan is actually in funding competition with other fragile states such as Syria, Mali, both Sudan and Iraq.

One objective of the workshop is to improve the relation with the donors and to convey NGOs voice directly to them, proving that NGOs were and are here to serve the people of Afghanistan in all kinds of critical situations. NGOs have access to areas that no other agency can go and NGOs present good quality services with reasonable cost. '

MEMBERS ACBAR 2013



German Embassy presentation

Bridge fund by German

The German government has launched new development cooperation strategy for Afghanistan in a framework of high level conference in Berlin where a broad spectrum of German political, economic specialists and civil society experts as well as an important Afghan delegation including government, private sector and civil society activists participated and exchanged their views.

Interactions with Afghan delegation particularly the government and civil society feed the summary and conclusion of the conference. The conference aims to establish bridges within the Afghanistan system and German cooperation.

The country strategy purposely setting the framework for operations for the period 2014-2017 includes a number of indicators for achievements. Of course, the strategy will be adapted regarding the security situation and needs in the country. but the German representative insisted on the flexibility of his government in terms of going forward from fix programs to open fund, moving to flexible forms of implementation and inclusion of more Afghan capacities to German government and corporation.

The major part of the strategy shows that Germany remains committed and despite of troop withdrawal, the German government will stay in Afghanistan from a long term perspective and plan to stay for the transformation decade. The German representative then re-affirmed the commitments of his government made to Afghanistan. The strategy of cooperation mostly focuses on bilateral cooperation as a strong pillar of coordinated achievements toward development and high priority sectors, governance, rule of law, sustainable and capable government institutions on national and sub-national level. The strategy focuses on access and service delivery, education and vocational trainings to the people of need. The broader area of focus is economic growth and employment creation which could be a serious challenge for next government when the young generation is entering to the labour market. In terms of infrastructure, the strategy plans to consider energy and water as a key agenda.

For national approaches, the technical system program and its contribution to trust fund is nationwide with specific regional focus particularly to six north eastern provinces of the country. They try to operate in rural areas and to keep up their presence in the provinces. The German development cooperation system has strong emphasis on working with two development partners, respectively the Development Bank and GIZ, as implementing partner, which closely work with a high number of Afghan nationals to keep the sustainability of the program.

Implementation modality:

The strategy insists NGOs to have an independent role in the cooperation.

A part from this, the German Embassy gave update on some other transitional programs funded by German foreign office with strong focus on police and human rights. The overall funding for newly established country strategy and to ensure the commitment made in Bonn, is nearly 40 million Euro per year plus other fund reserved for NGOs cooperation.



Regard to the progress; TMAF set an excellent framework for pushing reforms to hold government accountable for its commitments. German embassy supported TMAF as a continued accountability framework with relevantly updates. Within the TMAF framework, the German government always strives for incentive mechanisms or condition to support better achievements. Secondly, considering governance and human rights approaches, the German government would like to see strong participation of Afghan civil society, not only as an implementing partner but also as a watchdog and key player working actively in advocacy both for political and social processes. The idea is to bring together different views from the civil society that could feed a high dialog between government and international community. Furthermore, the German government does provide operational security environment in close cooperation and with the support of local communities for all the programs being implemented at the field level.

Monitoring and Evaluation:

Monitoring and evaluation can be called the main key of efficiency and sustainable funding so it's important to show results and demonstrate the progresses to Afghan people as well as German citizen. Monitoring eventually is about improving performance, aid effectiveness, supporting transparent reporting of the results and progress achieved, and maintaining public and political support.

M&E instruments:

On strategic level, the process of setting country strategy and portfolio reviews on monitoring to the general public that role over as critical instrument. The German cooperation sustains sector dialog with key partners in the areas of operation including government and civil society to reflect on available current challenges and achievements of the country strategy process.

On program level, the German government applies several instruments such as results based monitoring by means of continuously examining the progress of the programs, reviewing the progress of the projects to know what is under examination by external evaluations and what has been achieved.

Tracking system, the database of German cooperation in countries of operation makes output oriented and demonstrated to report back on those to the German Parliament.

Peace & conflict assessments, secure environment and reflecting the concrete situation where German cooperation operates is really crucial when it comes to peace and conflict. These assessments are used as an instrument to avoid confrontations that could lead to conflict and to ensure peace building.

Capacities, German Embassy maintains a strong field presence helping the accuracy and professionalism of monitoring and evaluation of its projects. Currently, the German cooperation conducts M&E on regular base.



Laying of foundation stone for Zohra school for girls

ECHO presentation

Afghan children – the first to suffer from this protracted crisis – Pierre Prakash /ECHO

ECHO is part of the European Commission financing humanitarian aids and is accountable to tax payers and at the same time accountable to beneficiaries. The way ECHO works is through partnership with organizations who ought to have contracts signed at HQs level.

In terms of programing, ECHO is active in Afghanistan for the last 20 years and has spent nearly 700 million Euros on humanitarian sector with an average of 30 million Euros per year. Since the beginning of 2011, ECHO has changed its strategy from chronic needs to acute emergency and the development of an access strategy through air services (PACTEC), safety and security services (INSO) and the Project Support Group (PSG running media campaign to differentiate humanitarian actors versus others).



ECHO also developed the Emergency Response Mechanism (ERM) that allows prepositioning of resources and assets to respond to sudden disasters or conflict affected populations.

