



UNDP Afghanistan

Project Title: Afghanistan Community Resilience Programme (ACRP)

Project Number: xxxxxx

Implementing Partner: UNDP

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Brief Description
Afghanistan is ensnared in a multifaceted economic, climate, and human rights crisis, which has intensified since the political upheaval on 15 August 2021. Ranked 182 out of 193, Afghanistan has the lowest Human Development Index in South Asia and poverty is rampant, with approximately 85% of Afghans living on less than one dollar a day. The UN Strategic Framework for Afghanistan (UNSFA) 2023-2025 highlights that over 24 million currently Afghans require humanitarian assistance. The Taliban's April 2022 ban on "Poppy Cultivation and all types of Narcotics" has significantly impacted Afghanistan's economy. Historically, opium poppy was a major income source for rural populations, creating over 100,000 full-time jobs annually across a third of Afghan villages. Following the ban, poppy cultivation plummeted by 95%, reducing the cultivated area to 10,800 hectares. Opium production also dropped by 95%, from 6,200 tons in 2022 to 333 tons in 2023. Consequently, farmers' income from the 2023 opium harvest decreased by more than 92%, severely affecting 200,000 households and approximately 1.5 million people, ultimately leading to the loss of 590,000 jobs and greatly exacerbating the country's poverty levels. This Joint Programme aims to mitigate the adverse effects of poppy cultivation ban while also addressing the impacts of both rapid and slow onset of climate change on people's lives, livelihoods, and the risks associated with displacement and returns through the following three strategic objectives: • Outcome 1: Increased economic resilience through sustainable and diversified livelihoods. • Outcome 2: Enhanced water resources and ecosystem management • Outcome 3: Enhanced community resilience from climate and disaster risks Through these objectives, the Joint Programme will support alternative livelihoods, increased agriculture productivity and diversity, market linkages and value chain development, supporting community preparedness for climatic shocks including with community-based infrastructure, promoting ecosystem equilibrium and reducing risks of water scarcity. And the main target groups will be communities and households affected by the poppy cultivation ban in the hard-hit provinces of Badghis, Kandahar and Helmand, with special attention to the needs of returnees and IDPs. A major cross-cutting element of the initiative will be the inclusion and empowerment of women and persons with disabilities.

Contributing Outcome: UNSFA Priority 2. Economic Opportunities and Resilient Livelihoods UNSFA and UNDP TCPS Outcome 2: By the end of 2025, more people in Afghanistan, notably women and vulnerable groups,	Total resources required:	US\$16,236,000.00
	Total resources allocated:	EU (Donor): US\$16,236,000.00

will benefit from an increasingly inclusive economy, with greater equality of economic opportunities, jobs, more resilient livelihoods, strengthened food value chains, and improved natural resources management. TCPS Output 2.1: Private sector and MSMEs have better access to (i) finance, digital, innovation and green solutions, (ii) business development services, (iii) energy and infrastructure that stimulates growth and decent job creation. TCPS Output 2.2: Inclusive and climate-resilient livelihood opportunities for rural and urban communities enhanced, especially for young and people with disabilities. TCPS Output 2.3: Enhanced climate resilience through the implementation of disaster risk reduction and natural resources management measures. UNDP SP Outcome 3: Resilience built to respond to systemic uncertainty and risk. Project Outputs with Gender Marker: Output 1.1 (GEN2) - Improved climate-resilient agricultural production and productivity of smallholder farmers and livestock herders (FAO, UNDP). Output 1.2 (GEN2) - Improved access to market, value addition and MSME support (IOM, UNDP). Output 2.1 (GEN2) - Improved understanding of communities on integrated water resources management (IWRM) with the use of balanced surface and groundwater (UNDP). Output 2.2 (GEN2) - Rehabilitated/built community-based small and medium-scale water infrastructure for efficient water use and management (FAO, UNDP). Output 3.1 (GEN2) - Community-based climate and disaster risk management with multi-hazard Early Warning Systems (UNDP). Output 3.2 (GEN2) - Community-based resilience infrastructures for disaster risk-reduction rehabilitated /constructed and maintained (FAO, IOM).			UNDP (Core): US\$ 0
			In-kind: US\$ 0
		Unfunded:	US\$ 0

Agreed by (signatures):

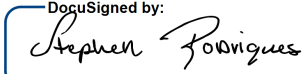
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I. DEVELOPMENT CHALLENGE

1.1 Socio-economic Situation in Afghanistan

Afghanistan is ensnared in a multifaceted economic, climate, and human rights crisis, which has intensified since the political upheaval of 15 August 2021. Ranked 182 out of 193, Afghanistan is the lowest-ranked country in South Asia according to the Human Development Index. Poverty is rampant, with approximately 85% of Afghans living on less than one dollar a day.¹ The UN Strategic Framework for Afghanistan (UNSFA) 2023-2025 highlights that over 24 million Afghans require humanitarian assistance.

The economic downturn, initiated by the COVID-19 pandemic, was aggravated by the government's collapse, resulting in a 20.7% reduction in economic output. The increasing restrictions on women's employment have further compounded this decline, costing an estimated USD1 billion, or 5% of Afghanistan's GDP. Currently, approximately 6.6 million people are internally displaced due to conflict and natural disasters, while another 541,000 individuals have been forcibly returned to Afghanistan from Pakistan and 1,033,093 from Iran since mid-September 2023. Between March and April 2024, 14.2 million Afghans experienced crisis-level food insecurity or worse (Integrated Phase Classification - IPC phases 3+), with 2.9 million classified in emergency food insecurity (IPC² phase 4). Although food commodity prices, including wheat flour, have stabilized over the past year, household purchasing power remains low.

Despite UNDP's projection of a slight real GDP increase of 1.3% in 2023, per capita GDP is expected to decline by 4% due to population growth. Afghanistan's population, exceeding 40 million, is growing at a rate of 2.9% per annum, with individuals under 18 years old comprising more than half of the total population. Consequently, the overall economic situation remains precarious, with rural households being particularly vulnerable.

1.2 Impacts of the 2022 Poppy Ban

The Taliban's April 2022 ban on *"Poppy Cultivation and all types of Narcotics"* has significantly impacted Afghanistan's economy. Historically, opium poppy was a major income source for rural populations, creating over 100,000 full-time jobs annually across a third of Afghan villages. Following the ban, poppy cultivation plummeted by 95%, reducing the cultivated area to 10,800 hectares. Opium production also dropped by 95%, from 6,200 tons in 2022 to 333 tons in 2023. Consequently, farmers' income from the 2023 opium harvest decreased by more than 92%, severely affecting 200,000 households and approximately 1.5 million people, ultimately leading to the loss of 590,000 jobs after all stocks are depleted.²

The poppy ban's economic shock has greatly exacerbated poverty across the country, especially among smallholder farmers, landless labourers, and poppy sharecroppers. Opium's role as an informal credit system allowed farmers to invest in agricultural activities. Its reduced income may contract domestic demand for goods and services, further impacting the economy. Although some farmers, mostly large landowners, were able to keep and sell opium from previous harvests/stocks at higher prices after the ban came into effect, most smallholder and marginal land-owning farmers do not hold substantial stocks and were

¹ 'Approximately 85 Percent of Afghans Live on Less than One Dollar a Day', *UNDP* (blog), 10 January 2024, <https://www.undp.org/stories/approximately-85-percent-afghans-live-less-one-dollar-day>.

² 'Counternarcotics: Lessons from the U.S. Experience in Afghanistan' (Special Inspector General for Afghanistan Reconstruction (SIGAR), June 2018), <https://www.sigar.mil/interactive-reports/counternarcotics/index.html>.

disproportionately affected by the ban. Additionally, farmers in opium-cultivating villages face less available agricultural land and longer market journeys, resulting in lower earnings from legal crops and reduced access to credit.

Opium cultivation previously accounted for 29% of Afghanistan's agricultural sector's value, with some households deriving up to half their income from it. The shift to wheat farming, with per-hectare income significantly lower than opium, has not compensated for the income loss, especially for those with small land plots. Communities are struggling to diversify livelihoods amid climate change impacts, lack of skills required to grow crops especially high value crops other than poppy cultivation, and lack of access to quality inputs, investment funds, markets, and finance.

Despite the continued opium trade since the ban, bringing profits to those with stocks, it has caused unemployment and an economic crisis among smallholder farmers and labourers who depended on opium income. Although wheat replaced 68% of the 2022 opium fields, it is not as lucrative, creating a massive income gap. The sudden ban hindered the transition to high-value crops like pomegranates and almonds, which require years to mature.

The sharp decline in opium cultivation presents an opportunity to support rural communities towards licit development. Sustainable reduction in opium cultivation depends on providing suitable, economically viable alternatives. Long-term solutions include infrastructure development, agricultural diversification, and vocational training, which require upfront investment but can create viable, licit livelihoods and sustained economic growth.

1.3 Effects of Climate Change

Afghanistan is highly vulnerable to climate change, experiencing frequent disasters that impact agriculture, infrastructure, and livelihoods. Ranked 6th in climate change susceptibility and 4th in disaster risk globally, Afghanistan faces hazards such as floods, droughts, and landslides, exacerbating socio-economic vulnerabilities.

Seasonal floods affect around 100,000 people annually, and recent droughts have drastically increased, affecting 64% of the population in 2022. These climate events degrade water quality and reduce agricultural productivity, with 60% of Afghans relying on rain-fed agriculture. Climate change impacts ecosystems, water resources, and agricultural output, threatening the livelihoods of 80% of rural Afghans.

Given these risks, integrating climate resilience is crucial to protecting human life, livelihoods, and infrastructure, while reducing socio-economic vulnerabilities and enhancing sustainable development. An effective Early Warning System is also essential for preparedness and risk reduction, though Afghanistan currently lacks such a network. Addressing climate resilience ensures the sustainability and effectiveness of development efforts in this highly vulnerable context.

The proposed provinces of Afghanistan, including Kandahar, Helmand and Badghis, face significant vulnerability to climate change, impacting both agriculture and livelihoods. For decades, farmers relied on opium poppies due to their resilience in the harsh desert landscape. However, prolonged droughts attributed to climate change are making it difficult for Afghans to grow other crops. The De Facto Authorities (DFA) banned opium production two years ago, but alternative crops like wheat and cotton have become less profitable due to market saturation. Some field crops and fruits (such as grapes, eggplants, pomegranates, and apricots) are now challenging to cultivate due to harsh conditions linked to climate change. Farmers are struggling, and some may return to poppy cultivation despite the ban. Average annual temperatures in

Kandahar and Helmand rose by up to 4.3 degrees Fahrenheit and 2.7 in Herat (more than twice the global average increase). Soil salinity is a challenge, affecting crop choices with some farmers opting to only grow wheat which is salinity resistant. Other promising options include saffron and pistachio. Addressing climate change's impact on agriculture and livelihoods in Kandahar, Helmand and Badgis provinces is crucial for sustainable development and resilience. Efforts to diversify crops and adapt to changing conditions are essential for the well-being of Afghan communities.

1.4 Effects of Displacement and Returns

Since 2012, an estimated 6.6 million individuals have been forced from their homes due to conflict and natural disasters, notably drought. In the last decade, disaster and climatic conditions have steadily risen as a driving force of displacement in the country. At the end of 2019, Afghanistan had more people displaced due to disasters than any other country in the world. Since mid-2021 disaster has surpassed conflict as the dominant displacement driver, with a total of 1.2 million IDPs displaced between 2021 and 2024.³ Socio-economic factors compound these trends, with an estimated 1.2 million vulnerable internal migrants relocating within the country for economic reasons, since 2021.⁴ These displacement or migration drivers are often mutually compounding of vulnerability, with a combination of climatic and economic factors typically influencing family and community-level mobility decision-making.

Alongside internal displacement, recent and ongoing forced returns of 541,000 Afghans from Pakistan between September 2023 and March 2024 and 1,033,093 from Iran (since mid-September 2023 until Jun 2024) have compounded a complex displacement and mobility context, affecting not only IDPs and migrants but also the absorbing communities. Education levels of recent returnees are lower than national averages, with 94% of returnee household heads with no education compared to 65% of non-returnee Afghans. Recent returnees also have high rates of low/manual skill level (82% male and 80% female) compared to non-returnee Afghans (10% male and 2% female). Low rates of agriculture skills also characterize the recent returnee population, with 6% of males and 2% of females with agriculture skills compared to 44% of non-returnee males, and 54% of non-returnee females. Given high rates of return to rural areas but low agriculture skills, continued economic-driven mobility is likely, alongside high levels of competition with low/manual skilled non-returnees for already limited work opportunities, and increased burden on basic services.⁵

³ 'Baseline Mobility Assessment' (IOM, June 2023), <https://dtm.iom.int/reports/afghanistan-baseline-mobility-assessment-report-round-16-september-december-2022>.

⁴ 'Afghanistan - Baseline (B1) Assessment 2024 | Displacement Tracking Matrix', accessed 31 May 2024, <https://dtm.iom.int/online-interactive-resources/afghanistan-baseline-b1-assessment-2024>.

⁵ 'ARRNA Desk Review of Data for Recent and Potential Afghan Returnees from Pakistan' (World Bank, UNHCR, IOM, February 2024).

II. STRATEGY

2.1 Background and Problem Statement

Afghanistan's political instability, the COVID-19 pandemic, and the 2022 ban on opium poppy cultivation have led to a severe income shock, affecting approximately 1.5 million people, disproportionately impacting smallholder farmers and those previously engaged in poppy farming, forcing them into deeper poverty.

Afghanistan faces significant challenges due to outdated irrigation infrastructure, inefficient water use, and climate change impacts, such as reduced snowmelt and increased evapotranspiration. These issues have led to chronic water scarcity, further complicating agricultural productivity and food security.

Afghanistan is highly vulnerable to natural disasters, including floods, droughts, earthquakes, and landslides, which frequently devastate agricultural land, displace populations, and destroy infrastructure. Climate change has exacerbated these issues, increasing the frequency and severity of these events, while the poppy ban has also significantly strained communities already grappling with climate and disaster-induced challenges.

2.2 Project Justification

Against Afghanistan's complex background and problem statement, the Afghanistan Community Resilience Programme (ACRP) aims to restore livelihoods through income-generating activities, vocational training, and infrastructure development, helping communities in sustainable economic activities. In addition, providing vital support to improve water resource management practices will bolster rural livelihood resilience by promoting efficient irrigation technique, and implementing community-based water management strategies to ensure sustainable agricultural production and enhance food security. And, coupled with disaster risk reduction and management initiatives, such as early warning systems, disaster preparedness training, and infrastructure improvements, the ACRP aims to address the most critical needs in the selected areas of southern and western Afghanistan through a comprehensive, joint approach to promote community resilience, and will alleviate these effects by building resilience along a three-pronged approach focusing on sustainable diversified livelihoods, water management, and disaster risk reduction.

2.3 Gender Equity Mainstreaming

Under the current restrictions and complications imposed on women's mobility and their ability to participate actively in productive activities by the de facto authorities, the ACRP project will support initiatives targeted to support both men and women without compromising their safety and security. In this regard, the ACRP will conduct gender risk assessments to ensure that its activities do not pose adverse gender impacts or inadvertently increase women's exposure to risks, which is a vital aspect in promoting gender equity and ensuring that all community members benefit equally from the project interventions.

