



Civil-Military Co-operation Centre of Excellence

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**Compendium on
major non-military actors
in Afghanistan**

Cooperating with the military?

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Disclaimer

The views expressed in this publication do not necessarily reflect the views of the Civil-Military Co-operation Centre of Excellence

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LIST OF ABBREVIATIONS:

GA: Governmental Agency

IGO: Intergovernmental organization

IIF: International financial institution

IO: International organization

NGO: Non-governmental organization

AACC: Afghan-American Chamber of Commerce

ACSFo: Afghan Civil Society Forum - organization

ACBAR: Agency Coordinating Body for Afghan Relief

ACTED: Agency for Technical Cooperation and Development

AHDS: Afghan Health and Development Services

AI-HRC: Afghanistan Independent Human Rights Commission

AIMS: Afghanistan Information Management Service

AKDN: Aga Khan Development Network

ANDS: Afghan National Development Strategy

ANSO: Afghan NGO Safety Office

ARCS: Afghan Red Cross Society

AWC: Afghanistan Women Council

AWEC: Afghan Women's Educational Center

CACA: Center of Art and Culture in Afghanistan

CHA: Coordination of Humanitarian Assistance

CIDA: Canadian International Development Agency

CIMIC: Civil-Military Cooperation

CMWG: Civil-Military Working Group

DAARTT: Danish Assistance to Afghanistan Rehabilitation and Technical Training

DACAAR: Danish Committee for Aid to Afghan Refugees

DFID: United Kingdom Department for International Development

ENNA: European Network of NGOs in Afghanistan

EU: European Union

GIRoA: Government of Islamic Republic of Afghanistan

GTZ: German Technical Cooperation

HC: Humanitarian Coordinator

IASC: Inter-Agency Standing Committee
ICRC: International Committee of the Red Cross
IOM: International Organization for Migration
ISAF: International Security Assistance Force
MDGs: Millennium Development Goals
NATO: North Atlantic Treaty Organization
NSP: National Solidarity Programme
OHCHR: Office of the High Commissioner for Human Rights
PRT: Provincial Reconstruction Team
SCA: Swedish Committee for Afghanistan
SIDA: Swedish International Development Cooperation Agency
SRSG: Special Representative of the UN Secretary-General
TLO: Tribal Liaison Office
UN: United Nations
UNAMA: United Nations Assistance Mission in Afghanistan
UN-CMCoord: United Nations Civil-Military Coordination
UN CT: United Nations Country Team
UNDAF: United Nations Development Assistance Framework
UNDP: United Nations Development Programme
UNESCO: United Nations Educational, Scientific, and Cultural Organization
UNHCR: United Nations Refugee Agency/ United Nations High Commissioner for Refugees
UN HCT: United Nations Humanitarian Country Team
UNICEF: United Nations Children's Fund
UNIFEM: United Nations Development Fund for Women
UNOCHA: United Nations Office for Coordination of Humanitarian Affairs
UNOPS: Office for Project Service
UN WOMEN: United Nations Entity for Gender Equality and the Empowerment of Women
USAID: United States Agency for International Development
VWO: Voice of Women Organization
WB: World Bank
WFP: World Food Programme
WHH: Welthungerhilfe
WHO: World Health Organization
WTO: World Trade Organization

1 INTRODUCTION

The aim of this assignment was twofold in its nature. The first part aimed at identifying major actors in Afghanistan, concentrating solely on organizations/agencies. Special emphasis was given to identifying the organizations/agencies that are cooperating or are willing to cooperate with the military. The second part of the assignment aimed at profiling the most important organizations/agencies in Afghanistan. In order to do so, first, a quick profiling of the organizations/agencies was made and, applying the PMESII model, an overview of the organizations according to their field of interest and operations was produced. Later, intense profiling of the aforementioned organizations/agencies was conducted in accordance with the methodological model that was constructed and will be described further below.

1.1 METHODOLOGY

As the duration of the research was limited to four weeks so was the methodological approach adjusted to that timeline. Therefore, major part of the assignment had to be based on internet sources, which was sometimes replaced or supported by other sources. “From the field” information was more or less inaccessible. This was somehow compensated by consultations with Cpt Ralf Baur, who spent three years in Afghanistan in recent years and was therefore able to provide important insights about the topic.

First part of the assignment, identifying important actors, was achieved with the support of Cpt Ralf Baur and authors’ mentor LTC Heiko Herkel. Due to the rigid timeline it was impossible to create a comprehensive methodological model in order to determine the importance of specific organizations/agencies in Afghanistan, which would be aimed at avoiding the inflation of the term ‘major actors’. The criteria for determining the importance of specific organizations/agencies was therefore arbitrarily set by authors’ academic knowledge and experience and by tips and recommendation from the aforementioned associates. At the end, the list of nearly 50 organizations/agencies was comprised.