Monitoring strategy:

ECHO funds only the projects and operations that could be monitored by ECHO's national and / or international staff. Projects for which monitoring and access are not possible cannot be funded. At the same time, it's worth mentioning that ECHO does not transfer any risk to its national staff due to monitoring processes.

Direct assessment and monitoring are key elements of the project cycle. Therefore it is very central for ECHO to monitor each project at least once per project cycle. Remote management is not in line with ECHO's internal policy and practice.

About monitoring, organizations receiving ECHO funding should be partners with established offices in the EU. This allows a first level of capacity assessment of ECHO partners. ECHO has its own internal audit capacity but also draws on private firms for auditing and monitoring. Last, the main purpose of ECHO field offices (Country Offices of Technical Support Offices) is to provide the EC with its own independent assessment and monitoring capacity.

ECHO acts as supporter when it comes to projects monitoring and provides technical support to field level staff for program improvement and beneficiaries' satisfaction. In case partners are facing problems, they do share the issue with ECHO Kabul in order to find appropriate solution.

Facts & Figures

Number of registered Afghan refugees living in Iran and Pakistan:

2.5 million (UNHCR)

Estimated number of people internally displaced:

667 000 (UNHCR)

Number of Pakistani refugees arrived in 2014:

116 250 (UNHCR)

Increase in the number of people treated for weapon-related wounds in 2013:

60%

Total EU humanitarian aid to Afghanistan in 2014:

€31.5 million

DFID presentation

Over the last 6 months DFID Afghanistan has been taking a critical look at its programming, assessing the portfolio against the barriers to poverty reduction in the country and the broader security, political and economic context. There will be important differences to the donor operating environment after 2014, following international troop withdrawal and the development of partnership with the new government.

- ◇ The DFID programme is unlikely to change significantly. It will still prioritise work in the areas considered as crucial to reduce poverty in Afghanistan and still support Afghan government's efforts to achieve self-reliance, covering in particular economic growth and jobs, governance, anti-corruption, and women's rights.
- ◇ DFID also stands ready to be flexible and responsive to the priorities of the new Afghan President and his government. This includes close consultation to deliver a successful Ministerial Conference later this year, with clear priorities for government reform.
- ◇ DFID will also focus on fewer, larger longer-term programmes in order to deploy its funding and staff resources most effectively, delivering the best results for the Afghan people. The UK remains committed to disburse at least 50% of our programmes on budget, and to align closely with Afghan priorities.

A new UK Monitoring Unit will enable DFID to achieve maximum impact within the current security context by providing analysis of conflict dynamics at the national and provincial levels, independent monitoring of DFID programmes, particularly beneficiary monitoring, training DFID staff and implementing partners as well as delivering more robust data collection.

Update on the London Conference on Afghanistan

The Afghan and UK governments committed to co-chair a first Ministerial review of the Tokyo Mutual Accountability Framework (TMAF) three to six months after the formation of the new Afghan Government. This Ministerial Conference is currently planned for later this year, including a civil society engagement event.

The Conference will underscore Afghan Government and international commitment to Afghanistan's long-term development. It will be an important opportunity to set out the next chapter for reform and growth after the withdrawal of ISAF troops this year, to formally launch the new Afghan Government's partnership with the international development community, to renew mutual commitment to key reforms and aid effectiveness, to ensure civil society participation in the future direction of Afghanistan's development, and to explore some of the obstacles to doing business in Afghanistan and how these can be addressed.

More detail on monitoring:

Effective monitoring of programmes, and context analysis of the situation, is a key UK risk mitigation strategy to ensure that DFID delivers without any harm and according to an effective use of UK resources (particularly fraud and fiduciary risks).

The UK approach to enhanced monitoring will have three strands:

Context monitoring (political, conflict, security, developmental). Given the changing and challenging operating environment in Afghanistan on-going context monitoring is a vital part of the information required to deliver and monitor our development programmes. Understanding the context is also vital to ensure we are conflict sensitive in our approach (see below). This requires resources to collate, analyse, filter and share context analysis. Ideally this would be a shared resource across donors to avoid duplication of work.

Independent and beneficiary monitoring. The UK is looking to procure an independent 'across' project/portfolio (across HMG) approach that triangulates that information and provides the wider picture of impacts on beneficiaries and non-beneficiaries. Independent monitors would have field access and use remote management/monitoring.

Improved project/programme monitoring. DFID is currently working to improve internal monitoring for all its investments. They are developing a layered (triangulation) approach, which includes improved 'within' project monitoring of outputs and outcomes.

French Embassy presentation

Afghanistan is a tough and challenging place. Its development has been hampered by 30 years of conflict, high levels of illiteracy, a lack of administrative capacity, endemic poverty and a difficult security situation. Changing this is a long process and so far, large amounts of funding by the international community and the technical assistance provided have intended to develop the country. But to what extent?

Monitoring and evaluation are increasingly recognized as an important tool to determine international development aid impact.

Evaluation is a crucial and challenging task in many ways

France believes that a strong system of checks and balances is essential to have a clear view on the real achievement and concrete impacts of the projects on local communities. Successes and difficulties encountered in projects' implementation should be identified in order to improve our development practice in the future.

Monitoring and evaluation however face challenges. In the specific context of Afghanistan, it is nothing new that insecurity poses challenges for aid delivery, monitoring and evaluation of aid interventions. Overall "bunkerisation" leads to limited access to the population in need and to the field. However, neither donor nor NGO representatives saw these problems as insurmountable. France, on the same manner as other donors, has reflected on how to ensure aid accountability in a volatile environment.