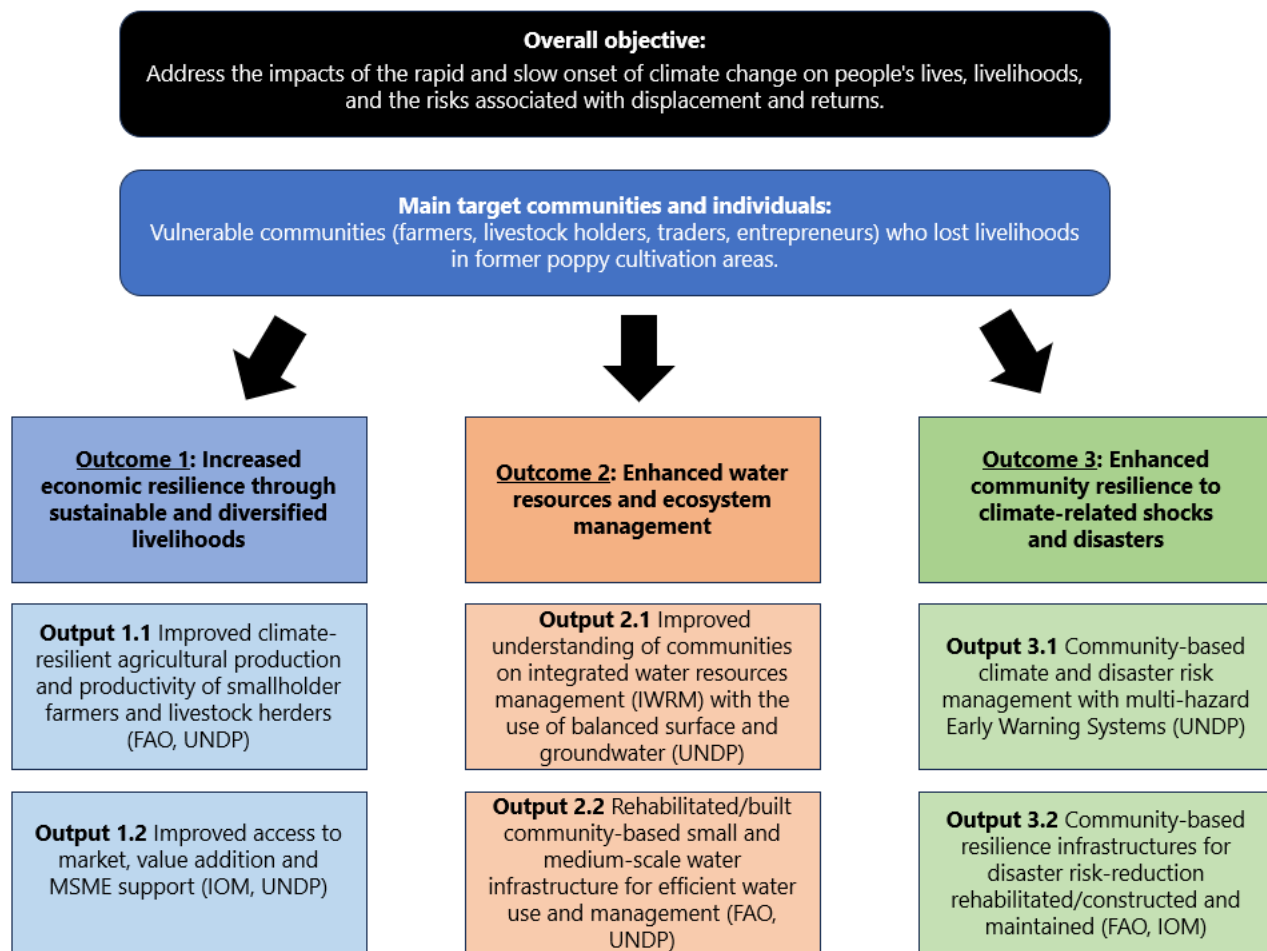
In compliance with the UN ACG operating principles for Basic Needs and Livelihoods in Afghanistan⁶ in response to the current de facto authorities' directives in line with the IASC BHN framework, the project will include mahrams (male relatives) while engaging female beneficiaries in income generating activities. While accompanying the female beneficiaries, the mahrams will be supported through provision of DSA and where possible they will be engaged in productive project activities.

⁶ Complementary principles and considerations for Afghanistan Coordination Group (ACG) donors' support to Basic Needs and Livelihoods in Afghanistan, 5 April 2023

ACRP will also dedicate activities to increase the use of gender-disaggregated data, gender analysis and access and to mainstream gender equality and empowerment into the procedures and processes for the design, selection, and implementation monitoring of community interventions. The gender-specific results will be measured with both qualitative and quantitative analysis. Sex-disaggregated data of the resulting framework will provide a basis to assess the gender results about the changes at the level of women's agency and voices, changed relational dynamics, and changes in the structures, especially norms and social institutions.

2.4 Theory of Change

"IF vulnerable farmers and communities are assisted with an integrated and complementary set of interventions to address their livelihood needs in a sustainable manner and IF their financial and technical needs including access to climate adaptable farming inputs and techniques, optimum water management infrastructure and markets are strengthened and IF the capacity of the targeted communities in Helmand, Kandahar and Badghis provinces is enhanced against the current and future economic and climatic shocks, THEN targeted farmers and communities will become more resilient and able to cope with the consequences of shocks, such as the negative effects of climate change or the current poppy ban"



III. RESULTS AND PARTNERSHIPS

3.1 Expected Results

United Nations Strategic Framework for Afghanistan (UNSFA):

- UNSFA Priority 2. Economic Opportunities and Resilient Livelihoods Outcome 2: By the end of 2025, more people in Afghanistan, notably women and vulnerable groups, will benefit from an increasingly inclusive economy, with greater equality of economic opportunities, jobs, more resilient livelihoods, strengthened food value chains, and improved natural resources management.

TCPF Output 2.1: Private sector and MSMEs have better access to (i) finance, digital, innovation and green solutions, (ii) business development services, (iii) energy and infrastructure that stimulates growth and decent job creation.

TCPF Output 2.2: Inclusive and climate-resilient livelihood opportunities for rural and urban communities enhanced, especially for young and people with disabilities.

TCPF Output 2.3: Enhanced climate resilience through the implementation of disaster risk reduction and natural resources management measures.

UNDP Strategic Plan (2022-2025): Outcome 3: Resilience built to respond to systemic uncertainty and risk.

Sustainable Development Goals:

- Goal 1: No Poverty - End poverty in all its forms everywhere
- Goal 6: Ensure access to water and sanitation for all
- Goal 13: Take urgent action to combat climate change and its impacts

Project Goal: To mitigate the adverse effects of the poppy cultivation while also addressing the impacts of both rapid and slow onset climate change on people's lives, livelihoods, and the risks associated with displacement and returns.

Outcome 1: Increased Economic Resilience through Sustainable and Diversified Livelihoods

Diversified opportunities for agricultural and non-agricultural livelihoods will be created to generate income for communities most severely affected by the poppy ban, climate change, and displacement. Considering the dominant agro-based economy and hydro-geological context, emphasis will be provided on adaptive, high-value, and water-efficient agriculture products. Modern agricultural practices have been proven to be impactful in increasing farmers' income, resilience, and high yield from limited land. Supporting sustainable agriculture and climate-smart practices will aim at raising the level of production, centralizing work efficiency and agricultural operations to increase product quality, multi-seasonal productivity, and increasing the efficiency of agricultural resources. Improvement of post-harvest processing systems for value chains through increased investment and strengthening of MSMEs will be included. A market feasibility study will be conducted to identify potential business opportunities. The imminent impact of climate and disaster risk will be assessed, and mitigation measures will be considered for diversified livelihoods and securing supply chain resilience.

Output 1.1 Improved climate-resilient agricultural production and productivity of smallholder farmers and livestock herders (FAO, UNDP)

The project will support smallholder producers and livestock herders through facilitating access to essential inputs to increase the productivity and production of high-value and other key staple food crops. In total the project will support 7,050 vulnerable households to boost the productivity of key staple food and high-value crops and small livestock to improve food and the nutrition security and incomes of smallholder producers and livestock herders. Support to staple food crop producers (wheat and maize) and livestock herders will be provided by FAO while support to high-value crops will be jointly provided by FAO and UNDP. FAO will support establishment of new orchards and quality improvement for existing orchards of high-value crops primarily pomegranate, almond, apricots and figs. UNDP will support establishment of new vineyards and quality improvement of existing vineyards through trellising. UNDP and FAO will jointly provide selected beneficiaries with commercial/macro-greenhouses (400 sqm), support through construction (UNDP) and production (FAO) support, i.e. seeds, tools and technical training. Eligible beneficiary households from Maiwand and Sangin districts will be provided with seeds and tools for off-season cultivation and production of fruit and vegetables, including tomatoes, cucumber, bell pepper, sapling or seed production, etc. in UNDP-constructed greenhouses on semi-commercial basis to provide participating households with surplus income. Beneficiaries will receive technical training, particularly on integrated pest management (IPM) and climate smart agricultural practices. Greenhouses provide an alternative source of income for those with marginal or no land and increase the efficient use of farmland and non-arable land. As a protected agriculture, greenhouses are extremely resource efficient: they are less water and energy intensive than open agriculture and allow for improved disease and pest control. Further, the project will provide activities exclusively for women-headed households through small ruminant (1 adult goat, 2 kids) support to boost household economy, including restocking (through a voucher scheme), animal feed, dewormer, and technical training, including market linkages and a dairy kit for milk production. In addition, women-headed households will also be supported with the provision of backyard poultry keeping packages (animal feed, construction materials for one chicken coop, drinker, feeder and technical training) to boost household nutritious intake and dietary diversity. Additionally, capitalizing on the existing partnership with a University of Kandahar's affiliated local company, UNDP will support local production and distribution of organic fertilizers to all the beneficiaries of staple food as well as high-value crops.

Targeted HHs (Households) will be selected based on vulnerability-based selection criteria and participatory selection methodology developed by FAO in consultation with the Food Security and Assessment Cluster (FSAC). The vulnerability-based selection includes amongst other criteria, food insecurity outcomes (Food Consumption Score, reduced Coping Strategy Index), women-headed households, persons with disability, elderly, impacts of shocks, level of adoption of coping actions, access to resources, productive assets holding (marginal/subsistence), land access/holding, receipt of humanitarian assistance in recent past, identity documents (exceptions allowed based on village elders discussion), willingness to participate in technical trainings following the receipt of inputs, a commitment not to sell received inputs and so on. Through a participatory process, the list of eligible beneficiary households will be selected and endorsed by community representatives, local authorities and other stakeholders. FAO has in place procedures to ensure the inclusion of those meeting the vulnerability-based selection criteria and not leaving behind any vulnerable person. This will also ensure that vulnerable households without legal identity documents are included in the beneficiary selection process.

The above output will be achieved through implementation of the following activities and subactivities:

Activity 1.1.1 Enhancing productivity and production of high value crops (FAO, UNDP)

Subactivity 1.1.1.1: Provision of climate change adaptable inputs and affordable, replicable technology for wheat, maize, onion, and low-density orchard to complement existing initiatives (FAO)

FAO proposes to support 4,000 vulnerable smallholder farming households in Maiwand and Sangin districts with wheat cultivation and another 1,500 households with summer crops (e.g., maize) also in Maiwand and Sangin

districts. This aims to boost nutritious food production and household incomes while increasing food availability in local markets. Each package will include seeds, fertilizers, and relevant technical training on climate-smart agronomic practices and market linkages. FAO-provided certified seeds of improved crop varieties have shown significantly higher yields than locally sourced seeds, enhancing productivity and agricultural resilience.

Additionally, 300 households in Maiwand and Sangin districts will receive inputs for onion cultivation, identified as a high-value crop. FAO will also support 300 households with low-density orchard development, including saplings, technical training, and intercropping support. Crop rotation can help prevent soil depletion by alternating the types of plants grown in a particular area, which can also help control pests and diseases. Part of the training will be around minimizing soil disturbance through reduced tillage practices that can help preserve soil structure and organic matter, promoting a healthier soil environment. The training will also include practical lessons on organic matter, including incorporating compost, manure, or cover crops into the soil to increase organic matter content, which improves soil structure, water retention, and nutrient availability.

Furthermore, households benefitting from the UNDP-constructed greenhouses in Maiwand, Nada Ali, Nesh and Sangin will receive FAO inputs for off-season cultivation in commercial greenhouses, enhancing income through efficient, protected agriculture. This includes technical training in integrated pest management, soil health and climate-smart practices. At least 450 households are expected to participate, grouped in groups of 5-6 households per greenhouse.

Subactivity 1.1.1.2: Support grape producers for improved quality production through the distribution of quality grape cuttings for new vineyards and trellises for existing ones (UNDP)

The proposed sub-activity will support the production and promotion of fruit supply through the value chain. The bulk of fruit supply for the major markets in the region comes primarily from rural smallholding orchard surpluses and a smaller number of commercial groves. Capitalizing on the value chain analyses already carried out under the numerous UNDP studies, including the on-going CBARD project, UNDP will support smallholder farmers with establishment of 10 hectares of new vineyards on pilot/demonstration basis through provision of good quality cuttings of grapes and the necessary technical support and extension services. The project will also support farmers with quality improvement through trellising on 100 hectares of existing vineyards. In total the project will support up to 275 vineyard farmers with average of two jerib size vineyard per each farmer. The project will supplement on-going interventions through UNDP funded CBARD Project targeting control communities not covered by CBARD.

Subactivity 1.1.1.3 Support construction of commercial/macro greenhouses (400 square meters each) for off-season production, including seeds, tools and training. (UNDP and FAO).

This sub-activity will be jointly implemented by UNDP and FAO. UNDP will support the construction of commercial/macro-greenhouses to support off-season production of vegetables for home consumption and the markets. In total UNDP will support the construction of 90 commercial greenhouses of 400 squares meters each, equipped with a water supply and drip irrigation system. Greenhouses will be constructed for individual poor households that will be selected through a transparent process by the community members based on the level of vulnerability and ability/commitment to ensure proper operation and maintenance of the greenhouses. A relatively bigger size (400 sqm) of greenhouses has been chosen to increase the productivity and production for home consumption and markets. Most of commercial greenhouses are designed at 300 sqm with feedback from farmers requesting slightly bigger ones. FAO will support greenhouse beneficiaries for off-season fruit and vegetable production inside the greenhouses that will be constructed by UNDP. FAO will support at least 450 greenhouse beneficiary households with provision of viable and quality fruit and vegetable seeds including tomato, cucumber, bell pepper, mushroom, for sapling production, etc. To facilitate experience and knowledge

sharing, FAO will organize greenhouse beneficiaries in clusters of 5-10 households at the community level based on the distance between neighbouring villages.

Subactivity 1.1.1.4: Support local production and distribution of organic fertilizers (UNDP)

The project will capitalize on UNDP experience under the CBARD project to support local production and dissemination of locally produced organic fertilizers through partnership with a local company (Sarsabz Hewad Zarati), a subsidiary of Kandahar University, currently operating in Kandahar and Zabul provinces. This support will reduce farmers' cost of production, prevent environmental degradation and ensure sustainable access to safe, organic and quality fertilizers in the long run. In total, the project will cover 6 districts in Kandahar province (Maiwand and Nesh districts) and Helmand provinces (Sangin and Nada Ali districts). UNDP will facilitate access to organic fertilizers to all the farmers under different interventions including those directly supported by FAO for orchards, staple food crops and off-season greenhouse producers. Each farmer will be supported with a 50 Kg sack of organic fertilizers. Building on the existing current practice under the CBARD project, the partner local company will organize supported beneficiaries in the clusters of 20-25 farmers supported by the company and project staff to ensure the appropriate application of fertilizers.

Activity 1.1.2 Provision of Quality Agricultural Inputs for Livestock (FAO)

Subactivity 1.1.2.1: Support women-headed households with small ruminant restocking, including animal feed, dairy kit provision and training (including linkages to VFUs for animal health support) (FAO)

FAO will provide 300 women-headed households from Maiwand, Washer and Baghran districts, who have prior relevant animal production experience but have lost their animals, with small ruminant re-stocking (1 adult goat and 2 kids per HH), as well as concentrate animal feed (well-integrated with the existing feeding system to enhance the productivity and performance of the restocked small ruminants beyond just meeting their basic maintenance needs), deworming medicine and technical training to boost the household's economy and dietary diversity. In addition, beneficiaries will receive a dairy kit, including bucket, filter, scale, boiling pot, churner and a 40 l milk can for value addition and to support nutritious intake through the consumption of quality dairy products, along with technical training on sustainable livestock management (animal care, disease and pest management, breeding, feeding practices), training on hygiene and processing practices and linking to Veterinary Field Units (VFUs), Artificial Insemination (AI) stations, local markets, community milk collection centres and dairy unions / cooperatives for livestock and extension services.

Subactivity 1.1.2.2: Support women-headed households with provision of poultry package including 30 pullets, animal feed, coop construction materials and training (FAO)

FAO will select 600 women-headed households with experience in poultry keeping but who have lost their animals from Maiwand district for the provision of poultry rearing support to improve nutrition and dietary diversification. Each beneficiary household will receive coop materials, drinker, feeder, feed to ensure bird health and productivity, 30 pullets and technical training (layer production management, design and construction of housing, nutritional requirements and managing feed rations, disease management, market opportunities) including linkages to Veterinary Field Units (VFUs) for animal health support and to local markets.

Output 1.2 Improved access to market, value addition and MSME support (IOM, UNDP)

Through this output, implemented by IOM and UNDP, ACRP will support formal and informal businesses to improve competitiveness and establish local, regional, and international market linkages. Given the short duration

of a maximum of three years of implementation of this project while proper market linkages especially at international level would require a rigorous value chain development intervention, this project will build on the foundation already established by CBARD project. It will enhance marketability of local products by promoting connections between local producers and private agribusinesses. IOM and UNDP will collaborate, with IOM supporting the rural poor in establishing Micro, Small, and Medium Enterprises (MSMEs) through small grants (up to USD 4,000) to create jobs for vulnerable people. IOM will engage community leaders and stakeholders to identify beneficiaries and ensure alignment with community needs. The project will support 100 MSMEs, using transparent selection processes for fair representation. Additionally, IOM will implement cash-for-work schemes and employment retention/job placement schemes. UNDP will provide matching grants to boost local private businesses' productivity and competitiveness, targeting those with potential for market linkages. It will support 18 agribusinesses in developing business plans and offer loan guarantees to financial institutions to provide affordable loans (up to USD 5,000 each) to 100 SMEs. IOM will also assist with job placement through skills development and starter kits. The project will coordinate with other initiatives like UNODC and WHO health programmes to ensure synergy. UNDP will support market access through market shelter construction and trade mission participation.