The second part of the assignment was methodologically the somehow more sophisticated. Aforementioned list of organizations/agencies was inserted into PMESII model matrix based on organizations/agencies’ field of interests and operations that they perform. This PMESII model was moderated in a sense that the ‘military’ field was left out, since the study focused on civil organizations. Later, in order to conduct comprehensive profiling of important actors in Afghanistan, the authors decided to choose only 13 different organizations/agencies. The

rationale behind the selection was to select 4 organizations/agencies that are a part of the UN Country Team in Afghanistan (UNOCHA, UNAMA, UNDP, IOM); three NGOs (ACTED, Mercy Corps, DACAAR); ICRC with unique status under international law as well as their reputation of non-biased and neutral actor; 3 organizations/agencies that are clearly driven by the foreign policy goals of specific countries (USAID, Welthungerhilfe, Swedish Committee for Afghanistan); and two locally owned organizations (Tribal Liaison Office, Afghan Civil Society Forum). The selection aims for representing the most vivid representation of different organizations/agencies in Afghanistan and at the same time to be able to complete the assignment in the allotted time.¹ After the selection was completed, the comprehensive profiling was conducted in accordance with the methodological model which was made for this purpose in cooperation with the authors' mentor. This model included following characteristics of the organizations/agencies:

- What is their profile, and which domains of the PMESII model are in their core focus?
- What are their basic intentions and concrete aims?
 - What effects do they want to achieve in Afghanistan?
 - What is their level of interaction with the military, at which organizational level? Are there specific restraints / constraints / patterns or institutionalized interfaces concerning interaction with the military (driven by organizational philosophy or operational requirements)?
- What is the budget they have available / spent in Afghanistan?
- What is their level of influence? And how is it substantiated and exerted? Fields of analysis:
 - Budget.
 - Number of deployed staff and offices.
 - Number of projects & the width of their approach (projects).
 - Networks in which they operate.
 - Links with the local communities & number of years that organization/agency had been present in Afghanistan

¹ The Authors decided to leave out the otherwise influential organizations such as World Bank, since they perform little activities on the theatre level. They act through a wide network of contractors and implementing partners, while remaining in the role of a donor.

- Links with the political level of the home state(s) of the organization / agency.
- In which networks / committees / fora are they involved?
- How can another organization (e.g. the military) appropriately get in contact with them (also covering practical requirements, like institutionalized interfaces for civil-military interaction, points of contact)?

1.2 SHORTCOMINGS AND ADDED VALUE

At the core of all major deficiency of this assignment lies the fact that insufficient amount of time was available to apply an even more in-depth approach. This is widely reflected in the amount of the organizations that were comprehensively profiled, lack of information ‘from the ground’ and therefore an overdependence on the information provided from other sources as well as the other aforementioned methodological consequences. Another problem was inaccessibility of different kind of data due to the safety provisions of the organizations/agencies and its personnel.

Beside the problems in conducting this research, they also provide an added value giving insight on the researched topic. Apart from providing some very important findings regarding the presence of the organizations/agencies in Afghanistan, their conduct and openness for the cooperation with military, this study also provides a vast array of information regarding some of the most important agencies/organizations in Afghanistan. This array of information can later on be expanded with new actors or simply be used for additional studies as a source of information.

1.3 HOW TO READ THIS STUDY?

The study is divided into two main parts, of which the second one represents the core of the assignment. First, a general overview of the main organizations/agencies is made and at the same time information about their field of interest and operations are provided via the PMESII model. The second part consists of detailed profiling of 13 different organizations/agencies in Afghanistan. It first starts with the profiles of 4 organizations/agencies that are a part of UN Country Team in Afghanistan (UNOCHA, UNAMA, UNDP, IOM), later on it continues with 3 NGOs (ACTED, Mercy Corps, DACAAR), the ICRC, three organizations/agencies that are clearly driven by the foreign policy goals of specific countries (USAID, Welthungerhilfe,

Swedish Committee for Afghanistan), and two locally owned organizations (Tribal Liaison Office, Afghan Civil Society Forum).

Each section of the studied organizations is furthermore divided into following sections:

- Profile, intentions & aims.
- Interaction with the military.
- Budget.
- Level of Influence.
- Networks.
- Contacts.

At the beginning of the every section (organization/agency) the hyperlink to the additional information regarding the specific actor is provided in the footnote as well as several other footnotes with hyperlinks are provided throughout the paper. These hyperlinks are also available at the end of the PMESII model and at the additional PPT version of this study, which is added in the Appendix section.