France's strategy on evaluation and monitoring

France's national development aid evaluation strategy is above all based on transparency. Since the Paris Declaration (2005) on aid effectiveness, France has increased its focus in accountability and results-based management. The objective is to achieve precise outcomes and give a transparent account of aid use in recipient countries.

To secure this objective, different units are responsible for ensuring evaluation for French aid actions: belonging to the Ministry of Foreign Affairs, to the Ministry of Economy and Finance and to the French Agency for Development. The latter communicate with the Parliament an annual joint report on evaluation results. These initiatives for transparency are reinforced by regular publication of information on aid.

At local level (Afghanistan level), France undertakes multiple initiatives for monitoring and evaluation.

Monitoring is based on mid-term and final financial and narrative reports of field staff on implemented activities. It is supplemented with an alternative way of monitoring aid projects used in insecure environment: community-based monitoring. It involves direct contact with local communities, village elders and aid recipients. Additionally, In case of infrastructure building, the French Agency for Development can rely on an extra supervision unit composed of professional architects/engineers.

France felt obliged to select development projects according to specific criteria in order to facilitate evaluation in volatile environment.

- The French Agency for Development is for example financing projects in secure areas where it can undertake missions, for instance in Kabul, Panjshir, and Bamyan.

-The AFD and the French Embassy are also choosing quality operators like the AKDN with guarantee of monitoring and evaluation quality in the case of FMIC (French Medical Institute for Children).

-The French Embassy is selecting projects with strong community based activities. Community involvement ensures that activities will reach beneficiaries. In this regards, France mainly supports projects where CDC (Community Development Councils) are involved.

France is undertaking ex-post evaluations of its development projects. The selection of the service provider is the result of a tender process. The French Agency for Development relies more on external consultants. However, the French Embassy underlines that international staff are not a requirement for field evaluation and relies as well on afghan service providers, who have a better understanding of the field and an easier access to beneficiaries. In case of the new Social Development Fund evaluation already evaluation of 9 micro-development projects from 2011-2014.

The French Development Agency is innovating in its evaluation practice as illustrated with the 4 years external evaluation of the Central Highlands Program (3 years project with 10 million EUR in funding). AFD chooses a double evaluation mechanism to provide an independent and rigorous assessment of the project through an external evaluation operator and an academic assessment by a French Research Institute whose work is dedicated to the study of international development (CERDI).

Aid that goes through multilateral channels is however more difficult to evaluate. French representatives to organizations like Global AIDS Funds where the size of French contributions are significant are calling upon evaluation to guarantee a maximum of checks and balance.

All in all, French development aid is in line with its commitment towards the Afghan counterpart. According to the final report of the French Court of Audit that evaluates 10 years of civil public aid to Afghanistan (2002-2012) of nearly 500 million euros, commitments of French public authorities have been fulfilled. Most of the projects have been able to reach objectives and improve, even modestly, the general living conditions of the local population.

French aid is in line with Afghan National Development Strategy, with the Treaty on friendship and cooperation between France and Afghanistan, and with the Tokyo mutual accountability framework including strong respect of National Priority Programs and the 50% on-budget commitment. These commitments ensure transparency of aid and a defined framework for evaluation.

Further improvements and further steps to improve evaluation and monitoring of our projects

- ◇ There is a need for greater adaptability: we could make a better use of social media and cameras to collect videos and photographic evidence for better monitoring of projects.
- ◇ With the aim of strengthening the capacity of the state, the role of the Afghan Government in monitoring projects should increase.
- ◇ Relying on afghan operators for evaluation is good but their capacities in this field need to be strengthened.
- ◇ Finally, France recognizes the need to coordinate and share information on experience, fraud cases, and misuse of development assistance among donors in order to agree on a suitable response.

OCHA presentation for Common Humanitarian Fund

OCHA is the managing agency for the CHF funds currently being supported DIFID, Norway, Swedish SIDA, South Korea and Australia. In terms of commitments OCHA has over 6 million\$ on accounts and the target is to increase this amount to approximately 60 million\$ to support humanitarian communities through NGOs. The CHF fund is a common humanitarian fund that focuses on humanitarian activities, CHF consecrates on the 4 core objectives mostly to promote humanitarian need based assistance in accordance with humanitarian principles and to improve the relevance and coherence of humanitarian response by strategically funding assessed humanitarian action as identified in the CHAP process.

The common humanitarian action plan, working through the clusters system is produced every year. After the major review updates began and is available on OCHA website. Beside this, CHAP is focusing on acute needs in conflicts affected area.

The funds' applications are accepted from the National and International NGOs, UN agencies and IOM who have been assessed for capacity by the humanitarian financing unit (HFU).

Based on the key funding highlights, the existing possibility of sub granting is to the implementing partners UN agencies and NGOs for a maximum duration of the action for 12 months. There is no funding ceiling which is dictating by capacity assessment under taken.

CHF supports and requires the effective coordination through the clusters, operation coordination teams existing in each province of Afghanistan. These teams engage with the coordination structures established and tend to promote understanding and participation in coordination structures, it promotes needs assessments, enhances use of CHAP as a strategic planning tool, NOT SURE TO UNDERSTAND 100 % so maybe better is you can review the sentence improves accountability using monitoring and evaluation, and addresses funding and geographic gaps in aid delivery and also supports common services such as UNHAS.

There are two standard allocations each year for the heavy operation modalities and CHF, first when the CHAP is endorsed and the second after the mid-year reviewed the CHAP in June or July, based on CHAP allocation strategy in term of performing the action standards. The Prevision of reserve allocations proposals can be submitted at any time to deal with rapid-onset emergencies.