Entrepreneurs (at least 50% women) receiving grants through this activity will be evaluated to identify the range of support needed (informal, micro businesses up to USD1,000 and micro enterprise up to USD2,000) as per their sector of work. Distributed grants and beneficiaries will be monitored to ensure appropriate use and successful fund utilization. UNDP will implement a Post Distribution Monitoring (PDM) mechanism to evaluate grant effectiveness, involving assessments of a 30% sample, two weeks after cash transfers. Spot checks by third-party auditors will ensure transparency and accountability. Technical assistance and subsidized loans for SMEs will be provided through partner banks or microfinance institutions. The project will aid businesses in loan applications and offer advisory support in financial management, marketing, and value chain. It will cover credit risk assessment costs, reducing bank expenses, and lower interest rates to 0-2%. Monitoring and evaluation activities, including regular spot checks and outcome assessments, will ensure effective implementation and impact measurement. A robust PDM will assess grant delivery and compliance four weeks after transfers, ensuring transparency and accountability.

The above output will be achieved through implementation of the following activities and sub-activities:

Activity 1.2.1 Supporting agribusinesses/MSMEs with the development and execution of business plans and value addition of product (IOM, UNDP)

Subactivity 1.2.1.1: Strengthen the capacities of micro businesses, both agricultural and non-agricultural, linked to high-value crops through the provision of micro-business grants (IOM)

To enhance the capacity of microbusinesses within local markets, IOM will provide microbusiness grants to 100 diverse enterprises. IOM will inject financial resources directly into existing microenterprises, through the provision of business grants (in-kind/cash), to strengthen the local market. Consequently, entrepreneurs will have the opportunity to invest in high-value crops or non-agricultural ventures with market demand and legal acceptance, such as dry fruits, handicrafts, food processing, and service-oriented businesses.

With this financial support, microbusinesses can improve income, productivity, and quality standards by acquiring modern equipment and technology, implementing quality control measures, and expanding their consumer base to command better prices for their products or services. As these microbusinesses thrive and expand, they will create job opportunities for residents, particularly returnees, IDPs and vulnerable host communities, contributing to the overall economic vitality of the community.

Provision of business grants to micro businesses will not only promote legal and sustainable economic activities but also contribute to building resilient communities by reducing vulnerabilities associated with illicit activities like poppy cultivation, market volatility, disasters, and displacement.

Subactivity 1.2.1.2: Support establishment and operationalization of local value addition (agro-processing) facilities for SMEs with development and implementation of simple/basic business plans, business incubation and provision of matching grants (UNDP)

UNDP aims to support enterprise development of Small and Medium Enterprises (SMEs), and access to market-based finance. The focus is on creating synergies between market players, private sector entities, and service providers to foster partnerships and improve market access.

UNDP will support up to 18 SMEs in the targeted provinces to develop and implement business plans aligned with project needs. These businesses will receive mentorship and follow-up to ensure effective implementation. Additionally, UNDP will explore forming clusters of businesses in similar sectors to enhance market potential, facilitating technical and financial support at the cluster level. To further boost the competitiveness of Afghan products, UNDP will provide matching grants to local agribusinesses and traders, requiring a 50% contribution from male-owned businesses and a 30% contribution from female-owned businesses. These grants will help establish value-addition facilities such as wholesale market shelters and agro-processing facilities.

Subactivity 1.2.1.3 Support establishment and operationalization of Cold Chain Infrastructure and other post-harvest facilities for Target High-Value Crops Improved (UNDP)

The project will strengthen connections between farmers and agribusinesses by expanding the cold chain for high value crops and support the construction of vital post-harvest infrastructure. The project will review the locally adapted zero energy cool storage technology that was introduced in other UNDP projects, such as CBARD, to carry out any improvements that may be required before scaling it up to different locations as per local needs. The project will prioritize the construction of zero-energy cool storage facilities due to the lack of reliable electricity in Afghanistan, particularly at the provincial level.

UNDP will support up to 2 post-harvest handling facilities in each province to extend the support to orchard and vineyard-beneficiaries. Furthermore, UNDP will explore possibility to establish a particular market-sheds for any of the high value fruits such as pomegranates, grapes, etc.

Subactivity 1.2.1.4 Training of farmers and traders on improved post-harvest handling technologies (UNDP)

The project will strengthen the capacities of producers and traders to minimize post-harvest losses, preserve the quality of local products to meet the market demands. This activity will be implemented by UNDP in close coordination with IOM on activity 1.2.2.3 (support to SMEs with ISO/HACCP certification). UNDP will also coordinate with FAO to rollout this training to the beneficiaries of high-value crops that will be supported through establishment of orchards. The project will partner with local private agribusinesses to establish basic post-harvest facilities/storages that can benefit both agribusinesses and producers on some sort of warehouse receipt basis. In total the project will support 18 such agribusinesses with 50:50 matching grants for male-owned facilities and 30% contribution for female owned ones. In total 18 agribusinesses (6 in each province) will be supported.

Subactivity 1.2.1.5: Implement employment retention/job placement schemes tailored for returnees, former drug users, and vulnerable hosts affected by the poppy ban (IOM)

IOM will support the economic reintegration and stabilization of returnees, former drug users, and vulnerable hosts by implementing tailored employment retention and job placement schemes. The activity will begin with comprehensive assessments to identify the specific skills, experiences, and needs of the target groups, followed by individualized profiling to match them with suitable employment opportunities in the local labour market. 900 individuals will be placed with selected SMEs for six months, with IOM covering their salaries. Job placement services will be rolled out through partnerships with local businesses. Ongoing support will be offered to ensure job retention, including mentorship programs and workplace adaptation training. Additionally, a referral mechanism will be developed to receive referral cases of ex-drug users from UNODC. A robust monitoring and evaluation tool will be developed to track progress and outcomes. This initiative is closely linked to promoting alternative livelihoods in poppy-growing areas by creating sustainable employment opportunities and reducing dependency on illicit activities. By fostering economic resilience, diversifying income sources, and strengthening local economies, this activity will contribute to a more stable and cohesive community.

Subactivity 1.2.1.6: Support off-farm jobs, enhancing financial access including through financial and credit services (UNDP)

UNDP will facilitate access to finance for 100 MSMEs, community-based enterprises, and cooperatives to strengthen off-farm businesses and create employment in poppy ban-affected areas of Maiwand and Nesh in Kandahar and Sangin and Nad Ali in Helmand. At least 30% of these SMEs will be women-led, benefiting 1,000 cooperative members. Access to finance will be ensured through a rigorous technical assistance program, a key element that will make those MSMEs and cooperatives creditworthy. The capacity-building interventions encompass various financial literacy training sessions, business plan development, opening bank accounts and digital wallets for women entrepreneurs, and other measures that foster partnerships between MSMEs and the financial sector. Thanks to MALA and EMERGE projects, more loans will now be available for the private sector due to the recapitalization of the financial industry. The project will build synergies with MALA and EMERGE.

The Activity doesn't imply loan provision. However, the selected SMEs and cooperatives will be linked to the existing Access to Finance and WE-LEAD projects. The SMEs will receive loans under the Access to Finance project, where the return on loans in case of SME default is guaranteed by the Credit Guarantee Fund.⁷ Micro and community-based enterprises and cooperatives will be linked to the WE-LEAD project⁸ to receive subsidized loans from the participating Microfinance Institutions (MFIs), where the principle is covered by the borrower, and the cost of the loan is covered by the WE-LEAD project.

Activity 1.2.2 Improved market access and competitiveness, including better connectivity to domestic and external markets (IOM, UNDP)

Subactivity 1.2.2.1: Implement small-scale cash-for-work projects to create short-term jobs and improve access to markets and services for returnees and IDPs (IOM)

⁷ Info about Access to Finance Project: With a USD 1,000,000 guarantee from UNCDF, selected financial institutions allocate up to USD 4,000,000 in Shariah-compliant loans, potentially benefiting up to 400 SMEs with an average loan size of USD 10,000

⁸ Info about the WE-LEAD Project: The initiative facilitates access to subsidized finance for 4,000 women-led MSMEs, cooperatives, and community-based enterprises in six regions of Afghanistan by reducing entry barriers by covering the operational cost of loans, and making loans more affordable for women borrowers

Leveraging its experience and operational capacity, IOM will implement small-scale cash-for-work projects targeting returnees, internally displaced persons (IDPs), and vulnerable host populations to address their immediate economic needs while fostering economic resilience. The IOM's cash-for-work initiative will create short-term employment opportunities through small-scale rehabilitation activities focused on enhancing access to markets in areas affected by the poppy ban, thereby providing income for returnees, IDPs, and vulnerable hosts. This initiative will target 400 individuals and employ them in a 3-month-long cash-for-work activity that will specifically focus on improving access to markets. By rehabilitating market linked infrastructure such as rural roads and storage facilities, IOM's cash-for-work initiative aims to enhance the ability of local producers to bring their goods to market and for consumers to access these goods more efficiently. This dual approach ensures that the economic activities fostered by the cash for work initiative not only provide immediate financial relief but also lay the groundwork for sustained market access and economic growth.

Subactivity 1.2.2.1: Restoration of market infrastructure/market sheds (UNDP)

In cities and towns, the project will support the improvement of market infrastructure through partnership with private businesses, SMEs through provision of 50:50 and 30:70 matching grants respectively for male and female-owned facilities. In total three market shelters will be supported in the target three provinces with a maximum of USD 50,000 per grant. In remote areas, the project will support the establishment of community-managed market infrastructure for priority value-chains. In total six (6) rural community-market facilities/sheds will be constructed. UNDP will employ the best practices of CBARD project to establish the market-sheds for the local farmers. The established market-sheds will serve as the central selling outlet to allow the farmers to bring their products on the market days. The sheds will help the farmers to avoid the selling of their produces in scorching heat in summer and freezing temperature during the winter season, hence this will help to preserve the quality of the local produces all year-around. The market-shed will also facilitate the buyers to find the best products in single-established marketplace. The selection of exact locations and beneficiaries of this intervention will be closely coordinating among all three Agencies (UNDP, FAO and IOM) to maximize the project's support where it can have the highest impact. To the extent possible and building on UNDP's experience from the EU funded "Protection of community-based livelihoods and local economic activities, targeting women-led/managed MSMEs" in Western Region, the project will explore the possibility of establishing at least one woman-only rural market in each province to facilitate women's access to these rural markets.

Subactivity 1.2.2.3: Support SMEs with ISO/HACCP certification (IOM)

IOM will provide ISO/HACCP certification to 32 MSMEs, helping them adhere to international standards and regulations, manage risks in food production, enhance food safety practices, foster market competitiveness, and build consumer trust in the safety and quality of their products. This support will enable SMEs to access new markets, diversify their offerings, increase income, and promote stability. It will also facilitate the export of high-value products as alternatives to poppy cultivation, creating new livelihoods and income sources in the targeted provinces affected by the poppy ban. The selection process will involve selection of competent service providers to deliver ISO/HACCP certification to the selected SMEs. IOM will rigorously select SMEs based on legal compliance, growth potential, and involvement in food production. The finalized list of selected SMEs will then be shared with the service providers for the service delivery.

Subactivity 1.2.2.4: Support organization and participation in trade missions/exhibitions (UNDP)

UNDP will assess traders' knowledge and capacity to sell to major domestic and international markets and compile an inventory of existing packing houses and cool storage facilities. Using this inventory, the project will develop a plan to incentivize traders to expand their export capacity for high-value crops. UNDP will organize and facilitate the participation of local traders in trade shows, B2B and B2F meetings, and other events to commercialize fresh

and dried fruit. These activities will help traders understand market demands, standards, packaging, import regulations, and consumer preferences. The project will also organize trade missions to regional markets, providing hands-on experience in handling fruit exports and improving post-harvest practices. By supporting these activities, UNDP aims to establish strong market linkages and enhance the export potential of local traders. UNDP will facilitate three international trade missions and ten domestic events for local traders and businesses to access national and international markets. The selection of beneficiaries for these trade missions will be coordinated among UNDP, FAO, and IOM to maximize impact. The project will explore the possibility of engaging female traders' participation in international trade missions accompanied by their mahrams.

Outcome 2: Enhanced Water Resources and Ecosystem Management

Considering the geological, hydro-meteorological, and ecological context, and their interdependency on livelihoods, this initiative will emphasize developing a knowledge base on broader ecosystem and water management. Developing community understanding of groundwater potentials, aquifer recharge mechanisms, and surface water availability along with variable domestic, agricultural, and environmental water demand in the selected poppy ban areas will be undertaken. Catchment-based integrated water resource management planning and implementation will be promoted at the community level. Several units of small-scale water infrastructure will be demonstrated to promote balanced surface and groundwater use and ecosystem management. The community development council will be trained and equipped for regular operation and maintenance of the water facilities, and general awareness will be built among the communities on water use efficiency and reuse of water including watershed management.

Output 2.1 Improved understanding of communities on integrated water resources management (IWRM) with the use of balanced surface and groundwater (UNDP)

Integrated Water Resources Management (IWRM) is an approach that aims to efficiently, equitably, and sustainably manage water resources. It recognizes that water is essential for economic and social development while also playing a crucial role in maintaining the natural environment. It emphasizes a holistic approach to water management, considering both quantity and quality. The IWRM plan will focus on water allocation (scheduling requirements), water supply and demand, climatic change, and population growth. It will evaluate alternative means to address current and future agricultural water, wastewater, drinking water, and stormwater needs. It will identify the most economical and environmentally appropriate solutions for meeting these needs. The project will facilitate the development of 6 community-based integrated water resources management plans in Kandahar province (Maiwan and Nesh districts) and Helmand province (Sangin and Nada Ali districts). Twelve (12) community awareness campaigns on water use efficiency will also include messages on drug abuse and management since the focus of this project will be on former poppy areas.

The above output will be achieved through implementation of the following activities and sub-activities.

Activity 2.1.1 Building knowledge base on water resource potential for the community (UNDP)

Subactivity 2.1.1.1 Developing community-based integrated water resources management plans (one per target district) (UNDP)

UNDP will adopt an Integrated Water Resources Management (IWRM) approach to manage water resources efficiently, equitably, and sustainably among the former poppy farmers. Recognizing that water is vital for economic and social development and essential for maintaining the natural environment, the project will emphasize a holistic approach to water management, addressing both quantity and quality. Moving away from traditional fragmented water management practices, the project will focus on integrated planning and implementation. UNDP will develop IWRM plans that address water allocation, supply and demand, surface and underground water balance, climate change, and population growth. These plans will explore alternative solutions for current and future needs in agricultural water, wastewater, drinking water, and stormwater management, identifying the most economical and environmentally sustainable options. The project aims to create six community based IWRM plans in Kandahar province (Maiwan and Nesh districts) and Helmand province (Sangin and Nada Ali districts).

Activity 2.1.2 Building community awareness and capacities on water use efficiency (UNDP)

Subactivity 2.1.2.1 Train communities on watershed management and conduct awareness campaigns on agricultural water use efficiency and drug abuse targeting former poppy farmers and returnees in targeted communities using low-education level promotional materials (UNDP)

UNDP will train 28 communities on watershed management and conduct awareness campaigns to promote agricultural water use efficiency and address drug abuse among former poppy farmers and returnees. The project will use media platforms like television, radio, print, and social media to disseminate culturally adaptive messages that encourage water conservation and climate resilience. Engaging youth through competitions to create dramas, songs, and paintings will raise awareness on water use efficiency and drug abuse, targeting low-literacy groups. Public forums, such as seed distribution sites and training days, will also be used to broadcast these messages, fostering a sense of responsibility and driving behaviour change. The project will enhance community capacity through training programs and workshops, equipping them with the knowledge and skills for effective water management. For women farmers, house-to-house training on water conservation techniques will be organized in compliance with the DFA ban on women gatherings, teaching methods to reduce water usage and harvest runoff water.

Promotional materials like pictorial pamphlets and audio loudspeakers will be used to reach a larger audience in line with Sharia law. By implementing these strategies, UNDP aims to build community awareness and capacities for sustainable water management and social well-being.

Output 2.2 Rehabilitated/built community-based small and medium-scale water infrastructure for efficient water use and management (FAO, UNDP)

Community water infrastructure covers check dams, rehabilitation of irrigation canals, and other elements, which are critical for storage and delivery of water for agricultural production (crops and livestock) and underground water recharge. Community infrastructure rehabilitation or establishment is an important entry point for mobilizing communities around agricultural initiatives that help provide alternative livelihood initiatives for former poppy farmers. The rehabilitation and construction done through cash-for-work⁹ modality will cover 64 community-based water projects and provide short-term job opportunities for vulnerable people, such as former poppy producers and returnees.

Check dams control water flow, replenish underground water levels, ensure water levels in Karezes and protect canals (secondary and tertiary). UNDP will build on the earlier success achieved through ABADEI project which supported water conservation through environmentally and socially safeguarded check dam constructions (Kandahar City's Miankoh area -150,000 m³ and Kariz-e-Salim communities - 1,200,000 m³) with the aim to control natural water gorge and store monsoon rainwater to create a reservoir providing a reliable water supply. The stored water in the reservoir percolated into the ground, will gradually help replenish the underground water table and ensure a steady flow of water in the wells, the traditional source of drinking and irrigation water for the community.