2 P(M)ESII MODEL

	Political	Economic	Social	Infrastructure	Information
IOM (IGO)	X	X	X		
UNAMA (UN Mission)	X	X	X	X	X
UNDP (UN Agency)	X	X	X		
UNHCR (UN Agency)			X	X	
OHCHR (UN Office)	X		X		X
UNIFEM (UN Agency)/ UN WOMEN ²	X	X	X		
UNESCO (IGO)			X		X
UNOPS (IO)				X	X
UNICEF (UN Fund)			X	X	X
AIMS (UN Project)					X
WFP (UN Program)			X		
WHO (IGO)			X	X	X
ICRC (IO with special legal status)			X	X	
WB (IIF)	X	X	X	X	X
SCA (NGO)			X	X	X
CARE (NGO)			X	X	
ARCS (NGO)			X		
DACAAR (NGO)	X	X	X	X	
DAARTT (NGO)			X	X	
USAID (GA)	X	X	X	X	X
MERCY CORPS (NGO)		X	X	X	
AFGHAN CONNECTION (NGO)			X		
ACTED (NGO) ³		X	X	X	X
AKDN (NGO)		X	X	X	
WHH (NGO) ⁴	X		X	X	
AACC (NGO)		X			X
Afghan Gender Cafe					X
AWC (NGO)	X	X	X		
AWEC (NGO)	X		X		
VWO (NGO)			X		
Save the Children (NGO)			X		
AI-HRC (NGO)	X		X		
AHDS (NGO)			X		
CHA (NGO)		X	X	X	
ACSFo (Forum–Umbrella organization)			X		X
TLO (NGO)	X	X	X		X

² UNIFEM is now a part of newly established UN WOMEN.

³ NGO who is in cooperation with French Ministry of Foreign Affairs.

⁴ Private relief organization which works under the patronage of the German President and cooperates and is supported by the German Foreign Ministry.

3 UN COUNTRY TEAM (UN CT)⁵

3.1 UNOCHA⁶ – United Nations Office for Coordination of Humanitarian Affairs

3.1.1 Profile, intentions and aims

OCHA is the part of the UN Secretariat responsible for bringing together humanitarian actors to ensure a coherent response to emergencies. OCHA also ensures that there is a framework within which each actor can contribute to the overall response effort. It was designed (in 1991 by the General Assembly's resolution 46/182) to strengthen the UN response to complex emergencies and natural disasters, while improving the overall effectiveness of humanitarian operations in the field. The resolution also created a high-level position of an Emergency Relief Coordinator (ERC). This function combines into a single UN focal point the functions carried out by the Secretary-General's representatives for major and complex emergencies, as well as the UN's natural disaster functions carried out by the United Nations Disaster Relief Organization. The resolution also created the Inter-Agency Standing Committee (IASC) through which OCHA carries out its coordination function, which is chaired by the ERC. Participants include all humanitarian partners, from UN agencies, funds and programs, to the Red Cross movement to NGOs. The IASC ensures inter-agency decision-making in response to complex emergencies. These responses include needs assessments, consolidated appeals, field coordination arrangements and the development of humanitarian policies. As a side product of the resolution the Secretary-General established the Department of Humanitarian Affairs (DHA), which was later reorganized into OCHA. OCHA's mandate was expanded to include the coordination of humanitarian response, policy development and humanitarian advocacy. In short, OCHA delivers its mandate through coordination, policy, advocacy, information management and humanitarian management. In addition it aims at improving the overall effectiveness of the UN's humanitarian operations in the field.

OCHA's strength is in diversity and dedication of more than 1800 staff members in 47 country, regional and headquarters locations. It has 99 member states and observer countries that bring flexibility, local knowledge and commitment. OCHA has been in Afghanistan since 1988; however it was disbanded in 2002, and re-established in 2009. Today it has highlands and

⁵ Members of UN CT: [http://unama.unmissions.org/default.aspx/?/](http://unama.unmissions.org/default.aspx?/)

⁶ Official site: <http://www.unocha.org/>

headquarters office in Kabul. Furthermore it has four regional sub-offices in Herat, Mazar, Kunduz, Jalalabad and Kandahar that cover 22 of Afghanistan's 36 provinces.

OCHA's mission is to:

- Mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies.
- Advocate the rights of people in need.
- Promote preparedness and prevention.
- Facilitate sustainable solutions.

Focal points of OCHA's work are the following:

Coordination:

OCHA is responsible for bringing together humanitarian actors with the aim to ensure a coherent response to emergencies. Humanitarian coordination seeks to improve the effectiveness of humanitarian response by ensuring greater predictability, accountability and partnership. OCHA is leading the international community's efforts to develop a better architecture for the humanitarian system, including strong in-country humanitarian leaders' representatives and an inclusive Humanitarian Country Team (HCT); an effective and well-coordinated framework within which all humanitarian organizations can contribute systematically; and predictable funding tools. OCHA plays a key role in operational coordination in crisis situations. This include (1) assessing situations and needs, (2) agreeing common priorities, (3) developing common strategies to address issues such as negotiating access, mobilizing funding and other resources; clarifying consistent public messaging and (4) monitoring progress. OCHA also administers the cluster coordination system for the Humanitarian Coordinator (HC), including meetings, data and information management, and reporting. OCHA serves as the secretariat for critical inter-agency coordination mechanisms such as the IASC, rapid-response tools, such as the United Nations Disaster Assessment and Coordination system, and the International Search and Rescue Advisory Group. OCHA also promotes efficient interaction between civilian and military actors in humanitarian operations, bridges gaps in environmental emergency management, and maps global emergency relief stockpiles on behalf of the whole humanitarian community. This is key to effective response is the state of preparedness in advance of a crisis. OCHA promotes the value of preparedness in lessening the impact of disasters on vulnerable

communities, especially in disaster-prone countries. OCHA works with national governments, regional bodies and other agencies on implementing and testing measures that help save lives in an emergency. OCHA also provides tools such as contingency planning, hazard mapping and early warning reports. Working through its regional and country offices, OCHA deploys staff at short notice to emergencies. It also supports several surge-capacity mechanisms and networks that enable the broader humanitarian community to respond rapidly to disasters and conflicts.