How does the reserve allocation differ from the standard one? Emergency allocations cover response to unforeseen or rapid-onset emergencies and not necessarily captured in the CHAP as OCHA won't be able to anticipate everything. Proposals can be submitted at any time of the year and the HC can solicit proposals as the idea is that the process will be fast-tracked, reducing decision time for disbursements and ensuring that funds are received in accounts in a very short time. The standard allocation process concentrates on tree main steps: allocation, strategy, prioritization and technical review.



Prioritization:

The clusters can adopt strategic review committees (SRC) to prioritize concept notes received. Again it will be referred back to HC advisory board for signoff.

The CHF is looking for relevant proposals, strategically relevant to the CHAP and to the agreed CHF allocation strategy. The expected action should respond to greatest and most immediate humanitarian needs. The Partner should have capacity and expertise and OCHA often received proposals from partners from the provinces in which that the partners are not actually present and the chances to get the proposal approved in that circumstance is very limited. Duration and size of proposed action should have significant impact both geographically and thematically. The action also must include relevant and appropriate monitoring, reporting and evaluation both to the allocation and the type of work proposed.

The strategy review committee (SRC) carries over the scoring of concepts note and noticeable that categories are the same for every CHF in the world as global standard not in particular for Afghanistan.

The Humanitarian Coordination leads advisory board comprises of 3 the largest donors, 3 UN agencies, 3 NGOs and some observers from donors, ICRC and ACBAR. OCHA through the humanitarian financing unit supports the HC in the day-to-day operation process as OCHA is managing agency for the fund.

The administrative agent, Multi Partner Trust Fund (MPTF) based in New York is managing the funds for the multi partner trust fund as MPTF office receives contributions of 1% charges of flat fee against all disbursements made through CHF from donors, and the managing agent OCHA Kabul is responsible for managing funds distributed either to NGOs or UN agencies. There are designated limits in terms of overhead sever charge as OCHA and other and UN agencies charges are 3% overhead while NGOs have 7% charges overhead.

The managing agent OCHA Kabul, hosts the humanitarian financing unit HFU and ensures due diligence and capacity assessment for potential partners to manage monitoring, reporting and evaluation system of the CHF through coordination with partners and clusters for preparing reports to the HC and wider audience on the CHF activities, impact and funding status and also carries out communication and sensitization activities regarding the CHF.

As the level of operational, financial and reputational risks are considered to be substantial in Afghanistan, the CHF accountability framework is based on a comprehensive Risk Management Model. As a main idea, risks are shared to the fund and the key challenge in terms of Risk Management is the transparency and maximum mitigation. The framework document provides an overview of four components involving risk management, due diligence and capacity assessment, monitoring and reporting and audit and evaluation.

Due diligence is basic for a pre-screening process for every organization to provide certain and standard information for their operation while at the second stage OCHA do a more formal capacity assessment through an independent assessing agent. Some of organizations may have done this assessment like UNICEF and KPMG for micro-partner assessment which is a retinal model and each step contains its own requirements and feedbacks for the individual partners by means that every NGO receives funds based on due diligence assessment.

The due diligence process is a check list having series of declaration forms. Documents should be submitted in English, Dari or Pashto for the Afghan NGOs available as a review of all documents submitted will be undertaken. But no judgment can be made as to the quality of policies, manuals, reports submitted, or in-depth assessment made of the organization's internal system. The initial review is only to meet and to give a general view to HFU of the capacities of an organization to manage a CHF grant. The initial review report will also be shared with the prospective NGO and it gives a very clear feedback about the basis they were assessed and the NGO will have an opportunity to apply and respond and during this year, OCHA has done about 25 same assessments among which 2-3 NGOs have cleared initial reviews.

The capacity assessment methodology is comprised of desk based review for the documents receiving from NGOs during due diligence process and visits to the organization's main office and sub-offices where interviews will be conducted with staff members, the system is being checked and additional documents is reviewed. The interviews are including key informants such as cluster leads, OCHA, other organizations and donors what is actually similar to micro-partner assessment to assure they work with the right partners, right capacities in the right area is critical to have the effective solution forward.

The partners described with the high, medium and low risk capacities in term of capacity assessment scoring that has an impact on operational modalities and contracts, and what specifically OCHA looking at is the amount of money that individual party may receive, the frequency of disbursement, the volume of narrative and financial reporting, the type of monitoring and the frequency of monitoring that how often it takes place and the frequency of audit that how does it work.

Monitoring and Evaluation:

Based on the monitoring and reporting of partner NGOs, the partners are expected to have adequate internal mechanisms to meet project management, monitoring and reporting requirement and generate quality performance information, therefore OCHA is looking for the following key objectives:

- ✦ To ensure adequate verification of reporting results,
- ✦ To provide evidence of how CHF has contributed to broader outcome set forth in the CHAP,
- ✦ To ensure resources are used efficiently,
- ✦ To support partners in their project implementation,

The partners were asked by the OCHA to implement projects in some remote difficult areas of Afghanistan to fully understand all factors of changes existed on the ground.

Monitoring Tools:

OCHA has 4 major approaches for the monitoring process and will be applicable for the NGOs being financed through by OCHA through the channel of CHF as following:

1-Field site monitoring: will be done by OCHA's staff for verification that CHF funded projects are delivering against targeted outputs.