Cash transfers will be done through a pre-selected Financial Service Provider (FSP), using the direct cash delivery mechanism (e.g. cash in an envelope). In the case of FAO, this is Ghazanfar Bank. The FSP will provide more safety and security, convenience, speed, and lower transfer costs than other transfer entities and can maintain records

⁹ Cash-for-work is essentially a social protection tool, whereby the most economically disadvantaged households and communities can quickly earn cash under 'decent work' conditions to enable them to get back on their feet in return for participating in water restoration activities.

of all transactions to support FAO's verification process. Cash-based interventions are feasible in Afghanistan as markets continue to be functional, even in areas with security concerns, given the access of FAO's partner FSPs.

Since 2022, Ghazanfar Bank has delivered various cash modalities to vulnerable households identified by FAO under its various projects, operating in all 34 provinces of Afghanistan. Over USD 40 million in cash assistance has been delivered to vulnerable households through Ghazanfar Bank. These cash assistances aim to help households generate both short-term and long-term income. FAO has established specific guidelines and SOPs within the project scope for cash provision to these households and the bank must deliver the cash assistance in accordance with the criteria set by the FAO.

UNDP will select 18 sites for the construction of medium-sized check dams in Kandahar (Maiwan and Nesh districts), Helmand (Sangin and Nada Ali districts), and Badghis (Balamurghab and Qadis districts) provinces, while FAO will construct small-scale check dams in vicinity to fields and irrigation schemes to ensure immediate access to water for beneficiaries under Output 1. These will be constructed by adopting the Cash for Work scheme, and the constructed check dams and ancillary structures will be handed over to communities represented by community maintenance committees. These committees will be responsible for monitoring the condition of the infrastructure throughout its operational life. They will identify any faults or needed repairs and recommend appropriate remedies to maintain the functionality of the project. In total 18 operation and maintenance committees will be established, trained and supported. FAO will use the CfW modality to construct 20 small check-dams for watershed management, support the rehabilitation of small-scale water harvesting structures, rehabilitate secondary and tertiary canals to lead water to the fields and rehabilitate canal intakes and outlets to increase surface water efficiency. These will be implemented in areas where vulnerable smallholder farmers receive production inputs under output 1.

The above output will be achieved through implementation of the following activities and sub-activities:

Activity 2.2.1 Rehabilitate the non-functional and build new community-based small-scale resilient water infrastructure (FAO, UNDP)

Subactivity 2.2.1.1 Rehabilitate water harvesting and distribution structures such as small check dams, secondary and tertiary canals, construction of canal intakes and outlets to improve the efficiency of available surface water and excavating trenches in (Maiwand, Sangin, Nad Ali and Nesh districts) (FAO)

Cash for work (CFW) will be used as a modality to rehabilitate water infrastructures for livestock watering points and small-scale irrigation (which do not require complex engineering design), based on community priorities, which will be identified through a committee. Eligible able-bodied men with marginal or no access to farmland, roughly 4,000, will be selected to benefit from the cash for work activities. FAO will strictly follow a do-no harm principles, including amendment of Initial Environmental Examination (IEE), if required, while selecting any infrastructure for CFW activities. The infrastructures identified for the CFW should belong to the targeted community as a social asset, whereby all community members have access and utilization. Once the small-scale irrigation infrastructures are selected, a plan will be developed for the CFW activities. The plans will include for each assigned location, the quantity and type of material needed over the course of the project, as well the number of beneficiaries and work schedules (timelines) for the various phases of the project.

Subactivity 2.2.1.2 Construction of medium-sized surface water harvesting structures such as check dams and ancillary structures for agricultural production, and to conserve and manage water with social and environmental safeguards (UNDP)

In the target districts of Kandahar (Maiwan and Nesh) and Helmand (Sangin and Nada Ali) and Badghis (Balamurghab and Qadis), water scarcity threatens farm-based livelihoods, increasing the vulnerability of former poppy farmers. Building on the success of the ABADEI project, which supported water conservation through check dam constructions, UNDP will select 18 sites in these districts to construct medium-sized check dams and ancillary structures. This will be done using a Cash for Work scheme, employing 20 workers per site at a daily wage of USD 5 for 20 days, following UNDP's SOP. UNDP will establish and train 18 community-based operation and maintenance committees of five members each to ensure the longevity of these check dams. These committees will monitor and maintain the infrastructure, ensuring its functionality and sustainability. The project will also support the rehabilitation of up to 30 km of irrigation canals to irrigate 10,000 hectares of land for 25,000 households, building on preliminary feasibility studies and past experiences from the CBARD project. These efforts aim to enhance water management, improve irrigation, and support the livelihoods of former poppy farmers in these regions.

Outcome 3: Enhanced community resilience from climate and disaster risks

Currently, rural communities in Afghanistan, particularly in the provinces of Kandahar and Helmand, are grappling with the harsh realities of climate-induced disasters such as floods and droughts. As climate change intensifies, these disasters are expected to become more frequent and severe, resulting in significant losses, including fatalities, reduced agricultural output, and damage to essential infrastructure. The urgency of our proposed project stems from its potential to mitigate these devastating impacts and safeguard the lives and livelihoods of farmers and communities who have lost their primary source of livelihoods through poppy cultivation and are at high risk of resorting to negative coping capacities. Rural communities have limited planning and response capacities and resources needed to avoid and mitigate disaster risks through appropriate preparedness, and response mechanisms. Without this support, these communities will remain at high risk and lack the necessary tools to reduce their vulnerability to climate-induced disasters. The proposed project therefore aims to establish community-based multi-hazard early warning systems to enhance the capacity of vulnerable communities to be better prepared, avoid and/or respond to climate-induced disasters.

To enhance resilience of communities with former poppy farmers, this project will introduce community-based climate and disaster risk assessments to understand the short- to long-term impacts on lives and livelihoods. Further, support to communities will be provided in developing community adaptation and risk reduction plans while building community capacity on preparedness. To reduce disaster loss and damage, this project will support impact-based multi-hazard early warning systems by improvising traditional community practices and improving communities' capacity in forecasting, identifying triggers for anticipatory action and dissemination systems. A knowledge base will be developed on broader climate and disaster risks in the selected poppy areas by integrating community assessments on community-level precipitation, temperature, and soil moisture anomalies and using future climate scenarios. This will facilitate building a common baseline platform for tracking and further providing updates on risks and mitigation measures. Considering the risk profile of the selected poppy ban areas, a comprehensive risk reduction plan will be developed by identifying the need, priority, and feasible locations of protective resilience infrastructures that will be used as a common resource for further development. Few demonstrative protective resilience infrastructures will be constructed in the poppy ban areas while community capacity will be strengthened for infrastructure maintenance.

Output 3.1 Community-based climate and disaster risk management with multi-hazard Early Warning Systems (UNDP)

Output 3.1 aims to build community capacities to establish and effectively implement community-based early warning systems (CBEWS) in selected former poppy farming communities within the provinces linked to villages, districts, and provincial-level community-based institutions such as Community Development Councils (CDCs).¹⁰ The project will support the establishment or reactivation of community level multi-hazard early warning systems in former poppy farming communities which face high levels of disaster risk within the target provinces with the objective to reduce disaster risk, support and improve community preparedness to protect lives, livelihoods, assets and agricultural lands. An effective multi hazard early warning system at community level will enable vulnerable communities to be better prepared to avoid and/or mitigate disaster risk thereby building their resilience.

Under this sub-output, UNDP will promote a people-centred and led multi hazard early warning mechanism at the community level, comprising of an integrated process of (i) participatory multi-hazard mapping and disaster

¹⁰ Given recent development with DFA's announcing abolishment of the CDCs, participating Agencies will closely monitor the enforcement of this decree and make any necessary adjustment to identify relevant alternative bodies that could be the right substitute to the CDCs

risk assessment building community awareness and risk knowledge, (ii) creating hazard monitoring capabilities with technical training and provision of monitoring devices (iii) establishing communication and dissemination mechanisms, and (iv) build preparedness and response capacities of the targeted communities through training, action plans, operating procedures and resource provisions. The project will ensure that this EWS support is not provided in isolation and ensure linkages to the communities targeted in the different interventions throughout this project.

Mechanisms will be established, training and resources provided to communities to be able to identify risks, monitor data to identify imminent hazards, communicate and disseminate early information in the community and in the local level response system and create plans and build capacity to respond in case of occurrence of disaster. This will be delivered and implemented through establishment of Community Disaster Management Committees (CDMCs) based on existing stakeholder groups, for example, as sub-committees of CDCs and water user associations. The CDMCs will include representation of all vulnerable groups, including men, women, the youth, the elderly, people with disabilities, and indigenous peoples.

The above output will be achieved through implementation of the following activities and sub-activities:

Activity 3.1.1 Building community capacity on climate and disaster risk assessment and management (UNDP)

Subactivity 3.1.1.1 Reactivate/establish community-level multi-hazard early warning system to protect both lives and agricultural lands (UNDP)

Under this sub-activity, UNDP will establish or reactivate three (3) community-level multi-hazard early warning systems in former poppy farming communities facing high disaster risk within the target provinces. This aims to reduce disaster risk and enhance community preparedness to protect lives, livelihoods, assets, and agricultural lands. An effective multi-hazard early warning system will enable vulnerable communities to better prepare for and mitigate disaster risks, building their resilience. The project will implement a people-centred early warning mechanism through participatory multi-hazard mapping, disaster risk assessment, and community awareness initiatives. It will provide technical training, monitoring devices, and establish communication and dissemination mechanisms. Preparedness and response capacities will be built through training, action plans, operating procedures, and provision of resources like emergency tool kits and temporary evacuation shelters. This early warning support will link to FAO-supported early warning risk assessments and provincial disaster management mechanisms to ensure information-sharing and coordination. Periodic emergency drills and disaster response exercises will be conducted to familiarize community members with appropriate responses under different scenarios.

Output 3.2 Community-based resilience infrastructures for disaster risk-reduction rehabilitated/constructed and maintained (FAO, IOM)

The project will focus on identifying, implementing, and maintaining community-based resilience infrastructures to address the impacts of climate change on vulnerable groups within the targeted communities in Helmand and Kandahar provinces. These infrastructures are critically important to help adapt the residences and livelihoods of community members to the pressing challenges posed by climate change and associated disasters.

Activities under this output, led by IOM and FAO, will start by developing appropriate designs for disaster risk reduction (DRR) infrastructures tailored to the needs of the selected communities. These designs will include protection or gabion walls, both small - (IOM) and large - (FAO) scale, aimed at safeguarding agricultural lands, homes, livestock, and human lives from the devastation caused by flooding. The modalities will differ based on

scale of the structure and include both cash for work (IOM) and construction companies (FAO). Such structures will be crucial in preventing casualties and losses, thereby enhancing the resilience of the communities. The aim is to protect vital irrigation infrastructures that play significant roles in sustaining people's livelihoods, such as provision of fresh water and surface irrigation water for fields, orchards and livestock, as well as protection of human settlements from floods, etc. Riverbank protection projects have been a direct request from the communities in the target provinces. The Cash for work will target community members who are selected in consultation with community leaders, ensuring an inclusive selection of labour from within the community and the nearby communities. This selection is based on the availability of skilled/unskilled labour, the size of the work, and the community population. Communities involved in cash-for-work will receive thorough and practical training that supplements the training on the design principles of these climate-resilient infrastructures and DRR structures. The training will adopt a "learning-by-doing" approach, ensuring that community members are actively involved in the construction of the infrastructure. This participatory approach not only empowers the community with the necessary skills but also ensures ownership and sustainability of the initiatives.

Additionally, the project will focus on the construction of small-scale rural infrastructures, such as protection walls, culverts, check dams, weir dams, floodways, intakes and canals. These structures play a significant role in mitigating the risks of losses and damages caused by climate-induced disaster events, including floods, flash floods, and associated landslides. The designs and locations of these infrastructures will be informed by the hazard and risk mapping conducted under Output 3.1, ensuring that they are strategically placed to maximize their impact.

Furthermore, gender risk assessments will be conducted to ensure that the construction and maintenance of these infrastructures do not pose adverse gender impacts or inadvertently increase women's exposure to risks. This aspect is vital in promoting gender equity and ensuring that all community members benefit equally from the project interventions.

By rehabilitating, constructing and maintaining these community-based small and large-scale resilience infrastructures, output 3.2 aims to reduce the vulnerability of targeted communities to climate-induced disasters significantly. This strategic effort will enhance the overall adaptive capacity of the communities, securing their lives and livelihoods against the adverse effects of climate change.

The above output will be achieved through implementation of the following activities and sub-activities:

Activity 3.2.1 Rehabilitate or build community-based small infrastructure for disaster risk reduction (FAO, IOM)

Subactivity 3.2.1.1 Construction of riverbank protection walls, such as large-scale gabion walls through contractors for communities affected by flash floods in Sangin and other districts (FAO)

In close consultation with communities, FAO will construct riverbank protection walls, such as large-scale gabion walls, through contractors for communities affected by flash floods. These will be built in the same areas as smallholder farmers receiving agri-inputs under Output 1 to reduce their vulnerability to climate shocks and to ensure their livelihoods are protected from the impacts of climate change. In total, six pieces of infrastructure will be built, and the number of community members benefiting from these works will be determined during inception phase once site selection is finalized. This activity will increase smallholder's farmland access to irrigated water and protect canals and adjacent agriculture areas from the risks of flood damage, enhancing the community's resilience against future extreme weather events. Riverbank protection projects provide fresh water and surface irrigation water for irrigation of fields, orchards and livestock and protect human settlements from floods. Given the recent flash floods across the country, it is evident that riverbank protection is needed to

protect agriculture fields, canals, as well as human lives, their settlements and livelihoods. Finally, large-scale riverbank protection projects have been requested by communities in the target districts.

Subactivity 3.2.1.2 Communities are empowered to lead in building disaster mitigation infrastructure through technical engineering support, provision of materials, capacity building, and Cash for Work (CfW) labor (IOM)

The IOM DRR engineering team engages directly with communities to conduct technical assessments, topographical surveys, and feasibility studies, resulting in tailored community profiles. IOM manages the procurement process, contracting suppliers for construction materials and machinery services.

Under daily supervision of IOM field engineers, construction begins using community labour through a cash-for-work program, which fosters participation, skill transfer, and knowledge sharing. Community labourers are provided with construction tools, safety gear, and comprehensive technical and site-safety training before work commences. This approach emphasizes community involvement, instilling ownership and developing local skills for long-term resilience. The project includes constructing various structures such as protection walls, dikes, culverts, check dams, and canals, using eco-friendly methods. Each site undergoes an environmental impact assessment to mitigate potential effects, focusing on managing hazardous waste and minimizing emissions. By sourcing materials locally and using local stone, IOM reduces long supply chains and their environmental impact. Moreover, the cash for work, relying on local labour, will facilitate work on simple engineering structures such as gabion boxes, stone masonry, and small reinforced concrete culverts. These low-complexity structures, integrated into the community's capacity, are part of the long-term resilience development for disaster risk reduction.

Activity 3.2.2 Building community capacity on managing and maintaining the disaster risk reduction infrastructure (IOM)

Subactivity 3.2.2.1 Community-based disaster resilience capacity is bolstered by a disaster preparedness training program (IOM)

In the challenging landscapes of Helmand and Kandahar provinces, where natural and man-made disasters are common, building resilience through effective disaster risk reduction (DRR) is vital. This initiative empowers residents with the knowledge, skills, and tools needed to manage and maintain DRR infrastructure, shifting from reactive disaster response to proactive risk mitigation and preparedness. Comprehensive training programs will equip participants with technical skills to maintain early warning systems, flood control mechanisms, emergency shelters, and evacuation routes, ensuring readiness during emergencies. By fostering community engagement through community-led committees and blending traditional knowledge with modern DRR strategies, this project aims to create sustainable, culturally sensitive solutions. IOM collaborates with local communities, disaster response agencies, and international organizations to ensure a cohesive approach, leveraging additional resources and expertise. The goal is to cultivate resilient communities in Helmand and Kandahar, where residents actively maintain their DRR systems, significantly reducing the impact of disasters. Capacity-building activities include risk assessments, contingency planning, and adapting community-level disaster warnings. IOM's trainers facilitate a two-week training in each of the targeted communities for 30 women and 30 men, covering risk analysis, search and rescue, first aid, and risk warning, thereby empowering community members to enhance their disaster resilience.

This component not only lays the groundwork for the forthcoming handover of tools and equipment but also paves the way for the formation of committees. The training covers topics such as coordination, roles, and responsibilities—key elements that are indispensable for the effective functioning of the soon-to-be-established committees. The sustainability of this initiative is anchored in the seamless integration of these activities with the

delivery of tools and equipment and committee's establishment. The IOM teams orchestrate this process through a three-phased approach: the training, followed by the handover of items accompanied by on-site simulations, and culminating in the formal establishment of committees. Since the knowledge and practices have been firmly established within the community, the responsibility is over to the community members, who serve as primary stakeholders and endurances of the community's interests.

Subactivity 3.2.2.2 Disaster resilience is enhanced by providing communities with search and rescue tools, first aid kits, warning sirens, and light construction equipment (IOM)

Post training, IOM hands over community-based disaster risk management tools and equipment to each of the targeted communities considering equal access for females and males. The delivered container is positioned in an accessible location in consultancy with the community, and includes search and rescue equipment, first aid kits, warning sirens, and light construction tools for infrastructure maintenance.