For coordination OCHA uses the following tools:

- Surge capacity⁷
- UNDAC⁸
- INSARAG⁹
- OSOCC and RDC¹⁰
- Logistics support
- Humanitarian Civil-Military Coordination¹¹
- Needs Assessment
- Humanitarian Response Coordination Structure¹²

Policy:

Policy development is defined as one of OCHA's three core functions. It aims to support effective and principled humanitarian action, saving lives and reducing suffering.

- OCHA sets an evidence-based and forward-looking humanitarian policy agenda to identify emerging trends and develop common or harmonized policy and advocacy

⁷ <http://www.unocha.org/what-we-do/coordination-tools/surge-capacity/overview>

⁸ <http://www.unocha.org/what-we-do/coordination-tools/undac/overview>

⁹ <http://www.unocha.org/what-we-do/coordination-tools/insarag/overview>

¹⁰ <http://www.unocha.org/what-we-do/coordination-tools/osocc-rdc/overview>

¹¹ <http://www.unocha.org/what-we-do/coordination-tools/UN-CMCoord/overview>

¹² <http://www.unocha.org/what-we-do/coordination-tools/environmental-emergencies>

positions among relief organizations. This is based on humanitarian principles, human rights and public international law.

- OCHA provides policy guidance and clarity on pressing issues to humanitarian practitioners and policy-makers, to help strengthen effective and timely response.
- OCHA identifies best practices and lessons learned through the evaluation of humanitarian action to enhance effectiveness and the accountability of those involved.

Key policy areas: OCHA's policy work promotes normative standards for humanitarian work and addresses a range of challenges and contexts. In short main policy thematic areas are: humanitarian access, displacement, evaluations of humanitarian response, food security, gender equality, humanitarian development nexus, humanitarian engagement, needs assessment, OCHA's work with governments, protection and transition from relief to development.

Advocacy:

OCHA has a unique mandate to speak out on behalf of the people worst affected by humanitarian situations. To OCHA, advocacy means communicating the right messages to the right people at the right time. These people include humanitarian agencies, NGOs, community-based organizations, national governments, local and international media, parties to the conflict, companies, donors, regional bodies, communities affected by emergencies and the general public. The aim is that the addressees increase urgent funding or support, change their policies or keep to their commitments. The most visible methods include media interviews with the ERC (the UN humanitarian chief), public speeches, press briefings, Web stories and social media campaigns. OCHA also provides private advocacy which is led through quiet diplomacy with governments or negotiations with armed groups. This kind of advocacy is also a crucial element in bringing about change, securing access or building support. Regardless of the approach taken, OCHA always promotes the principles of humanity, neutrality, independence and impartiality, and respect for international law.

For successful advocacy OCHA uses different tools and mechanisms. For instance working with a wide range of partners, OCHA helps to identify the issues that need to be highlighted. These can range from a new crisis, such as a devastating cyclone, to chronic situations, such as an unresolved conflict, or the humanitarian effects of problems such as climate change or food insecurity. OCHA provides analysis and policies to help shape the thinking around complex

issues. They also produce reports and develop messaging that enables humanitarian leaders to make informed decisions and speak out effectively and coherently.

To communicate effectively with various audiences, OCHA has developed and uses all types of products, platforms and channels. These include standard tools such as press releases, publications, maps and media interviews; different Web and social media platforms including their own humanitarian news network; multimedia products using video; photo and graphics; creative awareness-raising campaigns; and essential information channels for affected communities.

Information management:

When an emergency occurs, OCHA's information management officers immediately start working with key partners to produce standard information products to support coordination of all the humanitarian organizations and the response operation. These include the Who What Where (3W) database, contact lists and meeting schedules. Tools such as the information needs assessment and maps are made available to support better relief planning and action. Equally important are the preparedness and lessons-learned activities OCHA undertakes with key partners, especially through the IASC Task Force on Information Management.