2-Third party monitoring: contracted organization will be obtained independently verified information about the status of the selected project in the area where OCHA's access limited.

3-Remote call monitoring: will be applied to collect statistics and record observations from key informants and beneficiaries on progress made against outputs.

4-Web-based monitoring: satellite imagery and GPS referencing may be used to verify project activities based on ERF project implantation within the past 12 months the all three of the four given approaches have been used, except the Third Party Monitoring meaning that every project under the ERF has been visited by none staff member both Afghan and international.

OCHA observes partner's performance and an internal performance index (PI) will be developed with the objective to keep truck of partner's performance so as to inform future funding decisions by means that OCHA have the whole dynamic of managing performance which helps to know how the partners have actually preformed; and partners who performed well OCHA will expand their capacities particularly in the area of acute needs.

European Union presentation

EU worked during the past seven years and EU Head office in Brussels agreed on multi financial annual frameworks and multi annual indicative programs cooperation during last seven years.

The EU works on actions, initiatives, and indicative programs for Afghanistan since 2007 to 2013, EU was pointing on home sectorial concentration mainly focuses on three sectors of agriculture, development, and social sectors namely health, social protection, governance, rule of law as MIP (Multi Indicative Program) for the period 2007-2013.

EU worked last year on the design of a new program planning for 2014/20. EU is committed to fund Afghanistan until 2020, and hopefully as committed, EU will go forward funding 200 millions Euros per year to Afghanistan.

Apart from EU National Allocation (ENA) for Afghanistan there is thematic funding. EU has 2 programs that stand out, one by the European Commission to support democracy and human rights and the other to support thematic budget lines, none state actors and authorities. Beside, EU has another thematic budget lines for Afghan NGOs because they have the right to complete the proposals and to compete with NGOs from overall the world as it is worldwide allocation and sometimes region wide. Also EU has thematic budget lines provides assistance for food security and climatic change.

Apart from national allocations and thematic allocations there is development of cooperation for Afghanistan under the Asia regional program for aid to refugees with close collaboration with ECHO. The EU raised a new project to address the needs of Afghan refugees and IDPs in Pakistan and Iran or inside Afghanistan by Afghan NGOs in the areas of needs.

Monitoring Issues:

There is a group of independent professional visitors for the monitoring and evaluating the projects on numbers of criteria, efficiency, effectiveness and relevant design of the project. All these processes are done to have a result of implemented certain project through on the top and this is the complementary process that EU is laying on the ground.

Afghanistan has been in a high security restriction so that expats rarely are able to visit the projects but the local can visit freely, otherwise much funding goes to major Trust Fund if EU gets unconformable data from the implementing agency.



Italian Embassy presentation

Italian Embassy supports Afghanistan on the three main focuses as have been identified by the long term partnership and cooperation. The Italian Embassy has signed the agreement of cooperation with the government of Afghanistan in January 2012. Based on this document, the main focused sectors identified are economic and rural development, governance and rule of law, infrastructure and national resources. The above three prioritized areas and the additional sectors have been chosen to continue Italian traditional support areas such as health, humanitarian aid and cultural heritage as well as to support cross-cutting components such as gender and civil society. The Italian embassy has a focus on western region Herat province.

Justice sector: Baseline study at Provincial and District level



Disbursement of Fund

An overview of the Italian support trend for Afghanistan during last three years shows that 38 million Euros in 2011, 33 million Euros in 2012, and 42 million Euros in 2013 were disbursed, making the as the average of disbursement for the years 2011 -2013 to 37 million Euro per year.

Italy has been providing funds covering humanitarian and development programs in Afghanistan, through on-budget support and off-budget support.

On budget Support: has bilateral funding to government entities through financing agreements with the ministries. Trust Funds are managed through a Managing Agent, like UNDP for LOTFA and the World Bank for ARTF.

Off budget Support: has multilateral programs implemented by UN agencies (development and humanitarian aid), funds are directly managed by the Italian Embassy for development and humanitarian aid, and grant to Italian NGOs and universities for partnerships with Afghan entities.

On-Budget support/Bilateral Funding: Monitoring for the bilateral funding is channeled through MoF and the monitoring framework is usually set in the bilateral funding agreement which is signed among the Italian Embassy, MoF, and the Implementing Ministry. Normally, a Steering Committee project is set up, and meets twice a year with representatives from the Italian Embassy, MoF, relevant ministry and executing agency to monitor progress and challenges of the project implementation. Moreover, the mid-term and final audit is carried out by a third party.

On-Budget support/ Trust Funds (ARTF)

Italian Embassy is also among the donors contributing to ARTF. In order to monitor the utilization of those funds normally Italy uses the regular attendance of donor meetings, participation to implementation support mission where and when possible and analysis of the implementation status reports provided by the World Bank.

Off-Budget support:

One of the different modalities is used for funding such as contribution multilateral programs implemented by UN Agencies (development and humanitarian aid). In order to monitor the overall performance of Italian funded programs, in 2012 the Italian Development Cooperation office carried out a review of its multilateral intervention.

The main objectives of the review were: to assess the performance of UN entities and other International organizations who received funds from the Italian Government, to assess the execution rate of various projects funded through the UN system, and also the future funding decision.

The Monitoring Framework of the project funded to UN system normally defined in the cost sharing agreement or Memorandum of Understanding signed between the Italian Embassy in Kabul and the UN organization receiving the fund.

Common features of those agreements are: submission of quarterly and annual progress reports (including expenditures), Meetings with local counterparts to assess the performance of the UN partners, participation (if applicable) to Project boards and project steering committees SC) when they are created by MOU or Cost Sharing Agreement.