Subactivity 3.2.3.3 Establishment of inclusive community disaster management committees for preparedness and mitigation (IOM)

IOM will establish disaster management committees in each target communities following the delivery of capacity building for disaster preparedness trainings. Together with the committee members, disaster management plans are formulated as well as procedures for disaster warning, and one day disaster simulation drill is conducted.

3.2 Geographical Target Areas

The ACRP will be implemented in three provinces of Afghanistan most heavily impacted by the poppy cultivation ban, and in need of support for alternative livelihoods, increased agriculture productivity and diversity, market linkages and value chain development, preparedness for climatic shocks including with community-based infrastructure, promoting ecosystem equilibrium and reducing risks of water scarcity.

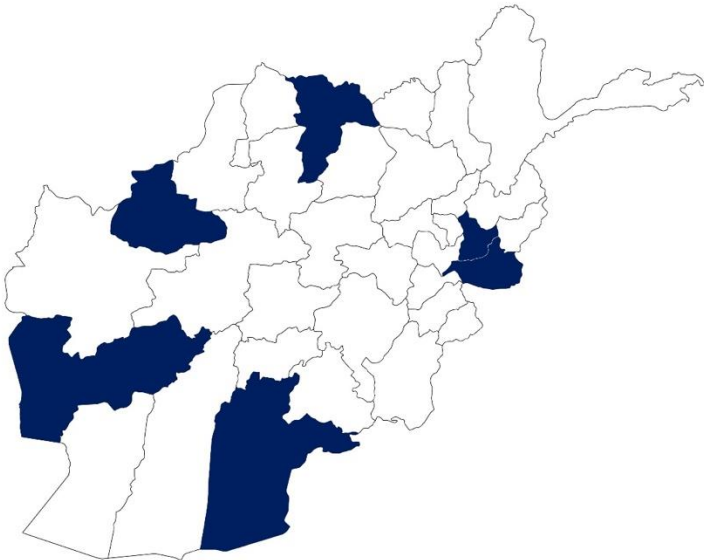


Figure 4: The proposed geographic coverage of CBARD

Province	District
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Badghis	Bala Murghab and Qadis
Helmand	Sangin and Nada Ali
Kandahar	Maiwand and Nesh

3.3. Synergy with other interventions

The proposed initiative is set up to complement the several other ongoing interventions in Afghanistan, finding gaps and creating synergies where possible to address the crucial needs of the poppy ban affected communities. Implementation of the ACRP will create a platform for other actors to scale-up the initiatives.

This approach aligns with the cross-pillar approach of the UN Strategic Framework for Afghanistan (UNSFA) which aims to address the drivers of humanitarian needs, development reversals, and conflict and instability in Afghanistan, including climate change, environmental degradation, and resilience. The collective capacities of FAO, IOM and UNDP will result in stronger linkages to national and international networks, notably the work of the UN Office on Drugs and Crime (UNODC) and the Counter Narcotics Working Group for Afghanistan. A high-level counternarcotics working group was established in November 2023 under the leadership of the Special Representative of the Secretary General (SRSG) and the head of UNAMA (United National Assistance Mission in Afghanistan) with participation of almost all Kabul-based embassies, heads of UN Agencies and representatives from DFA Ministry of Interior and Ministry of Agriculture, Irrigation and Livestock. The main purpose of this high-level counternarcotics working group is to discuss counternarcotics issues at a strategic level focusing on implication of the 2022 poppy ban and the required alternative livelihoods. Additionally, a technical counternarcotics working group has been established under the leadership of the Resident Coordinator's Office and UNODC with participation experts from various UN Agencies to ensure complementarities and synergies to the maximum extent possible with respect to counternarcotics action in Afghanistan while also contributing to the implementation of the United Nations Strategic Framework for Afghanistan. All the three participating agencies (FAO, IOM and UNDP) participate in both high-level and technical counternarcotics working group meetings. This new project will be coordinated with all other ongoing initiatives through the same fora. Partner agencies will share information, ensure complementarity in targeting, enable collective action, plan, implement and monitor the programme components in a coordinated manner, and make informed decisions in response to a highly complex situation.

FAO: ACRP will be complemented by various FAO ongoing projects (emergency and non-emergency/ basic needs interventions) funded by other resource partners. The direct links to be created will be in the following areas: (1) expanding the scale of impact by increasing the number of overall households reached; (2) increasing geographic targeting and clustering to ensure wider coverage of interventions and thereby addressing any gaps identified under various vulnerability assessments; geographic targeting will also ensure selection of target areas wherein programming efficacy can be enhanced; (3) piggy-backing on ongoing large-scale procurements to ensure both time and cost efficiencies; and (4) enabling small scale vulnerable rural households to benefit from shorter-term emergency agricultural assistance and longer-term benefits associated with the basic needs assistance from International Finance Institutions and other donors, which combined transmit into far greater positive resilience impacts.

IOM: In collaboration with UNODC in the Eastern Region, IOM actively promotes the citrus value chain as a sustainable alternative to poppy cultivation. This initiative offers comprehensive assistance, including training, input provision, marketing support, and export facilitation, aimed at promoting the citrus value chain and addressing domestic consumption needs. Currently, UNODC, with support from IOM, is aiding 210 farmers in establishing orchards spanning 6,000 square meters. IOM's proposed activities are strategically designed to complement and address gaps in existing interventions by IOM and other partners. While previous efforts have laid a foundation for community support, there are still unmet needs in terms of economic stability and market access posed by the poppy ban and returnee influx. IOM's initiatives aim to bridge these gaps by providing targeted support where it is most needed, ensuring a comprehensive and effective response to the challenges presented by the poppy ban and the significant returnee influx from Pakistan. Through these efforts, IOM aims to promote economic resilience, reduce dependency on illicit activities, and foster cohesive, sustainable communities in the targeted provinces. As part of its employment retention/job placement initiatives, IOM will actively collaborate with UNODC and establish a referral mechanism for former drug users seeking employment opportunities. Similarly, graduates from UNODC-supported Technical and Vocational Education and Training (TVET) programs can be referred for IOM's micro-business grant support, especially those interested in entrepreneurial ventures. While UNODC primarily focuses on helping patients overcome unemployment burdens and start small businesses, IOM's micro-business grant program caters to a wider range of enterprises. IOM's business grants will support micro-businesses with significant growth potential but lacking financial means. By providing this support, these businesses can create employment opportunities for returnees and vulnerable host communities affected by the poppy ban. Additionally, they can expand operations, boost production, and increase revenue, ultimately fostering sustainable growth.

On the other hand, matching grants will target SMEs with financial capability. These grants will target small and medium-sized businesses and will require them to contribute matching funds, demonstrating commitment and leveraging additional resources. This approach will enable SMEs to scale operations, innovate, adopt new technology, further expand their market, promoting sustainable growth, and developing partnerships.

IOM's advantage lies in its focus on supporting vulnerable micro-businesses directly impacted by factors such as economic challenges, displacement, and the poppy ban. Through a direct implementation approach, IOM works closely with micro-business, understanding their unique needs, challenges, and business goals. Support for micro-businesses is crucial as they often require more assistance compared to established SMEs that can withstand the impact of economic shocks. To avoid duplication, IOM will exclusively target Micro, Small, and Medium Enterprises (MSMEs) not already receiving support from UNODC, ensuring efficient resource allocation and maximum impact.

UNDP will ensure coordination and complementarity with its other ongoing initiatives to create synergy and scale. One such initiative is the Community-Based Agriculture and Rural Development (CBARD) project implemented since 2016 in six provinces in Afghanistan, which aims to reduce opium poppy production by promoting alternative livelihoods supporting the production and marketing of high-value crops in 163 communities across Farah, Badghis, and Nangarhar provinces—major opium-producing areas. In Kandahar,

one of the regions most affected by the poppy ban, the project supported 176 farmers by providing 106,929 certified saplings, rooted cuttings, urea, and DAP. This project aims to establish 100 hectares of new orchards and vineyards, including almond, pomegranate, fig, and grape varieties as a means to transition from poppy production to alternate high value produce. Since water scarcity is one of the primary impediments to a lucrative crop production, CBARD project has initiated the design of 7.6 kilometers of irrigation canals, which will irrigate 826 hectares of land planted with high-value horticultural crops, primarily by former poppy producers in Kandahar and Farah provinces. Access to market is a core part of CBARD where UNDP, since 2020, has facilitated the participation of 97 Afghan agribusinesses and traders (including 83 men and 14 women) in 12 trade missions, resulting in nearly USD 60 million in potential deals. Of these, close to USD 14 million worth of deals have been actualized, predominantly involving the export of Afghan dry fruits and nuts. Where possible and relevant, UNDP will also ensure coordination with its ABADEI (Area Based Approach to Development Emergency Initiative) project, which prioritizes the preservation and safeguarding of essential services and livelihoods and will strive to replicate the best practices instilled by ABADEI during promotion of ecosystem based natural resource (water) management and community based early warning mechanisms. Furthermore, UNDP, in partnership with UNCDF and ACGF, supports eligible MSMEs to access credit at an affordable rate without deteriorating the microfinance institutions' portfolio at risk through guarantee instruments. With the current pilot guarantee portfolio of \$1 million, up to \$3.4 million of loans with 90 percent guarantees for women-led MSMEs will be released through participating financial institutions. The project will extend the guarantee services to the ACRP project areas.

WFP: through the **Enhancing household and community food security and resilience in Afghanistan**, now in phase II, WFP is targeting 92 districts in 26 provinces in Afghanistan with the overall objective to enhance self-reliance, disaster risk reduction, climate change adaptation, and stability in Afghanistan. Activities in phase II are focused around (1) food assistance for assets; (2) smallholder agriculture market support and (3) microfinancing. Possible overlap around points (2) and (3) has been taken into account in ACRP programme design. With its narrower focus on 4 to 6 districts, ACRP works to address gaps in a holistic approach.

UNODC: as the lead UN agency in the fight against illicit drugs and international crime, ensuring complementarity with UNODC is of paramount importance. The latest UNODC data (e.g. from the yearly Opium Surveys) was used in the ACRP programme design and synergies are created with ongoing UNODC projects such as the:

- **Food Security and Alternative Development Project**, which aims to shift farmers away from illicit poppy cultivation and toward licit entrepreneurial avenues for sustainable food security and livelihoods. The project assisted 5,000 farmers in Helmand province by providing agricultural inputs, access to irrigation water, dairy processing equipment, and support for backyard poultry farming. To do so, UNODC established trellised grape vineyards, fruit orchards, greenhouses, and saffron fields. These efforts effectively shifted poppy land toward sustainable licit cultivation, resulting in increased income for farmers.
- **WHO-led Afghanistan essential services and livelihoods stabilisation programme** (funded by the EU) supporting drug treatment services including mobile outreach services in Nangarhar and Herat

provinces through supporting 150 beds Drug Treatment Centers (DTCs) in each province. In addition to drug treatment services, UNODC is supporting vocational skill training program for reintegration of recovery drug users to the family and community under EU project in Nangarhar and Herat provinces.

New programme funded by the Japan International Cooperation Agency (JICA) which will soon start implementation targeting the Shahwali kot, Arghistan, Khakriz and Ghorak districts of Kandahar and Sangin, Musa Qala, Kajaki and Nawzad districts of Helmand. As two of these districts (Ghorak and Musa Qala) are also targeted in the ACRP, there is an agreement with UNODC that UNDP, IOM and FAO are invited to the provincial Technical Coordination Working Group meetings to ensure a coordinated approach. Additionally, the JICA-funded programme will provide vocational skills training program to more than 2000 people who use drugs under recovery in Kandahar and Helmand provinces. Livelihoods creation for former drug users is one of the avenues that will be explored in the ACRP in close cooperation with UNODC.

3.4 Project Methodology

Community leaders, shuras, Afghan women's empowerment organizations and farmers associations, will be important partners of the project, for the identification of priority needs, through consultations, to firmly establish the national ownership of the project. It is important to note that CDCs have recently been dissolved in Afghanistan and as such the project will work with other community leaders. The project will seek to address this gender imbalance, at every opportunity, and will seek to confirm community priorities, with women's empowerment advocacy groups and women-led NGOs.

Targeted HHs will be selected based on vulnerability-based selection criteria and participatory selection methodology developed by each agency in consultation with their relevant cluster, e.g. FSAC in the case of FAO. The vulnerability-based selection includes amongst other criteria, food insecurity outcomes (Food Consumption Score, reduced Coping Strategy Index), women-headed households, persons with disability, elderly, impacts of shocks, level of adoption of coping actions, access to resources, productive assets holding (marginal/subsistence), land access/holding, receipt of humanitarian assistance in recent past, identity documents (exceptions allowed based on village elders discussion), willingness to participate in technical trainings following the receipt of inputs, a commitment not to sell received inputs and so on. Through a participatory process, the list of eligible beneficiary households will be selected and endorsed by the community representatives, local authorities and other stakeholders. FAO has in place procedures to ensure the inclusion of those meeting the vulnerability-based selection criteria and not leaving behind any vulnerable person. This will also ensure that vulnerable households without legal identity documents are included in the beneficiary selection process.

For the agriculture thematic areas, the project will engage the capacities of INGOs, NGOs and qualified construction companies contractually, to implement activities.

For the DRR thematic areas, NGOs will be engaged to interact with the community, while companies will also be contracted for infrastructure, with intensive monitoring from the UN agencies technical teams.

For the support to private businesses, and MSMEs, the project will build partnerships with local Chambers of Commerce and business organizations, as well as the Afghan Women's Chamber of Commerce and Industry (AWCCI) and the Afghan Women's Union in Kandahar, using these organizations to design and deliver activities that address the priority needs of the community.

For the water resource management thematic area, the project will build partnerships with local companies, contracting them for the infrastructure while NGOs implement engagements with asset management committees and other initiatives. Wherever possible, this will be done by direct contact and consultation of the project staff

with local leaders, ad hoc committees and shuras. The initiative will adopt an inclusive approach and provide targeted support to female beneficiaries through various proposed activities. These activities include Business support in the form of matching grants for women-led enterprises. Restoration of market infrastructure with a focus on improving accessibility and safety for female vendors, facilitating women's participation in trade shows and networking events, Incorporating gender-responsive disaster risk reduction (DRR) measures. The participating agencies have established specific criteria to prioritize and ensure equitable access for women in each of these initiatives.

3.5 Resources Required to Achieve the Expected Results

The ACRP has been designed as a three-year initiative with a confirmed funding from the European Union (EU) for two years up to 2026. An additional Eur 5 million from EU is anticipated for a third-year RD. The ACRP project will be implemented by UNDP, FAO and IOM in the three previously high poppy cultivating Provinces of Helmand, Kandahar and Badghis. Section III “Results and Partnerships” outlines specific activities of each agency under different outcomes and outputs capitalizing on the specialization, mandate and expertise of each participating agency. During implementation each agency will apply its implementation modality ensuring synergies and complementarities with other agencies activities and other on-going similar interventions in the three provinces. Throughout implementation, UNDP as the lead agency will facilitate regular coordination and information sharing for a concerted approach to tackle common challenges and devise practical solutions that can benefit all the three participating agencies. For UNDP specific activities, selected Responsible Parties (RPs) will be responsible for the procurement of inputs required to implement the ACRP project activities while UNDP will play a quality assurance role through regular field missions using project staff and regional UNDP field staff. In addition, UNDP will recruit specialized and independent service providers to carry out third party field monitoring and financial audits and spot checks.

3.6 Partnerships

The CACRP project has been designed as a joint initiative with the UNDP serving the coordination role as a lead agency while FAO and IOM will participate in implementation of activities in line with their specialization and mandates. A Project Management Board will be established to oversee the project. Chaired by UNDP, the Board will include FAO and IOM as project partners and the EU as a development partner. The Board will conduct annual reviews to ensure the project's coherence and relevance, maintain realistic budgeting throughout the project's duration, capture lessons learned, and discuss opportunities for scaling up. It will also serve to disseminate project results and insights to relevant stakeholders.

The Project Management Board will function as the project's overarching management structure, ensuring transparency, accountability, and efficiency in project operations. It will assess opportunities, risks, and political challenges. Ad hoc Board meetings may be convened to address mid-year changes in project activities or financial allocations.

On behalf of the Joint Programme, UNDP will ensure complementarities and synergies with other ongoing related programmatic activities working on counternarcotics action in Afghanistan. The ACRP project will be implemented in close collaboration with the regional teams based in Kandahar and Herat/Badghis offices for the three agencies. The UNDP team will be led by a Regional Area Manager, FAO by the Head of Sub-Office, and IOM by the Head of Sub-Office. Informed by localized knowledge and analysis of the evolving situation, the regional offices will coordinate the implementation, ensure integration with other ongoing initiatives in

the region, and support community engagement, technical consultations, and confidence-building measures with local DFAs.

The Project Management Board may also invite any organizations or individuals to engage in discussions and debates on matters related to the program, providing support as needed.