Humanitarian financing:

Following a humanitarian crisis, humanitarian actors in the field can immediately provide life-saving assistance using pooled funds managed by OCHA. There are three types of pooled funds: the Central Emergency Response Fund (CERF), Common Humanitarian Funds (CHF) and Emergency Response Funds (ERFs). These funds provide assistance for food, water and shelter immediately following a natural disaster; life-saving nutrition and medical care for babies born in refugee camps; and basic life necessities for those struggling to survive in many of the world's forgotten emergencies. Immediately following a disaster, the United Nations Resident Coordinator or Humanitarian Coordinator (RC/HC) can make a CERF application for humanitarian funding for priority, life-saving activities. In countries where there is an ERF or CHF, the RC/HC can immediately release available funds upon agreed priorities at country level. NGOs cannot access CERF funds, but CHFs and ERFs can be allocated to NGOs. The majority of ERF recipients are NGO partners. Decisions on prioritizing life-saving activities are managed

by humanitarian actors on the ground. These priorities are organized into an appeal document and presented to Member States and other partners for funding. Generally there are two types of appeals: Consolidated Appeals, developed on an annual basis in countries where there are humanitarian needs, and Flash Appeals, developed following a sudden-onset emergency such as a flood or an earthquake. CERF, CHF and ERF funding is recorded against these appeals. All funding information is recorded in the Financial Tracking Service (FTS) database. OCHA coordinates the appeals and manages FTS. OCHA's management of these funds allows for faster response to humanitarian needs. The appeals ensure coordination of humanitarian action, while the tracking of funding facilitates transparency in how humanitarian funding is mobilized. OCHA works with Member States and the private sector to raise funds for CERF and the other pooled funds. While Member States provide the vast majority of funding, the private sector is providing increasing amounts for coordinated humanitarian action through the pooled funds.

OCHA in Afghanistan¹³:

The separate OCHA office that had existed in Afghanistan since 1988 was disbanded in 2002 with the establishment of UNAMA. Only humanitarian unit was re-established within UNAMA as soon as in 2007. This arrangement was seen as unsatisfactory, especially by international NGOs who, as the crisis deepened, advocated repeatedly for the creation of a separate OCHA office, a move that the Special Representative of the UN Secretary-General (SRSG) and the UN headquarters political departments opposed, but that OCHA headquarters and the ERC supported. For this reasons it was decided in late 2008 to re-establish separate OCHA office in Afghanistan, and so OCHA re-established its presence as of January 2009.¹⁴ OCHA was re-established with the aim of coordinating effective and principled humanitarian action. OCHA coordinates, promotes and advocates for independent humanitarian assistance based on fundamental humanitarian principles of humanity, impartiality and neutrality in order to enhance the quality of needs based humanitarian action for the most vulnerable populations.

OCHA works on four core functions: (1) alleviate human suffering, (2) promotion of preparedness and prevention efforts to reduce future vulnerability to natural disasters, (3) advocating for the rights of people in need, (4) facilitating sustainable solutions to address root causes.

¹³ <http://ochaonline.un.org/Default.aspx?alias=ochaonline.un.org/afghanistan>

¹⁴ Donini, Antonio. 2009. *Humanitarian Agenda 2015: Principles, Power and Perceptions. Afghanistan: Humanitarianism under Threat*. Medford: Feinstein International Center: Tufts University.

OCHA identified the need for improvement in following fields concerning their work in Afghanistan:

- Improve OCHA's field cluster coordination
- Improve the quantity and quality of information management products related to cluster priorities
- Enhance humanitarian access, and construct pragmatic relations with the ISAF and opposition forces

3.1.2 Interaction with the military

UN is one of the organizations that have military cooperation institutionalized in the form of UN Civil-Military Coordination¹⁵ (UN-CMCoord). UN-CMCoord serves to promote humanitarian principles, and to protect humanitarian operating space, in humanitarian response operations where both humanitarian/civilian and military actors are present. Defined as the essential dialogue and interaction between civilian and military actors, OCHA is the focal point for UN-CMCoord within the United Nations system, providing the international community with the development and facilitation of guidelines on the use of Military and Civil Defence Assets (MCDA), a dedicated UN-CMCoord training program, humanitarian support to military simulation exercises and deployable expertise. OCHA plans, mobilizes and coordinates UN-CMCoord emergency response tools in support of Humanitarian Coordinators and humanitarian assistance operations. It promotes UN-CMCoord guidelines, deploys skilled humanitarian civil-military coordination officers and implements the CMCS training and exercise programs.

Interaction between the humanitarian/civil community and the military (domestic and/or foreign forces) ranges from coexistence to cooperation. The role of UN-CMCoord is invaluable in avoiding competition, minimizing inconsistency and when appropriate pursuing common goals between these actors.

UN-CMCoord underscores the importance of coordination as a shared responsibility, to include:

- joint planning,
- information sharing,

¹⁵ Civil-military coordination is not an equivalent to CIMIC, which means civil-military cooperation.

- task division, where practicable, between the humanitarian/civil and military communities;

These principles are underpinned by a set of internationally developed and agreed (non-binding) Guidelines. CMCS is the custodian of the “Oslo” and “MCDA Guidelines” on the use of military and civil defiance assets in natural, technological and environmental and in complex emergencies respectively. OCHA also supports the development of country specific Guidelines.