For what relates to funds directly managed by the Italian Embassy for activities (development and humanitarian aid), they require that the Italian Embassy launches a tender for the monitoring process.

The monitoring is normally ensured by a third independent party (local consultancy firm or local NGO), which can be directly contracted or go to a selection process if the contract is bigger. In some cases the responsibility for monitoring could be directly given to government entities (national skills development program of MoLSMAD responsible for overall monitoring of IDCO (Italian Development Cooperation Office) funded project to support women's vocational training and women's entrepreneurship in five provinces, namely Kabul, Bamyan , Herat, Badakshan and Ghor.

The National Skills Development Program was given the responsibility to monitor the training process, to assist the trainees, to provide technical advice to the training providers, and to conduct a tracer study for the trainees each two to three months after course completion, in order to assess the number of beneficiaries who found a job. A joint technical committee has also been created in each province, consisting of a representative from MoWA, MoLSAMD, NSDp and, NGOs representative working in same province to make sure that the activities and monitoring are going well.

The Italian Embassy is also giving grants to Italian NGOs and Italian Universities for partnerships with Afghan entities and those projects are normally followed up through IDCOs HQ in Italy. IDCO in Kabul can support the relevant directorates in Rome through field visits (where and when possible) and meeting with the local counterparts.

Japan Embassy presentation

Japan is the second largest donor in Afghanistan next to US and basically focuses on 3 main sectors: security, retrogression, sustainable development or social development sector such as agriculture, humanitarian development and infrastructure.

The total assistance during 2013 was 619 Million US \$ for Afghanistan which shows the Japan accountability and transparency to Japan population, and parliament members.

Japan is now enhancing to be more transparent especially through LOTFA from Trust Fund project, several cooperation projects have been managed by JICA like Kabul municipality project, Bamiyan municipality projects and some projects in Chaghcharan Ghor.

Due to the security reasons Japan Embassy starts the remote project management for Trust Fund projects to LOTFA. Japan Embassy also funds local NGOs through small projects.

Japan Embassy requested the periodic reports for bilateral assistance projects like granted projects. But now it changed to quarterly report. Regarding financial reports for some UN agencies projects, the details and execution of budget is observed by Japan Embassy. Then the donors review meeting is organized and evaluation process starts by the external auditors who checking all financial reports.



Japan embassy is trying to setup the Japanese project monitoring system via counterpart teams by (governmental side) intervening JICA for the monitoring of projects and it is a good strength point for the JICA. In the teams we always have Afghans counter parts and they monitor and promote the projects.

The Baseline surveys, mid-term & final evaluations are done by JICA experts, officers and consultants together with counterparts (Afghan Government) and the self-evaluation is done by the Embassy for accountability and transparency to the public for (Relevance, Effectiveness, Efficiency, Impact and Sustainability) of all granted project including UN projects. The auditing is always done by external auditors for the all local and international NGOs

For examples here are many challenges some technical cooperation projects managed by Japanese experts and each Project for Capacity Development on Hydro-Meteorological Information Management projects and targeting whole Afghan region.

The remote management is already setup as only two national staff are based in Kabul doing remote communication with management in Delhi and Tokyo offices to organize all works by Skype. This includes organizing of weekly meeting, transferring of financial report, training and projects meeting by Skype and emails.

JICA has another project titled Tuberculosis Control Project in Afghanistan as a long term project also it is targeting whole region.

For the internal checking system JICA has hired 2 local staff to check financial system finding fraudulent reports reported to JICA Kabul.

ANNEXES

Annex 1: List of Acronyms

Annex 1: List of Acronyms

Acronyms	Full Name
AAP	Accountability to Affected Populations
AB	Advisory Board
ABP	Afghan Border Police
ADF	Afghanistan Development forum
ACTA	Afghan Coalition for Transparency and Accountability
AGE	Anti-Government Element
AHF	Afghanistan Humanitarian forum
AIHRC	Afghanistan Independent Human Rights Commission
ALNAP	Active Learning Network For Accountability and Performance in humanitarian Action
ALP	Afghan Local Police
AMP	Aid Management Policy
ANA	Afghan National Army
ANDMA	Afghanistan National Disaster Management Authority
ANDS	Afghanistan National Development Strategy
ANP	Afghan National Police
ANSF	Afghan National Security Forces
AOG	Armed Opposition group
APPF	Afghan Public Protection Force
APC	Afghanistan Protection Cluster
APPRO	National Action Plan For The Women Of Afghanistan
ARCS	Afghan Red Crescent Society
ART	Anti-Retroviral Therapy
ARTF	Afghanistan Reconstruction Trust Fund
ARV	Anti-Retroviral
AVRR	Afghan Volunteer Return and Reintegration
AWG	Advocacy working Group
AXO	Abandoned Explosive Ordnance
BAAG	British And Irish Agencies Afghanistan Group
BCPR	Bureau For Crisis Prevention recovery
BA	Bachelor Of Arts
BCS	Border Crossing Station
BEMOC	Basic Emergency Obstetric Care
BMI	Body Mass Index
BPHS	Basic packages of health services
BPRM	Bureau of Population, Refugees, and Migration
BTS	Blood Transfusion service
BVW	Basic Veterinary Worker
CAS	Close Air Support (Air Strike)
CBE	Community Based Education
CBO	Community-based organization
CBRR	Cross Border Return and Reintegration
CCM	Convention on Cluster Munitions
CEO	Chief Executive Officer
CCW	Certain Conventional Weapons
CCA	Close Combat Attack