An integrated poppy ban response in Afghanistan context involves complex risks and assumptions due to the multifaceted nature of the poppy economy and its impact on various aspects of Afghan society. While the intent is not merely to replace poppy with other crops, the proposed intervention involves significantly improving agricultural productivity and production. This effort is inherently confronted with a wide range of risks, including weather variability, natural environmental hazards, pests, and diseases. Skills gaps and rural-to-urban migration, especially among youth, create imbalances between regions. DFA's directives on women's mobility and participation in productive activities, along with market-related shocks—such as supply chain disruptions and exchange rate fluctuations—pose significant risks to the proposed intervention. The recent abolition of community-development councils (CDCs) introduces some level of uncertainty in implementation of the proposed intervention at the grassroots level. Lastly, the proposed interagency coordination arrangement for managing this project's implementation may present challenges in certain circumstances. The following areas have been identified, each with proposed mitigation solutions for these risks:

#	Potential Risks	Mitigation Measures	Assumptions
1	DFA's rules and regulations requiring all the sub-implementers to sign MoUs with line ministries may delay the start and overall project implementation.	- Adjusted the project workplan keeping the first quarter open to cater for possible complications/delays in project kick-offs. - Use coordination meetings with line ministries to address DFA's concerns and queries in a timely manner.	The present rules and regulations which most of prospective sub-implementors have been following while negotiating their MoUs with line Ministries will not change much during the implementation period of this project.
2	Differences in implementation modality among the three UN Agencies participating in this joint initiative may create complication in ensuring a harmonized approach.	- The project has been designed to ensure the complementarity and synergies among different implementation modality of the 3 partner UN Agencies. - To the extent possible each Agency has been assigned specific activity with clear objectives and targets at either output or activity level. - The project management will organize regular coordination sessions to harmonize approaches and tools to facilitate their applications during implementation.	- The philosophy of the joint nature of this project will enable the complementarity and synergies among different agency specific approaches and modalities. - This partnership will rather present opportunity for the three agencies to share experiences and expertise thus facilitating cross-learning.
3	Duplication with other similar interventions operating in the same areas	- Mapping of all similar interventions has been carried out at the project design stage. - Create a joint coordination platform that will include representatives from other similar initiatives for regular exchanges of experiences, lessons learned and challenges. - Maintain open and ongoing communication with other	Organizations involved are actively collaborating and cooperating in sharing information, ensuring that their activities are complementary rather than redundant.

		organizations operating in the same areas.	
4	Failure for the proposed interventions to provide viable and sustainable alternative livelihoods for farmers which could lead to the resurgence of poppy cultivation or other illicit activities.	• Ensure selection of experienced sub-implementers with proven track record in successfully implementing similar interventions in similar context. • Rigorous verification of the quality of inputs and technical support being provided to the beneficiaries to ascertain their suitability and adaptability to the climatic conditions of Afghanistan.	• The proposed interventions will be technically and rigorously implemented and monitored to provide the beneficiaries with sufficient incentives not to return to poppy cultivation even if the current ban could get reversed.
5	Adverse weather conditions or environmental changes that impact agricultural productivity.	• The project was designed using climate smart approach (use of climate adaptable and affordable agricultural inputs and techniques) and the same will continue during implementation.	• The proposed quality of agricultural inputs and water management techniques will help the farmers and the project management to overcome climate related challenges.
6	The fluctuation in currency exchange rate and market prices may result into loss in overall available resources for project implementation.	• The project will be monitoring the economic outlook and exchange rate on continuous basis including gains and losses due to exchange rate. • The project will inform EU in due courses if there is loss because of the exchange rate. • The project will be Hedging against currency risks through financial instruments like forward contracts and negotiating contracts that share currency risks with suppliers and partners.	• It is expected that the exchange rate and current market condition (price, AFN value) will remain the same throughout the project life and will not have major impact on the overall resource for the actions due to change in exchange rate.

The relevant project risks and associated mitigation measures have been described in greater details in Annex 3: Risk Log and an alignment between SESP and Risk Log has been included as Annex 3 at the end of the SESP.

3.8 Stakeholder Engagement

Building on UNDP's decades of experience in Afghanistan, the ACRP joint programme will engage a variety of stakeholders whose views, interests and concerns must be adequately taken into consideration. The primary stakeholders that are the direct target beneficiaries of interventions encompass smallholder farmers from the six districts in three of the most poppy cultivating Provinces of Helmand, Kandahar and Badghis. Other key stakeholders will include civil society organizations, private agribusinesses, and traders. In its role as the lead agency, UNDP will coordinate the stakeholder analysis across all the three participating agencies in a bid to develop a stakeholder engagement plan which will provide step by step guideline for optimum engagement of all relevant stakeholder during implementation of the project.

3.9 South-South and Triangular Cooperation

As part of exit strategy and capitalizing on investments made during its implementation period, the ACRP will have a special focus on strengthening community-level resilience and sustainability. The project will support trade missions to support Afghan agribusinesses and traders to explore and conclude trade deals with buyers in neighboring and regional countries, while small and medium-sized enterprises (MSMEs) especially those owned and led by women, will be supported to expand their marketing opportunities for Afghan-produced goods and agriculture products in neighboring countries and beyond. To this end, the project will continue to support private agribusiness operators and traders from Afghanistan to participate in AgFairs in neighboring and regional countries (Iran, Turkmenistan, Uzbekistan, Tajikistan, United Arab Emirates, Pakistan, and India) to stimulate demand for Afghan products in those neighboring countries.

3.10 Digital Solutions

Under unprecedented socio-economic crisis in Afghanistan with less or almost non-functional banking system, recourse to digital solutions become imperative for interventions such as market linkages to materialize. ACRP will support a variety of business transactions with a wide variety of actors including smallholder producers, primary and secondary aggregators, processors, private suppliers of farming inputs and other types of equipment and materials.

3.11 Knowledge

The project will develop knowledge products on agriculture, rural livelihoods, resilience, climate awareness, disaster preparedness, and other relevant topics in Afghanistan, including but not limited to the following:

- **Branding and Visibility:**
Ensure all project-related materials, communications, and public events prominently display the logos of the implementing agencies (UNDP, FAO, IOM) as well as the EU logo as the donor. Develop a unified visual identity and branding guidelines for the project to ensure consistency across all communications.
- **Media Engagement:**
Organize a joint project launch event with the participation of high-level representatives from the EU, UNDP, FAO, and IOM to generate media coverage and raise awareness about the project.
Regularly share project updates, milestones, and success stories with local and international media outlets through press releases, interviews, and media briefings.
Invite media representatives to visit project sites and document the impact of the interventions on the ground.
- **Digital Communications:**
Develop a dedicated project landing page on UNDP website that showcases the objectives, activities, and progress of the initiative, with clear attribution to the EU and the implementing agencies.
Leverage the social media channels of UNDP, FAO, and IOM to amplify project updates, share human-interest stories, and engage with the public.
Produce multimedia content, such as videos, infographics, and photo essays, to showcase the project's impact and reach.
- **Community Engagement:**
Organize community-level events and awareness campaigns to inform beneficiaries about the project and its objectives, as well as to highlight the support provided by the EU. Engage with local community leaders,

influencers, and other stakeholders to serve as project ambassadors and help disseminate information about the initiative.

Establish a feedback mechanism that allows beneficiaries to share their experiences and perspectives, which can then be used to showcase the project's impacts.

3.12 Sustainability and Scaling up

Sustainability is a key pillar of the ACRP project, ensuring that the positive outcomes are sustained beyond the project's duration. UN experience in Afghanistan has shown that close engagement with local stakeholders and the communities will enhance the ownership of the project. Involvement of the stakeholders is a key to success and sustainability of project results. An important focus would be sustainability, all infrastructure rehabilitated or established will have an asset management committee to ensure efficient use and equal access by all communities including maintaining and repairing the asset when required. The committee will engage communities for financial contributions whenever the need for a repair arises and this is a common practice promoted in the rural communities of Afghanistan. A benefit of supporting local business and trade is that it provides for sustainability of impact after completion of the proposed support.

Capacity building of businesses will also help demonstrate effective and efficient tool for creation of long-term employment opportunities to women and other vulnerable groups. This can help support further livelihood improvement of targeted communities. Using a community area-based approach will empower communities to own assistance and be development actors themselves. Against this background communities will be more willing to maintain projects for which they have contributed assets, cash, labour.

The ACRP is designed to create sustainable impact through investment in the agriculture sector to build the resilience of the communities against the existing and future economic and natural shocks, including the negative effects of the poppy ban on livelihoods. The coherence of the interventions and market-based programming to develop the linkages between the various stakeholders (primary beneficiary, processors, traders, etc.) will warrant the sustainability of this action.

The following strategies outline how the project aims to achieve long-term sustainability. Concrete activities for each location and community will be decided through community-based participatory planning.

Financial/Economic sustainability:

- Farmers have improved skills in resilient agriculture and acquire knowledge to cope with climatic stress, building their resilience through better information and access to markets.
- The linkages between the farmers and other target groups to access the credits and loans.
- The small-scale input supply business has increased business through programme support, bringing access to improved inputs closer to vulnerable rural households.

Institutional and policy sustainability

- The formation of the operation and maintenance committees to look after the rehabilitated structures will ensure the sustainability to make sure the long-term benefits are achieved.
- The established community-based structures including the DRR committees will ensure the sustainability of the activities.

Environmental sustainability:

- The resilient structures established to protect the targeted communities against the natural calamities will have the long-term impact on the lives of the communities; this includes protecting the agricultural lands.
- The shock-responsive strategies to raise the awareness among the communities, including establishing community-based early warning mechanisms, will sustainably impact the lives of the communities and will remain on the ground even after the completion of the project life, ensuring coordination and linkages with local level disaster management bodies.

3.13 Promoting Inclusivity

As a community-based and rural development intervention, ACRP embraces UNDP principle of leaving no one behind and reaching the furthest behind. ACRP does so by providing alternative decent livelihood opportunities to the most vulnerable households which otherwise would be involved in illicit poppy cultivation. Under the current context in Afghanistan, adequate attention will be given to women and girls who are disproportionately lagging in each sector. As gender norms require time to change, culture affects women's meaningful participation in many development projects, such as agricultural production, control over resources, and infrastructure-related projects. To the extent possible, these marginalized groups including people with disabilities, individuals from ethnic minorities, youth, women who head households, and adult women will be prioritized. To ensure women's inclusion and safety, their mahrams will also be part of the project interventions.

3.14 Mainstreaming Human Rights

The ACRP Joint Programme aims to mitigate the adverse effects of poppy cultivation ban while also addressing the impacts of both rapid and slow onset of climate change on people's lives, livelihoods, and the risks associated with displacement and returns through: Outcome 1: Increased economic resilience through sustainable and diversified livelihoods, Outcome 2: Enhanced water resources and ecosystem management, and Outcome 3: Enhanced community resilience from climate and disaster risks. As such, the ACRP will support alternative livelihoods, increased agriculture productivity and diversity, market linkages and value chain development, supporting community preparedness for climatic shocks including with community-based infrastructure, promoting ecosystem equilibrium and reducing risks of water scarcity. And the main target groups will be communities and households affected by the poppy cultivation ban in the hard-hit provinces of Badghis, Kandahar and Helmand, with special attention to the needs of returnees and IDPs. A major cross-cutting element of the initiative will be the inclusion and empowerment of women and persons with disabilities. In this way, the project supports the basic human right to an adequate standard of living.

IV. PROJECT MANAGEMENT

4.1 Project Team

The project will be implemented through the UNDP, FAO, and IOM offices in Afghanistan. Day-to-day management and oversight will be managed by the regional offices of all three agencies located in Kandahar and Herat. UNDP will serve as the lead agency, responsible for overall coordination and oversight. Additionally, UNDP will manage direct communications and reporting to the donor.

The Project will cover the costs of unit/staff operation (the direct costs will include transportation and communication costs).

To ensure quality assurance and regular monitoring and evaluation of the Project's delivery and action plan, the senior management of implementing partners will oversee these processes. They will provide oversight, guidance, and support to ensure that the Project is progressing according to the set objectives and standards. Monitoring and evaluation activities will be conducted periodically to assess the Project's performance, identify any areas for improvement, and ensure the desired results are being achieved. Additionally, a Project Board will be established to provide general oversight and ensure that the project management is done as per the agreement with the donor. All three participating Agency will be automatically members of the project board which will be chaired by UNDP Senior Leadership at the level of Resident Representative or his Deputy Resident Representative for Programme. The project board will be the highest governing body whose main role will be to provide strategic direction to the project implementation team to ensure timely and quality delivery of planned activities.

The Project staff will comprise of personnel described below as per the “Budget for the Action/Annex 3”.

Project coordination (UNDP)

- **Project Manager (P4)** will be responsible for overall Project Management and for all communication with the donor and participating UN Agencies. The Project Manager will have a 20% involvement in the Project.
- **Project Specialist (P3)** will oversee the day-to-day implementation of the Project, including adherence to project activities and work plan, and fostering synergy among the project components, quality assurance, monitoring, reporting and financial management. The incumbent will coordinate with other UN agencies (Project partners) on implementation aspects. This position will be charged 100% to the project.
- **Programme Analyst -M&E (NPSA-9)** will oversee data collection, reporting making sure that the project implementation is on track to achieve the intended goals and objectives. This position will be charged 100% to the project.
- **Reporting & Statistician Specialist (NPSA-9)** will play a dual role of data analysis and high-quality reporting of the project results, lessons learned and challenges and ensuring high visibility of the project as per the agreement with the donor. The incumbent will coordinate with all the participating agencies M&E staff to develop high-quality reports, and other project visibility related tools including developing communication strategy for the action, develop joint communication plan, developing and publishing infographics, contents for the social media platforms, developing impact stories organize and lead learning events, etc. The position is charged 100% to the action.
- **Finance Officer (NPSA-9)** will oversee the project financial management ensuring compliance with corporate financial rules and regulations and adherence to the agreement with the donor. (S)he will have 50% involvement in the Project.

- **Project Associate (NPSA-6)** will ensure effective delivery of the project by entering and managing all the project related data, target and results in corporate system (Quantum). This position holder will also support project implementation consistent with UNDP rules and regulations. The position will be charged 30% to the project.

UNDP Personnel

- **Area Manager (P4)** will be responsible to coordinate the implementation of the action and providing overall guidance to UNDP regional teams and responsible parties. Also, will be responsible to ensure the monitor and quality assurance at the implementation level. The position will be charged 20% to the project.
- **Programme Analyst (NPSA-10)** will ensure the coordination with implementation partners at the regional level and provide over support to technical teams to ensure the smooth implementation of the project including coordination with relevant forums at the regional level. The position will be charged 20% to the project.
- **Operations Associate (NPSA-6)** will provide the support to regional teams on day-to-day basis to conduct the monitoring missions in the field, extend the support for the procurement of supplies and ensure provide the financial support. The position will be charged 20% to the project.
- **Security Assistant (NPSA-6)** will provide the support to the project staff to conduct the field missions, continuously monitoring the political and security situation in the area and advise the staff accordingly. Further, the incumbent will be responsible to ensure the safety and security of the staff and UNDP assets in strict compliance with security policies and procedures. The position will be charged 20% to the project.
- **Technical Associate (Livelihoods) (NPSA-6)** will be based in UNDP field office in Kandahar. The Technical Associate will facilitate the implementation of the project at the regional level by providing technical support related to livelihood activities (Agricultural, SMEs, etc), and ensure the compliance with the established standards, criteria and best practices. The position will be charged 20% to the project.
- **Technical Associate (Infrastructure)** will be based in UNDP field office in Kandahar. The Technical Associate will facilitate the implementation of the project at the regional level by providing technical support to the responsible parties, including reviewing BoQs, Designs and other technical documents related to infrastructural activities. The position will be charged 20% to the project.

FAO Personnel

Project Management unit

- **International Senior Emergency and Rehabilitation Officer (P5)** will be integral to the project's success, leading the overall design and formulation. With a focus on ensuring high-quality implementation. By providing crucial information on outputs, outcomes, and impacts, this officer enables programme teams and management to continuously monitor and improve project implementation. Additionally, the officer's work in generating learning and promoting evidence-based advocacy ensures that the project remains responsive and effective in meeting its goals. The position will be charged 5% to the project.
- **International Emergency and Rehabilitation Officer (Programme) (P2):** This role is dedicated to maintaining the integrity and quality of the project proposals and planning processes. By supporting overall programme guidance and coordination, this officer ensures that all project activities are strategically aligned and effectively managed, facilitating seamless operations and maximizing the project's impact. The position will be charged 10% to the project.
- **International Emergency and Rehabilitation Officer (Operations) (P2):** Focusing on the financial aspects of the project, this officer ensures the quality of budget planning and management. By adhering to FAO protocols and procedures, this role guarantees that the project budget is managed in accordance with the

funding agreement. Additionally, this officer oversees the admin/finance/operations/logistics teams, ensuring that they provide adequate support for the project's successful implementation. The position will be charged 10% to the project.

- **Two National Professional Officers Programme (NOC):** These officers are essential for the day-to-day operations of the project team. By facilitating the smooth implementation of activities and ensuring that project deadlines and commitments are met, they play a vital role in maintaining the project's momentum and achieving its objectives. The position will be charged 20% to the project.