For Afghanistan there are appointed Civil-Military Coordination Guidelines that are supposed to guide the interaction and coordination between humanitarian actors and military actors. The guidelines have been developed by the Afghanistan Civil-Military working group (CMWG). The guidelines were constructed for the purpose of establishing principles and practices for constructive civil-military relations, and for effective coordination. The guidelines are intended to address civil-military coordination and not CIMIC. They are intended to support the development of a relationship between military and humanitarian actors in which distinctions are recognized and respected. Guidelines were adopted 2007 and later also adopted by the HCT with the request to establish the independent OCHA office in Afghanistan. On 20th May 2008 the final version was endorsed by HC and HCT, ISAF and ACBAR. In January 2009 an independent OCHA office was opened to coordinate the humanitarian effort in the country.

The guidelines are based on the policy guidance issued by OCHA, in particular on:

- Guidelines on the Use of Foreign Military and Defense Assets in Disaster Relief (Oslo Guidelines from 1994, updated in November 2006).
- The Use of Military and Civil Defense Assets in Support of Humanitarian Activities in Complex Emergencies (MCDA Guidelines from March 2003, revised in January 2006).
- The Use of Military or Armed Escorts for Humanitarian Convoys (from May 2001)
- Inter-agency Standing Committee (IASC) Reference Paper on Civil Military Relations in Complex Emergencies (from June 2004).¹⁶

¹⁶ All of the documents above can be found as a publication from OCHA: United Nations. 2008. *Civil-Military Guidelines and Reference for Complex Emergencies*. OCHA: New York. Accessible at: <http://ochaonline.un.org/cmcs/guidelines>

These Guidelines start with listing the principles of all involved actors:

- Principles governing the delivery of Humanitarian Assistance (UN HCT, NGOs, IOs...): (1) humanity, (2) operational independence of humanitarian action, (3) impartial aid distribution and (4) neutrality
- Principles regarding international military actors and Afghan National Security Forces: (1) observance of international law and human rights, (2) respect for neutrality and independence of humanitarian actors, (3) security role, (4) reporting of violations of human rights or international humanitarian law and (5) women in peace and security.

Liaison arrangements and coordination mechanisms:

For any interaction and coordination between humanitarian and military and/or other security actors, there are liaison arrangements and clear lines of communication at all relevant levels. These liaison arrangements and coordination mechanisms include UNAMA, ISAF, PRTs, ACBAR, ANSO and NGOs¹⁷

Civil-Military Interaction:

- Security and neutrality of humanitarian personnel: a clear distinction must be retained between the identities, functions and roles of the different entities in order to preserve the humanitarian actors neutrality. The independence and civilian nature of humanitarian assistance should be clear at all times.
- Use of military or armed protection for humanitarian agencies: the use of military or armed protection is a measure that should be taken only in exceptional circumstances in order to meet critical humanitarian needs. The majority of humanitarian actors have internal regulations which prevent armed personnel of military actors from travelling in their vehicles. Any decision in that regard must be made by humanitarian organizations, not political or military authorities. It should be based on the principles endorsed in non-

¹⁷ United Nations. 2008. *Guidelines for the interaction and coordination of humanitarian actors and military actors in Afghanistan*. Accessible at:

<http://ochaonline.un.org/afghanistan/CivilMilitaryCoordination/tabid/5356/%20language/en-US/Default.aspx>

binding guidelines issued by IASC in September 2001 on "Use of Military or Armed Escorts for Humanitarian Convoys".

- Use of military assets in natural disasters or humanitarian relief operations: In accordance with UNSCR 1510 (2003) and subsequent resolutions the mandate of military actors in Afghanistan is to provide security. In the case of a natural disaster or another civil emergency, the primary responsibility for managing the response is with the GIRoA, led and coordinated by the ANDMA, supported by the HC. In exceptional circumstances and as a last resort military assets, which includes personnel, equipment, supplies and services, may be deployed for the purpose of providing humanitarian assistance. In any case the user of military assets has to coordinate strictly with the Humanitarian Actors and the National Civil Authorities.
- Military assets should only be used in the following circumstances:
 - there is no comparable civilian alternative
 - the assets are needed to meet urgent humanitarian needs
 - to the extent possible there is civilian control over the operation involving assets, meaning civilian direction and coordination, as defined in Oslo guidelines
 - to the extent possible the assets are used only for indirect assistance for infrastructure
 - military assets are clearly distinguished from those used for military purposes
 - the use is limited in time and scale
 - there is an exit strategy defining how to achieve a civilian response to the future.

Although PRTs do not refer to humanitarian activities, given the significant involvement of PRTs in civilian affairs, and in civil-military liaison, the guidelines contain the principles which govern their operations.¹⁸ There are also provisions on gender issues in Afghanistan.

An important sector of UN-CMCoord is the provision about information sharing, which clearly states that, as a matter of principle, any information gathered by humanitarian actors which might endanger lives if used for non-humanitarian purposes, jeopardize humanitarian operations, compromise the impartiality and neutrality of humanitarian actors, or be used for military

¹⁸ United Nations. 2008. *Guidelines for the interaction and coordination of humanitarian actors and military actors in Afghanistan*. Accessible at:<http://ochaonline.un.org/afghanistan/CivilMilitaryCoordination/tabid/5356/language/en-US/Default.aspx>.

purposes, shall not be shared with military or other security actors. However, to ensure the provision of protection, humanitarian assistance or the safety of civilians and/or humanitarian staff, information sharing with the ISAF and other military actors may be necessary.