CDC	Community Development Council
CE-DAT	Complex Emergency Database
CEDAW	Convention On The Elimination Of All Forms Of Discrimination Against Women
CEMOC	Comprehensive Emergency Obstetric Care
CERF	Central Emergency Response Fund
CFR	Case Fatality Rate
CFW	Cash For Work
CHAP	Common humanitarian Action Plan
CHF	Common humanitarian fund
CHW	Community Health Worker
CIHL	Customary International Humanitarian Law
CM	Capability Milestone
CMT	Core Management Team
CMR	Crude Mortality Rate
CPAN	Child Protection Action Network
CPIA	Country Policy and Institution Assessment
CRC	Convention On the Rights Of The Child
CRED	Centre for Research on the Epidemiology of Disasters
CRISE	Centre for Research on Inequality, Human Security and Ethnicity
CRPD	Convention On The Rights Of Person With Disabilities
CSO	Civil society Organization
CSTC-A	Combined Security Transition Command Afghanistan
CTC	Cholera Treatment Center
CVO	Chief Veterinary Officer
DA	Department of Army
DAC	Development Assistance Committee
DDA	District Development Assembly
DDMC	District Disaster Management Committee
DFID	Department for International Development (UK)
DMC	Department of Mine Clearance
DOD	Department Of Defense
DORR	Directorate of Refugees and Repatriation
DRR	Disaster Risk Reduction
ECB	Emergency Capacity Building
ECHO	European Commission Humanitarian Office
EE	Emergency Essential
EFA	Education For All
EITI	Extractive Industries Transparency Initiative
EM	Environment markers
ENA	Emergency Nutrition Assessment
ENNA	European NGOs Network For Afghanistan
EOF	Escalation Of Force
EPHS	Essential Package of Health Services
EPI	Expanded Programme On Immunization
ERC	Emergency Relief Coordinator

ERP	Emergency Response Plan
ERF	Emergency response fund
ERW	Explosive Remnants of War
ETAT	Emergency Triage Assessment And Treatment
EU	European Union
EVIF	Extremely Vulnerable Individual
FANTA	Food And Nutrition Technical Assistance
FAO	Food And Agriculture Organization Of United Nations
FCN	Foreign Country National
FI	Food Items
FSM	Field Site Monitoring
FSN	Foreign Service National
FTE	Full Time Equivalent
GAD	Gender Age Diversity
GAVI	Global Alliance for Vaccines and Immunizations
GBV	Gender Based Violence
GDP	Gross Domestic Product
GHI	Global health initiative
GIROA	Government of the Islamic Republic of Afghanistan
GMO	Genetically Modified Organism
GOA	Government of Afghanistan
GSV	Go and See Visit
HAP	Humanitarian Accountability Partnership / or Humanitarian Assistance Program
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HE	Hygiene Education
HF	Health Facility
HFSN	Health and Fragile States Network
HFU	Humanitarian Financing Unit
HIP	Humanitarian Implementation plan
HIS	Health Information System
HLP	Housing, Land and Property
HLTF	High Level Task Force
HRA	High Return Areas
HRL	Human Rights Law
HRFM	Human Rights Field Monitoring
HRW	Human Rights Watch
HSR	Human Security Report
IASC	Inter-Agency Standing Committee
ICC	International Criminal Court
ICCPR	International Covenant On Civil And Political Rights
ICERD	International Convention On The Elimination Of All Forms Of Racial Discrimination
ICESCR	International Covenant On Economic Social And Cultural Rights
ICLA	Information Counselling and Legal Assistance
ICRC	International Committee of the Red Cross
ICVA	International Council Of Voluntary Agencies
IDF	Indirect Fire (Rockets Mortars)

IDLG	Independent Directorate for Local Governance
IDLO	International Development Law Organization
IDP	Internally Displaced Person
IEA	Islamic Emirate Of Afghanistan
IEC	Independent Election Commission
IED	Improvised Explosive device
IFE	Infant Feeding In Emergency
IFPRI	International Food Policy Research Institute
IFRC	International Federation Of Red Cross And Red Crescent Societies
IFAD	International Fund For Agriculture Development
IGC	International Grains Council
IHL	International Humanitarian Law
II	Implementation improvements
IM	International Military
IMAI	Integrated Management Of Adult illnesses
IMCI	Integrated Management Of Childhood illnesses
IMF	International Military Forces
IMPAC	Integrated Management Of Pregnancy And Childbirth
INEE	Inter-Agency Network For Education In Emergencies
IOM	International Organization for Migration
IPC	Infection Prevention And Control
IRS	Indoor Residual Spraying
ISA	Independent Services Authority
ISAF	International Security Assistance Force
ISPO	International Society For Prosthetics And Orthotics
IYCF	Infant And Young Child Feeding
JCMB	Joint Coordination Monitoring Body
JIU	Joint Inspection Unit
JICA	Japan International Cooperation Agency
LAS	Land Allocation Sites/ Land Allocation Scheme
LBW	Low Birth Weight
LEGS	Livestock Emergency Guidelines And Standards
LICUS	Low-income countries under stress
LFEW	Livestock Female Extension Worker
LLIN	Long Lasting Insecticide Treated Net
LoLM	Law on Land Managment
M&R	Monitoring and Reporting