Technical Support

- **International Cash and Voucher Specialist (cost shared):** To ensure the technical quality of the project's ongoing cash and voucher related activities, this specialist provides expert guidance and support. This role is critical in maintaining high standards and addressing technical challenges promptly and effectively. The position will be charged 2% to the project.
- **National Environmental and Social Safeguards Staff, National Agriculture Specialist, National Early Warning Specialist, National Regional Emergency and Resilience Specialist, National Cash and Voucher Associate (all cost shared):** These roles collectively contribute specialized expertise essential for the project's success in their relevant roles and responsibilities. Each specialist ensures that their respective areas—environmental and social safeguards, agriculture, early warning, emergency resilience, and cash and voucher systems—are addressed with the highest technical standards, thus supporting the project's comprehensive and holistic approach. These positions will be charged 25% to the project.

Support Services

- **National Administrative/Travel Associate (cost shared):** Supporting the technical team with various administrative, financial, and logistical tasks, this role is pivotal for the smooth execution of project activities. Ensuring compliance with FAO rules and regulations, the associate facilitates timely and efficient implementation, particularly in the key regions of Kabul and Kandahar, where significant operational and administrative support is anticipated. The position will be charged 5% to the project.
- **Senior Driver, National Procurement Assistant, International Logistics Specialist, International Operations Specialist, National Admin/Finance Assistant, National Operations Specialist, National Guards (1 region), National Drivers (1 region) (cost shared).** These support roles are crucial for maintaining the operational efficiency of the project. From providing secure and reliable transportation and logistics services to ensuring proper procurement processes and offering administrative and financial assistance, each role contributes to the seamless functioning of the project. The position will be charged 5% to the project.

IOM Personnel

Management

- **Deputy Chief of Mission (P5, international), Head of Operations and Programme (P5, international), Coordinator of Programmes (P4, international):** responsible for providing overall strategic guidance to the IOM Mission, providing political liaison with the authorities and high-level partners. These staff will, inter alia, set up the architecture for overseeing day-to-day field-level activities, ensuring these are completed according to standards. These positions will charge 4% to the project.

Technical Support

- **International Programme Coordinator (Economic Resilience) (P3, cost shared)** at the management and technical levels, the team has an Economic Resilience Programme Coordinator who is responsible for both the strategic direction and implementation of the programme. In alia, the Programme Coordinator oversees the daily implementation of the programme, maintains coordination and collaboration with partners, and maintains risk management of programme. The position will charge 5% to the project.

- **National Economic Resilience Programme Support Associates (cost shared)** provide expertise required for the implementation of the programme in economic resilience building and livelihood support. The position will charge 5% to the project.
- **International Programme Coordinator (Disaster Risk Reduction) (P3, cost-shared)**, provides technical support, will, inter alia, be responsible for the implementation, coordination and monitoring of DRR activities of IOM Afghanistan, including the management and technical supervision of the National staff of the IOM DRR programme in Afghanistan Country Office (CO in accordance with the strictest ethical standards and with due respect for gender and socio-cultural sensitivities. The position will charge 5% to the project.
- **National Senior Programme Associates (DRR) (cost shared)** provide expertise required for the implementation of the programme in the area of DRR. The positions will charge 5% to the project.
- **CBI Programme Coordinator (P3, cost-shared), CBI Programme Officer (P2, cost-shared)**: provides technical support, The position will charge 4% to the project.

Support Services

- **AAP coordinator (P4, international), AAP officer (P2, international), PSEA coordinator (P3, international), Access coordinator (P3, international), Access officer (P2, international), Senior Programme Support Officer (P3, international), 2 Programme Support Officers (P2, international), M&E Officer (P2, international), Communications Officer (P3, international), Reporting Officer (Media & Communications Officers) (P2, international), HR, Procurement, IT, Security, and Finance Officers (International professionals)**: Supporting the technical team with various compliance, donor liaison, administrative, financial, and logistical tasks. This role is pivotal for the smooth execution of project activities. Ensuring compliance with IOM rules and regulations, the associate facilitates timely and efficient implementation, particularly in the key regions, where significant operational and administrative support is anticipated. The position will charge 4% to the project.
- **National Liaison Officer, Procurement Assistants, Logistics Assistants, Accounting/Treasury Assistants, Budget and Reporting Assistants, Budget and Reporting assistants, ICT, HR, Security, Programme Support Assistants, Drivers, Maintenance Assistants, National Staff Welfare Officer (National staff)**: These positions are charged 4%. Supporting the technical team with various administrative, financial, and logistical tasks, this role is pivotal for the smooth execution of project activities.

4.2 Project Office Costs

UNDP project office costs

UNDP project office costs will include procurement of laptops, a high-resolution camera, small equipment such as stationaries & its maintenance, office and accommodation, rent, local travel cost (rent, fuel, maintenance, flight tickets), DSA etc. Foreseen travels are meant for coordination, monitoring, quality assurance and to cover the visibility aspects of the project.

FAO project office costs

- **Supplies, Equipment, and Furniture: Laptops (including accessories and monitor)**: FAO will procure two laptops, complete with accessories and monitors, for use by the project staff. These laptops are essential for the effective execution of project tasks and ensuring staff productivity.
- **Travel**
 - **International Travel**: The budget for international travel covers the costs associated with the movement of both national and international project staff. This includes necessary technical and support missions involving personnel from FAO Headquarters and the Regional Office.

- Local Travel: This allocation encompasses travel expenses, daily subsistence allowances (DSA), and danger pay for project staff and short-term experts traveling within the country. These funds are crucial for conducting technical training and supporting project activities.
- General Operating and Other Direct Costs
 - Technical Support Services (TSS): The funding for Technical Support Services ensures that RAP and HQ provide ongoing technical assistance throughout the project's duration. This includes advisory and backstopping services from the Lead Technical Officer (LTO) based in Bangkok's FAO Regional Office for Asia Pacific. The support also covers technical desk and field support, as well as donor compliance assurance.
- Terminal Reporting: This budget covers the production and quality assurance of the required narrative and financial reports, ensuring compliance with the donor's agreement.
- Operation & Maintenance for Vehicles: This allocation is for the rental, fuel, and servicing of vehicles used to transport project personnel within the country. Reliable transportation is vital for implementing project activities efficiently.
- Office Running Costs for FAO Offices: These funds contribute to the operational costs of FAO offices in Afghanistan, including communication services (telephone and internet), courier services, and office supplies. These resources are necessary to support the project staff in their daily work.
- Warehouse Costs: The monthly warehouse expenses, shared among ongoing FAO projects, cover the storage of procured inputs in Kabul and the southern region provinces.
- Rental of Premises: This budget line covers the monthly rental costs for office spaces, parking, and containers in Kabul and the southern region provinces. These premises are essential for the effective functioning of project activities.

IOM Office Costs

- Office Premises, Utilities and Maintenance: The budget is made based on average monthly costs of running the IOM Afghanistan premises, utilities and maintenance in project areas. This requires only a 2% contribution to these costs from the present project.
- Communications (ICT): The budget covers the internet, telephones, and other communication fees to ensure the daily coordination and communication among IOM personnel for the project implementation as well as the collaboration with the other partners, etc.
- Vehicle and fuel maintenance: This allocation is for the rental, fuel, and service of vehicles used to transport project personnel within the country to ensure the efficient implementation and regular monitoring of the project activities.
- Office equipment and PPEs: covers mission's office equipment cost as well as the personal protection equipment for the staff.
- IT-equipment and IT software license cost: IOM will procure necessary laptops, complete with accessories and monitors. The budget also covers the cost associated with all software's licenses.
- Staff training and Capacity-building: covers mission's core training cost for ensuring that the staff have the reinforced capacity to implement the project in complex environments.
- Office supplies: covers mission's office supplies cost ranging from stationary, supplies, etc.
- Security Cost: covers overall IOM office's security costs (including Armed Guards, unarmed guards, DPS, etc.). Due to the current security situation, this cost will be necessary for IOM operational activities.
- Bank Charges: covers all project-related financial transaction charges.
- Insurance Cost: this line covers general, cash and vehicle insurance costs of the IOM mission in Afghanistan.

4.3 Cost Efficiency and Effectiveness

Business-oriented solutions and mobilizing different stakeholders' and utilizing the resources in an "integrated" way will be key for the project to maximize efficiency and effectiveness and ensure sustainability. Under Direct Implementation Modality (DIM), cost efficiency and effectiveness in the management of this project are maximized through the following elements:

- **Acquiring services through procurement modality:** The project will achieve cost efficiency through an effective procurement strategy in collaboration with agencies and expert resources to consider economies of scale and quality standards. This is likely to reduce transaction and administrative costs. This project will optimize available capacity and resources in IRMU (including DEU), Programme Management Unit (PQA and PRM) and Policy Units that are housed with UNDP Afghanistan CO as PQA unit facilitates the programmatic engagement with vetted NGO partners as responsible parties and IRMU verifies on partner and risk verifications. Further, early procurement planning, and consolidation of procurement requests will be considered in the implementation.
- **Joint Operation:** ACRP will use joint operations when available such as with other UN partners to increase effectiveness and efficiency, for example, in monitoring or procurement, security services, and long-term agreements for money service provision with other UN partners to increase effectiveness and efficiency. In addition, the project will collaborate with regional offices to provide on-the-ground oversight and coordination, which will be cost-shared with other UNDP projects.
- **Building partnerships with financial and technical development partners:** UNDP will coordinate closely with relevant financial institutions, project donors and other international partners and UN agencies implementing projects in the same geographical and thematic areas.
- **Harmonized Due Diligence of new and existing responsible parties on the ground:** UNDP uses the harmonized approach when working with agencies / NGOs who have already undergone due diligence from other UN entities and are considered low risk. Further, UNDP uses integrated operational approaches in digital payments through a cash voucher working group.

4.4 Risk Management Framework

UNDP Afghanistan has developed an Adaptive Risk Management and Mitigation Strategy which is being implemented to support the delivery of its strategic objectives, with a high level of accountability, conflict sensitivity and informed decision-making to maximize impact and effective fund and programme management. The strategy is anchored in a risk framework based on a 'three lines' model adapted from the UNDP Enterprise Risk Management policy and the ISO 31000 2018 risk management approach: Programme and operations functions that own and manage risks; Functions that oversee and/or specialize in risk management and compliance; Functions that provide independent assurance, evaluation, audit, and investigation.

The implementation of the strategy is enabled and facilitated by a dedicated unit – the Integrated Risk Management Unit (IRMU) established post-August 2021 supporting projects and the country office on matters related to compliance with global sanctions on Afghanistan, due diligence, risk management and implementation of UNDP Anti-Money Laundering/Countering the Financing of Terrorism (AML/CFT) through enhanced screening and risk assessments.

UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds (UNDP funds received pursuant to the Project Document] are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear neither on the United Nations Security Council Consolidated Sanctions List, nor the U.S. Department of the Treasury's

Office of Foreign Assets Control (OFAC) List; or any other global sanctions related to money laundering and financing of terrorism.

To ensure this, the Integrated Risk Management Unit of UNDP has the capacity and tools to conduct enhanced screening against multiple worldwide compliance lists in two databases – Contractor Information Management System (CIMS) and UNDP corporate AML/CFT database (LexisNexis Risk Solutions), which provide a ‘fuzzy logic’ search capacity. Both databases include among others the OFAC Specially Designated Nationals and Blocked Persons (SDN), OFAC non-SDN Entities and other OFAC Sanctions, the US General Licenses.

UNDP contract templates refer to the compliance with AML/CFT Policy and hold relevant clauses under the General Terms and Conditions.

UNDP will bring to the attention of the project board and the donor of any matter that may lead to the breach of sanctions and seek advice accordingly.

V. RESULTS FRAMEWORK

EXPECTED OUTCOMES/ OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL cumulative	
Outcome 1: Increased economic resilience through sustainable and diversified livelihoods (FAO, UNDP, IOM)	Outcome Indicator 1: % of targeted households classified as economically resilient (able to withstand and recover from shocks) (disaggregated by province and displacement status)	Baseline Endline	TBD	2024	TBD	TBD	TBD	- No external factors (e.g. floods, droughts, pests, diseases, economic volatility and socio-political insecurity) affecting project implementation. Community members are willing to participate and remain involved. - The project activities can be smoothly implemented without any disturbances or natural calamities.
	Outcome Indicator 2: % of targeted households reported with a diversified income source (more than one income stream)	Baseline Endline	TBD	2024	TBD	TBD	TBD	
Output 1.1: Improved climate-resilient agricultural production and productivity of smallholder farmers and livestock herders (FAO and UNDP)	Output indicator 1.1.1 % change in gross margin of key staple and high value crops/livestock (FAO and UNDP)	Base/Endline Study/ Annual Report	TBD	2024	TBD	TBD	TBD	- Inputs prices remain the same. - No natural disasters. - Security remains stable to access the area of intervention.
	Subset indicator 1.1.1.1. Months of HH cereal sufficiency (FAO)	Baseline report and post-harvest/endline survey, IP monitoring report	TBD	2024	TBD	TBD	TBD	
	Subset indicator 1.1.1.2. % change in milk production (in litres) (FAO)	TPM report, FAO inputs distribution database, IP monitoring report	TBD	2024	TBD	TBD	5-10% reduction	
	Output indicator 1.1.2 % reduction in distress asset sales amongst beneficiary farmers. (FAO and UNDP)	TPM report, FAO inputs distribution database, IP	TBD	2024	TBD	TBD	10% reduction	

		monitoring report						
Output 1.2: Improved access to market, value addition and MSME support (IOM and UNDP)	Output indicator 1.2.1 % increase in annual income of supported MSMEs (IOM)	annual report	0	2024	TBD	TBD	80%	- The security situation remains stable to access the area of intervention through the project life. - The inflation rate remains the same and the prices of inputs remains same as budgeted. No occurrence of natural disasters. - No new bans/strictness on female engagement in project activities.
	Output Indicators 1.2.2 Number of additional jobs and income generation opportunities safeguarded and created (Disaggregated by sex, displacement status and type) (IOM and UNDP)	quarterly report	247	2024	TBD	TBD	500	
	Output indicator 1.2.3 % increase in sales of supported beneficiaries through improved storage of post-harvest crops, accessible market construction and participation in trade fairs. (Disaggregated by sex and type) (UNDP)	annual reports endline	0	2024	TBD	TBD	TBD	
Outcome 2: Enhanced water resources and ecosystem management (FAO and UNDP)	Outcome Indicator 2.1 Number of people in targeted communities with improved water availability for agriculture, household use and protected land. (Disaggregated by province and sex) (UNDP)	annual reports endline	0	2024	TBD	TBD	TBD	- No occurrence of major natural disasters - Have access to HHs in the targeted communities. - No volatile fluctuations in market prices
Output 2.1: Improved understanding of communities on integrated water resources management (IWRM) with the use of balanced surface and	Output Indicator 2.1.1 # of communities better equipped to effectively manage their water resources and optimize water utilizations (UNDP)	training registers	50	2024	TBD	TBD	28	- No project interference by DFA. - Timely securing of MOUs by project responsible parties. - No major impact to project progress by natural disasters
	Subset indicator 2.1.1.1 # of community members better equipped on water management and utilisation. (UNDP)	training registers	50	2024	TBD	TBD	200 (40 female)	

groundwater (UNDP)	Output Indicator 2.1.2 Percentage of community members who understand the need to balance surface and groundwater supplies (UNDP)	baseline perception survey	5%	2024	TBD	TBD	20%	
Output 2.2: Rehabilitated/built community-based small-scale water infrastructure for efficient use and management (FAO and UNDP)	Output indicator 2.2.1 Number of individuals benefiting from the rehabilitated / constructed small/Medium scale water infrastructure (disaggregated by province, sex and displacement status) (FAO and UNDP)	completion/handover certificated	650 (55% female)	2024	TBD	TBD	5,000 (60% female)	- No occurrence of major natural disasters - No delays in MOU issuance by DFA
	Output indicator 2.2.2 Number of people in targeted communities benefitted by income generation opportunities created through the cash for work (CfW) modality (FAO and UNDP)	progress reports	100	2024	TBD	TBD	500	
	Output indicator 2.2.3: Hectares of land protected/conserved through water infrastructure construction (small, medium and ancillary structures). (FAO and UNDP)	monitoring reports	0	2024	TBD	TBD	TBD	
Outcome 3: Enhanced community resilience from climate and disaster risk (IOM, FAO, UNDP)	Outcome indicator 3: Resilience Capacity Index (FAO RIMA tool)	TPM reports	TBD	TBD	TBD	TBD	TBD	- The security situation remains stable to access the area of intervention through the project life. - No occurrence of natural disasters. - No new bans/strictness on female engagement in project activities.
Output 3.1: Community-based climate and disaster risk management with effective	Output indicator 3.1.1 Number of community members participating in climate and disaster management awareness campaigns (disaggregated by province, sex	campaign registers	TBD	TBD	TBD	TBD	TBD	No external factors (e.g. floods, droughts, pests, diseases and socio-political insecurity) affecting project implementation.