Information that may be appropriate to share:

- Security information – information relevant to the security of civilians and humanitarian staff
- Relief needs – identified by the military or other security actors
- Humanitarian activities – humanitarian plans and intentions of humanitarian actors, including routes and timing of humanitarian convoys and airlifts
- Mine-action activities – information about that
- Population movements: information on major movements of civilians
- Movement of goods or personnel: information on the movement of humanitarian personnel or goods within the country or across borders.

On the other hand military actors should provide accurate and timely information to humanitarian actors on:

- Relief activities: information on such activities undertaken by the military or/ and other security actors
- Post-strike information
- Pending military operations: information about military operations that could affect the safety of civilians or humanitarian personnel, or have an impact on population displacement and the provision of humanitarian assistance;

Information sharing includes also reporting, especially on violations on human rights to the appropriate authorities such as AI-HRC, the ICRC, UNAMA or, where appropriate to UNHCR. Where appropriate rights violations should also be reported to relevant members of the National Assembly or local Provincial Council. Military and humanitarian actors should cooperate with any investigation conducted by these authorities, particularly with respect to civilian casualties whether caused by military actors, other security actors or armed groups.

Also appropriate training of staff on civil-military coordination should be conducted.

In short, OCHA CMCoord in Afghanistan ensures the effective use of MCDA in disaster relief and humanitarian assistance operations, establishes civil-military coordination mechanisms to facilitate interaction and cooperation, and upholds humanitarian principles in support of the HC and OCHA's mandate.

3.1.3 Budget

Donors generally fund appealing agencies directly in response to project proposals listed in appeals. FTS, managed by UNOCHA is a database of appeal funding needs and worldwide donor contributions.

In 2010 the budget for OCHA Afghanistan was 504 million dollars (Consolidated Appeal Process), which is 65% of what was requested (773 million dollars)¹⁹.

3.1.4 Influence

The level of influence, in nowadays, of OCHA is hard to assess based on the fact that they have been present only since 2009. However, OCHA was present in Afghanistan from 1988 until 2002 and was re-established in 2009 and the need for the re-establishment of OCHA separately tells something about its meaning for Afghanistan. Whereas it is important to mention that since the re-establishment of OCHA there have been more coordination fora on a regular basis. Its influence for that instance derives also from the fact that it offers an information forum for organizations. OCHA is also widespread in Afghanistan with the headquarters office in Kabul and 4 sub-regional offices with which it covers 22 provinces. OCHA is an important part of the UN in Afghanistan, since it manages the appeals, information, and coordination of financial means through FTS. On other hand it also provides main policy provisions – especially on the coordination of civil-military coordination (CMCoord) with the IASC and manages Inter-Cluster coordination. Furthermore it is responsible for coherent response to emergencies with humanitarian coordination, which improves the effectiveness of humanitarian response, which was much needed in Afghanistan, since OCHA was disbanded in 2002 and its re-establishment preaches about the need for such a coordination actor. OCHA's influence derives also from a wide set of partnerships with major organizations active in Afghanistan such as UN HCT and

¹⁹ Budget in details: <http://ochaonline.un.org/afghanistan/AppealsFunding/tabid/5300/language/en-US/Default.aspx>

UN CT, major NGOs (e.g. ACTED, DACAAR), World Bank as an important donor, GIRoA and important local actors such as ANSO and ACBAR. However, it seems that OCHA still needs to improve its field coordination and information management within UN Clusters. In addition to this it has to construct pragmatic relations with ISAF and enhance humanitarian access.

3.1.5 Networks

OCHA is a part of the UN CT and HTC which involve other UN agencies present in Afghanistan, IOM, WB, ICRC, IFRC and others. OCHA is responsible for Inter-Cluster Coordination and represents a part of most UN clusters.

OCHA also works with ACBAR, ACTED, DACAAR and other major NGOs. Furthermore is in connection with ANSO, ISAF and GIRoA. With the re-establishment of OCHA a series of coordination fora are also in place on a more regular basis, since OCHA organizes, on a monthly basis, (1) UN, NGO, donor meetings (as an information-sharing forum), (2) HCT meetings, which includes UN agencies and NGOs and acts as a decision-making body for issues of humanitarian concern and (3) inter-cluster coordination where common issues related to the clusters are agreed.²⁰

3.1.6 Contacts

The only contacts available are on the official site of UN OCHA Afghanistan.²¹

3.2 UNAMA²² – United Nations Assistance Mission in Afghanistan

3.2.1 Profile, intentions and aims

UNAMA is a political mission established at the request of the Government to assist it and the people of Afghanistan in laying the foundations for sustainable peace and development. UNAMA has been in Afghanistan since 28th of March 2002, the mandate has been extended

²⁰ United Nations. 2011. *Humanitarian Action Plan: Afghanistan*. Accessible at: <http://onerresponse.info/Coordination/ClusterApproach/publicdocuments/2010%20Afghanistan%20CAP.pdf>

²¹ <http://ochaonline.un.org/afghanistan/ContactUs/tabid/5317/language/en-US/Default.aspx>

²² Official site: <http://unama.unmissions.org/>

seven times (until 2010, latest by resolution 1917). Since it is a political mission, it is supported by the United Nations Department of Peacekeeping Operations (DPKO). As such integrated mission it has two main areas of activities (1) political affairs, (2) development and humanitarian issues. UNAMA's key role is to promote peace and stability in Afghanistan by leading the efforts of the international community. Together with the Government of Afghanistan the mission supports rebuilding of the country and the strengthening of the foundations of peace and constitutional democracy.