MA	Managing Agent
MACCA	Mine Action Coordination Center of Afghanistan
MAIL	Ministry of Agriculture, Irrigation and Livestock
MAPA	Mine Action Programme of Afghanistan
MBT	Mine Ban Treaty
MDGs	Millennium Development Goals
MEC	Monitoring and Evaluation Committee
MISP	Minimum Initial Service Package
MOBTA	Ministry of Border and Tribal Affairs
MOD	Ministry of Defense
MOE	Ministry of Education
MOEC	Ministry of Economy
MOF	Ministry of Finance
MOFA	Ministry Of Foreign Affairs
MOCY	Ministry of Culture and Youth Affairs
MOIC	Ministry Of Information And Culture
MOHRA	Ministry of Haj and Religious Affairs
MOYC	Ministry Of Youth And Culture
MOI	Ministry of Interior
MOJ	Ministry of Justice
MoLSAMD	Ministry of Labour, Social Affairs, Martyrs & Disabled
MOPH	Ministry of Public Health
MORR	Ministry of Refugees and Repatriation
MOWA	Ministry of Women's Affairs
MPA	Master Of Public Administration
MRRD	Ministry of Rural Rehabilitation & Development
MUAC	Mid Upper Arm Conference
MUDA	Ministry of Urban Development Assistance
NATO	North Atlantic Treaty Organization
NAPWA	National Action Plan for Women of Afghanistan
NCD	Non Communicable Diseases
NCHS	National Center For Health Statistics
NDS	National Directorate of Security
NFI	Non Food Item
NGO	Non-governmental Organization
NICS	Nutrition In Crisis Information System
NHLP	National Horticulture And Livestock Project
NPP	National Priority Program
NRVA	National Risk And Vulnerability Assessment
NSC	National Security Council
NSP	National Solidarity Program
NTAP	National Transparency Accountability Program
OAU	Organization Of African Unity
OCHA	UN Office for the Coordination of Humanitarian Affairs
OECD	Organization For Economic Cooperation And Development
OER	Office of Emergency Response
Off Budget	Budget From Donor Based On Bilateral Agreement
OHCHR	Office of the High Commissioner for Human Rights
On Budget	Budget From Donor through GIROA

ORS	Oral Rehydration Salts
OSD	Office of the Secretary of Defense
PAHO	Pan American Health Organization
PDMC	Provincial Disaster Management Committee
PEP	Post Exposure Prophylaxis
PGM	Pro-Government Militia
PHC	Primary health care
PHT	Provincial Humanitarian Team
PLHIV	People Living With HIV
PLWHA	People Living With HIV And AIDS
POR	Proof of Registration
POUWT	Point Of Use Water Treatment
PRT	Provincial Reconstruction Team
PSN	Person in Need
Q&A	Quality And Accountability
RAF	Rapid Assessment Form
RADP	Regional Agricultural Development Program
RH	Reproductive Health
RHT	Regional Humanitarian Team
RMU	Risk Management Unit
RMLSP	Rural Microfinance And Livestock Support Project
RNI	Reference Nutrient Intakes
RPG	Rocket Propelled Grenade
RPA	Remotely Piloted Aircraft
RSD	Refugee Status Determination
SAF	Small Arms Fire
SSAR	Solution strategy for Afghan refuge
SCM	Supply Chain Management
SEEP	Small Enterprise Education And Promotion
SIGAR	Special Inspector General for Afghanistan Reconstruction
SGBV	Sexual and Gender Based Violence
SGP	Small Grant Program
SKAT	Swiss Center For Appropriate Technology
SLRC	Secure Livelihoods Consortium
SMC	Sanitary Mandate Contract
SOPS	Standard Operating Procedures
SOM	Senior official meeting
SRC	Strategic Review Committees
SRP	Shelter Response Plan
SWG	Sub Working Group
TA	Technical assistance
THET	Tropical Health Education Trust
TMAF	Tokyo Mutual Accountability Framework
TOT	The Terms of Trade
U5MR	Under Mortality Rate
UCT	Unconditional Transfer
UDHR	Universal Declaration Of Human Rights
UK	United Kingdom
UN	United Nation

UNAMA	United Nations Assistance Mission in Afghanistan
UNCRPD	UN Convention on the Rights of People with Disabilities
UN-DDR	United Nation Disarmament Demobilization and Reintegration
UNDP	United Nations Development Program
UNDSS	United Nations Department of Safety and Security
UNFCCC	United Nation Framework Convention On Climate Change
UN-HABITAT	United Nation Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNISDR	United Nation International Strategy For Disaster Reduction
UNITAID	International Drug Purchasing Facility
UNODC	United Nation Office For Drug Control
UNOPS	United Nations Office for Project Services
UORS	Urgent Operational Requirements
USAID	United States Agency for International Development
USFOR-A	United States Forces-Afghanistan
USSOF	United States Special Operations Forces
UXO	Unexploded Ordnance
VCA	Vulnerability And Capacity Analysis
VDC	Village development committee
VFU	Veterinary Field Unit
VIP	Ventilated Improved Pit
VRF	Voluntary Repatriation Form
VT	Vocational Training
WASH	Water Supply sanitation And Hygiene Promotion
WB	World Bank
WBM	Web Based Monitoring
WEDC	Water Engineering And Development Center
WFH	Weight For Height
WFP	World Food Programme
WHA	World Health Assembly
WHO	World health Organization
WIT	Water Inspection Team
WMC	Water Management Committee
WP	Water Point
WSP	Water Safety Plan

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**Agency Coordinating Body for
Afghan Relief & Development**



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