multi-hazard Early Warning Systems (UNDP)	and displacement status) (UNDP)							• Security remains stable enough for project implementation. • Community members are willing to participate and remain involved. • The project activities can be smoothly implemented without any disturbances or natural calamities. • Reporting to include direct and indirect communities/families supported by these community led infrastructure as they are always captured at the community level
	Output indicator 3.1.2 Number of people covered by early warning systems for major identified hazards (disaggregated by province, sex and displacement status). (UNDP)	progress reports	0	2024	TBD	TBD	TBD	
Output 3.2: Community-based small- and large-scale resilience infrastructures for disaster risk-reduction rehabilitated / constructed and maintained. (IOM and FAO)	Output indicator 3.2.1 Number of individuals benefiting from constructed /rehabilitated community-based resilience infrastructure protecting agricultural land from natural disasters (disaggregated by province, sex and displacement status) (FAO and IOM)	quarterly reports	0	2024	TBD	TBD	20,550 ¹¹	
	Output indicator 3.2.2 Number of climate and disaster management committees established/reactivated and functional (IOM)	quarterly reports	0	2024	TBD	TBD	15	

¹¹ FAO target 9,000. IOM target 1650 HHs X 7 HH members

VI. MONITORING AND EVALUATION

6.1 Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Cost (if any)
Track results progress	Progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs. Regional offices and Third-Party Monitoring (TPM) shall be used to verify implementation progress as a validation of reporting provided by the RP.	Quarterly	Slower than expected progress will be addressed by project management.	Cost budgeted
Monitor and Manage Risk	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Cost budgeted
Learn	Knowledge, good practices and lessons learned will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	Cost budgeted
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve performance.	Cost budgeted
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections.	Cost budgeted
Project Report	A progress report will be presented to the Project Board with progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared.	Bi-annually, and at the end of the project (final report)		Cost budgeted

Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually, or when deemed necessary	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Cost budgeted
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6.2 Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding (US\$)
Mid-Term Evaluation (Formative)	IP/RP	Outcome 2	September 2025	UNDP	30,000
End of Project Evaluation (Summative)	IP/RP	Outcome 2	September 2026	UNDP	30,000

VII. MULTI-YEAR WORK PLAN (2024 – 2026)

VII.1. INDICATIVE WORKPLAN:

		YEAR 1				YEAR 2			
Activities	Partner	I	II	III	IV	I	II	III	IV
Output 1.1 Improved climate-resilient agricultural production and productivity of smallholder farmers and livestock herders (FAO and UNDP)									
Activity 1.1.1: Enhancing productivity and production of high value crops	FAO, UNDP								
1.1.1.1 Provision of climate change adaptable inputs and affordable, replicable technology for wheat, maize, onion, and low-density orchard to complement existing initiatives	FAO								
1.1.1.2 Support grape producers for improved quality production through the distribution of quality grape cuttings for new vineyards and trellises for existing ones.	UNDP								
1.1.1.3 Support construction of commercial/macro greenhouses (400 square meters each) for off-season production, including seeds, tools and training.	UNDP								
	FAO								
1.1.1.4 Support local production and distribution of organic fertilizers	UNDP								
Activity 1.1.2 Provision of quality agricultural inputs for livestock	FAO								
1.1.2.1 Support women-headed households with small ruminant restocking, including animal feed, dairy kit provision and training (including linkages to VFUs for animal health support)	FAO								
1.1.2.2 Support women-headed households with provision of poultry package including 30 pullets, animal feed, coop construction materials and training	FAO								
Output 1.2 Improved access to market, value addition and MSME support (IOM and UNDP)									
Activity 1.2.1: Supporting agribusinesses/MSME's with the development and execution of business plans and value addition of product	IOM, UNDP								
1.2.1.1 Strengthen the capacities of micro businesses, both agricultural and non-agricultural, linked to high-value crops (as alternative to poppy) through the provision of micro-business grants	IOM								
1.2.1.2 Support establishment and operationalization of local value addition (agro-processing) facilities for SMEs with development and implementation of simple/basic business plans, business incubation and provision of matching grants	UNDP								
1.2.1.3 Support establishment and operationalization of Cold Chain Infrastructure and other post-harvest facilities for Target High-Value Crops Improved	UNDP								
1.2.1.4 Training of farmers and traders on improved post-harvest handling technologies	UNDP								
1.2.1.5 Implement employment retention/job placement schemes tailored for returnees, former drug users, and vulnerable hosts affected by the poppy ban	IOM								
1.2.1.6 Support off-farm jobs, enhancing financial access including through financial and credit services	UNDP								
Activity 1.2.2 Improved market access and competitiveness, including better connectivity to domestic and external markets	IOM, UNDP								
1.2.2.1 Implement small-scale cash-for-work projects to create short-term jobs and improve access to markets and services for returnees and IDPs	IOM								

1.2.2.2 Restoration of market infrastructure/market sheds	UNDP									
	UNDP									
1.2.2.3 Support SMEs with ISO/HACCP certification	IOM									
1.2.2.4 Support organization and participation in trade missions/exhibitions	UNDP									
Output 2.1 Improved understanding of communities on integrated water resource management with balanced use of surface and groundwater (UNDP)										
Activity 2.1.1: Building knowledge base on water resource potential for the community	UNDP									
2.1.1.2 Developing community-based integrated Water resources management plan (one per target district)	UNDP									
Activity 2.1.2: Building community awareness and capacities on water use efficiency	UNDP									
2.1.2.1 Train communities on watershed management and conduct awareness campaigns on agricultural water use efficiency and drug abuse targeting former poppy farmers and returnees in targeted communities using low-education level promotional materials	UNDP									
Output 2.2 Rehabilitated/built community-based small-scale water infrastructure for efficient water use and management (UNDP and FAO)										
Activity 2.2.1: Rehabilitate the non-functional and build new community-based small-scale resilient water infrastructure	FAO, UNDP									
2.2.1.1 Rehabilitate water harvesting structures such as small check dams (FAO), secondary and tertiary canals, construct canal intakes & outlets to improve the efficiency of available surface water (in Maiwand, Nesh, Sangin and Nad Ali districts)	FAO									
2.2.1.2 Construction of medium-sized surface water harvesting structures such as check dams and ancillary structures for agricultural production, and to conserve and manage water with social and environmental safeguards	UNDP									
Output 3.1 Community-based climate and disaster risk management with effective multi-hazard Early Warning System (UNDP)										
Activity 3.1.1: Building community capacity on climate and disaster risk assessment and management	UNDP									
3.1.1.1: Reactivate/establish community-level multi-hazard early warning system to protect both lives and agricultural lands	UNDP									
Output 3.2 Community-based resilient infrastructures for disaster risk reduction rehabilitated/constructed (FAO and IOM)										
Activity 3.2.1: Rehabilitate or build community-based infrastructure for disaster risk reduction	FAO, IOM									
3.2.1.1 Construction of riverbank protection walls, such as large-scale gabion walls through contractors for communities affected by flash floods in Sangin and other districts	FAO									
3.2.1.2 Communities are empowered to lead in building disaster mitigation infrastructure through technical engineering support, provision of materials, capacity building, and Cash for Work (CfW) labour.	IOM									

Activity 3.2.2: Building community capacity on managing and maintaining the disaster risk reduction infrastructures	IOM								
3.2.2.1 Community-based disaster resilience capacity is bolstered by a disaster preparedness training program	IOM								
3.2.2.2 Disaster resilience is enhanced by providing communities with search and rescue tools, first aid kits, warning sirens, and light construction equipment	IOM								
3.2.2.3 Establishment of inclusive community disaster management committees for preparedness and mitigation	IOM								

VII.2. BUDGET OF ACTION

Expenditures	BUDGET											
	All Years				Year 1 (first 12 months of Action)				Year 2 (first 12 months of Action)			
	FAO (\$)	IOM (\$)	UNDP (\$)	Total Cost (in USD)	FAO	IOM	UNDP	Total Cost (in USD)	FAO	IOM	UNDP	Total Cost (in USD)
1. Staff and other personnel costs*	456,438	394,153	1,172,104	2,022,695	200,609	197,076	586,052	983,737	255,829	197,077	586,052	1,038,958
2. Supplies, equipment, furniture*	2,339,933	2,645,391	16,659	5,001,983	1,158,594	1,659,256	11,105	2,828,955	1,181,339	986,135	5,554	2,173,028
3. Contractual services*	1,971,580	-	5,160,231	7,131,811	736,154	-	2,167,297	2,903,451	1,235,426	-	2,992,934	4,228,360
4. Travel*	74,391	7,212	146,519	228,122	43,311	3,606	73,259	120,176	31,080	3,606	73,259	107,945
5. Transfers and grants to counterparts*	238,785	-	-	238,785	71,636	-	-	71,636	167,149	-	-	167,149
6. General operating and other direct costs*	151,127	129,571	639,832	920,530	66,483	64,786	319,917	451,186	84,644	64,785	319,915	469,344
7. Subtotal direct eligible costs of the Action (BL 1-6)	5,232,254	3,176,327	7,135,344	15,543,925	2,276,787	1,924,724	3,157,630	7,359,141	2,955,467	1,251,603	3,977,714	8,184,784
8. Programme support costs (indirect costs) (7% of (BL 7) subtotal of direct eligible costs of the Project)	366,258	222,343	499,474	1,088,075	159,375	134,731	221,034	515,140	206,883	87,612	278,440	572,935
9. Total eligible costs of the Action, excluding reserve (BL 7+8)	5,598,512	3,398,670	7,634,818	16,632,000	2,436,162	2,059,455	3,378,664	7,874,281	3,162,350	1,339,215	4,256,154	8,757,719

* With reference to Art. 10.3 of the General conditions, this represents a budget heading

	EUR	USD
EU contribution	15,000,000	16,632,000
Total cost of the Action		16,632,000

as per Infor euro exchange rate of August 2024 (1 EUR = 1.1088 USD)

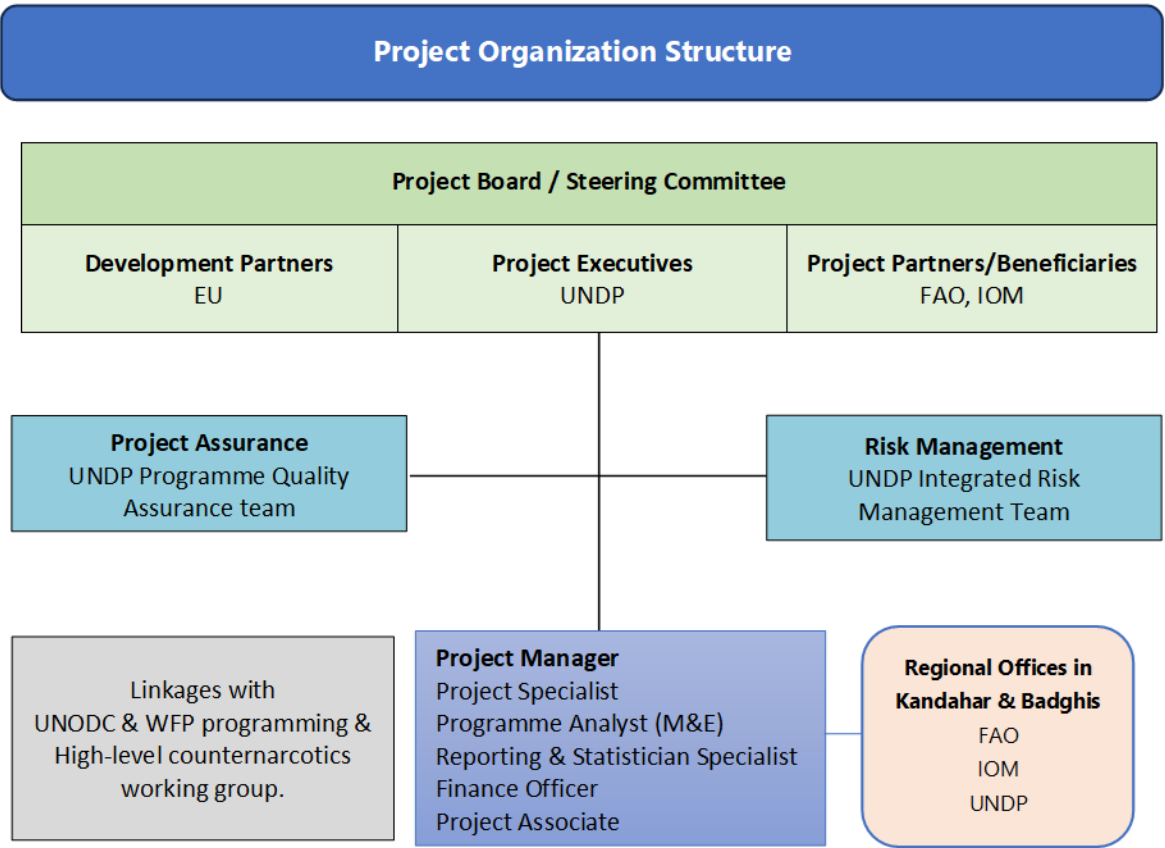
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The ACRP joint programme will be implemented by UNDP (as the Organization) and FAO and IOM (as Partners), whereby UNDP will be responsible of ensuring consolidated progress narrative and financial reporting. It will also be responsible for both internal and external coordination. The project will be implemented by UNDP under its direct implementation modality.

A Project Management Board will be established to oversee the project. Chaired by UNDP, the Board will include FAO and IOM as project partners and the EU as a development partner. The Board will conduct annual reviews to ensure the project's coherence and relevance, maintain realistic budgeting throughout the project's duration, capture lessons learned, and discuss opportunities for scaling up. It will also serve to disseminate project results and insights to relevant stakeholders.

The Project Management Board will function as the project's overarching management structure, ensuring transparency, accountability, and efficiency in project operations. It will assess opportunities, risks, and political challenges. The Project Board will convene once a year but can also convene on an Ad-Hoc basis as per the need. Ad hoc Board meetings may be convened to address mid-year changes in project activities or financial allocations.

The Project Management Board may also invite any organizations or individuals to engage in discussions and debates on matters related to the program, providing support as needed.



Under the overall guidance of the part-time Project Manager for the ACRP project, the UNDP Project Specialist will oversee the day-to-day joint project management. The joint project management team will consist of a UNDP Programme Analyst (M&E), a part-time UNDP Finance Officer, and a part-time UNDP Project Associate. Additionally, UNDP activities will be supported by technical associates specializing in Livelihoods and Infrastructure from the UNDP regional offices in southern and western regions respectively based in Kandahar and Herat.

UNDP is a member of the Technical Counternarcotics Working Group which is chaired by the Resident Coordinator's Office and UNODC. On behalf of the Joint Programme, UNDP will ensure complementarities and synergies with other ongoing related programmatic activities working on counternarcotics action in Afghanistan.

The project will be implemented in close collaboration with the regional teams based in Kandahar offices for the three agencies. The UNDP team will be led by a Regional Area Manager, FAO by the Head of Sub-Office, and IOM by the Head of Sub-Office. Informed by localized knowledge and analysis of the evolving situation, the regional offices will coordinate the implementation, ensure integration with other ongoing initiatives in the region, and support community engagement, technical consultations, and confidence-building measures with local DFAs.

The Project Board performs the following three important roles:

- 1) **Executive:** UNDP represents the ownership of the project. The UNDP Resident Representative/Senior Deputy Resident Representative (Programme) of the Afghanistan Country Office will chair the Board to guide discussions and provide overall leadership.
- 2) **Donor (also called Senior Supplier):** The European Union Delegation (EUD) and UNDP represent the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to ensure that the program remains in alignment with funding requirements and overall program objectives. UNDP will provide guidance regarding the technical feasibility of the project.
- 3) **Project Quality Assurance:** The Project Board will be supported by a Project Quality Assurance Unit that works independently of the Project Manager to carry out objective and independent project oversight and monitoring functions to ensure objective and autonomous assurance. This team will ensure that the necessary management approvals are obtained, and that implementation is in accordance with the relevant UNDP rules and procedures. In addition, they will also support monitoring of the progress of achieving the outputs detailed in the project document. The Project Assurance Unit will also ensure that the documentation produced by the project team complies with the necessary quality assurance standards and carry out any other assurance functions entrusted to them by the Project Board.

IX. LEGAL CONTEXT

As UNDP Afghanistan currently does not have a Standard Basic Assistance Agreement (SBAA) with the current DfA, the project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document". This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and

Rules of UNDP. Where the financial governance of UNDP applies and will provide the required guidance to ensure the best value for money, fairness, integrity, transparency, and effective international competition.

X. RISK MANAGEMENT

(Refer to Section E: RISKS AND ASSUMPTIONS (page 36) and Social and Environmental Screening Template (Annex 2).

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹² [UNDP funds received pursuant to the Project Document]¹³ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible parties, subcontractor’s and sub-recipient’s custody, rests with such responsible party,

¹² To be used where UNDP is the Implementing Partner

¹³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

subcontractor, and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried.
 - ii. assume all risks and liabilities related to such responsible parties, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible parties, subcontractors, and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
- (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
- (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities) and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA.
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP.
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof.
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

- (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
 - f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
 - g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
 - h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - i. If an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

k. *Choose one of the three following options:*

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

XI. ANNEXES

Annex 1: Project Quality Assurance Report

Annex 2: Social and Environmental Screening Template

Annex 3: Risk Log

Annex 4: Project Board Terms of Reference