The mission is headed by the SRSG and his office is appointed for overall policy guidance and high-level decision-making for the political component of the mission in addition to liaising with Afghan Government, the Coalition Forces and ISAF. The SRSG is supported by two deputies as well as with a number of Special Advisers on different themes. The two deputies are heads of two pillars (1) political affairs and (2) development and humanitarian issues. UNAMA's Chief of Staff is responsible for integrating the pillars.

The main difference from other peacekeeping and peacebuilding missions is that UNAMA does not have implementing powers. It has no resources to carry out programs or projects as only the UN agencies can actually implement programs.²³

UNAMA plays a key role in promoting a coherent international engagement in Afghanistan, supporting regional cooperation, promoting humanitarian coordination and contributing to human rights protection and promotion, including monitoring the situation of civilians in the armed conflict. Mission is mandated to support the GIRoA in its efforts to improve critical areas, including security, governance and economic development, regional cooperation, as well as to support the full implementation of commitments made at the London Conference²⁴ in January 2010 and at the Kabul Conference²⁵ in July 2010. It has two main areas of activities (1) political affairs and (2) development and humanitarian issues. The latter is further divided into relief, recovery and reconstruction and human rights.

²³ Larsen, Iselin Hebbert. 2003. *UNAMA in Afghanistan: Challenges and Opportunities in Peacemaking, State-Building and Coordination*. Oslo: The Norwegian Institute of International Affairs.

²⁴ More about: <http://afghanistan.hmg.gov.uk/en/conference/london-conference/>

²⁵ More about: <http://afghanistan.hmg.gov.uk/en/conference/>

Political affairs²⁶:

This division supports political outreach, conflict resolution, disarmament and regional cooperation. Political affairs also include an Election Support Unit, a Military Advisory Unit, a Governance Unit, a Police Advisory Unit and a Rule of Law Unit, which are responsible for coordinating international support for institution-building in each of those sectors. Key areas in the political mandate are: (1) preventing and resolving conflicts, (2) building confidence and promoting national reconciliation, (3) monitoring and advising on the political and human rights situation, (4) investigating and making recommendations relating to human rights violations (5) maintaining a dialogue with Afghan leaders, political parties, civil society groups, institutions, and representatives of central, regional and provincial authorities (6) recommending corrective actions and (7) undertaking good offices when necessary to further the peace process.

Relief, recovery and reconstruction ²⁷(RRR):

UNAMA is responsible for the direction and oversight of all UN RRR activities in Afghanistan. One of the main functions of UNAMA's RRR program is to coordinate the humanitarian development activities of UN agencies and to promote aid effectiveness and good development practice. In this field officers ensure that development programs are linked with Government development priorities and in line with the Afghanistan National Development Strategy. To achieve this goal UNAMA has placed special emphasis on five main sectors: (1) agriculture, (2) energy, (3) private sector development, (4) capacity building and (5) higher education and vocational training. RRR in these areas enables other sectors of economy to grow and gradually reduce reliance of Afghanistan on international aid. RRR officers also support humanitarian coordination and monitor counter-narcotics initiatives and programs and give special attention to measures promoting women's rights and those of the most disadvantaged and under-served population.

²⁶ In detail at: <http://unama.unmissions.org/Default.aspx?tabid=1752>

²⁷ In detail at: <http://unama.unmissions.org/Default.aspx?tabid=1754>

Human rights²⁸:

UNAMA Human Rights monitors, analyzes and reports on the human rights situation in Afghanistan and engages in protection, advocacy and capacity building activities. In this filed UNAMA is pursuing a strategy that would ensure all the Afghan people to enjoy human rights unconditionally. In line with this strategy it has four priority areas: (1) protection of civilians, (2) violence against women, (3) peace and reconciliation (transitional justice and impunity) and (4) detention.

UNAMA's main tasks in Afghanistan for now are: to strengthen cooperation with ISAF, provide political outreach (to strengthen and expand presence in the country), provide good offices in support of Afghan-led reconciliation programmes and support efforts to improve governance, the rule of law and to combat corruption. UNAMA has been instructed to play a central role to facilitate the delivery of humanitarian aid, monitor the human rights situation of civilians, coordinate human rights protection, and to support regional cooperation in working for a stable and prosperous Afghanistan.

3.2.2 Interaction with the military

Under the UN Security Council Resolutions 1386 (2001)²⁹, which gave a mandate to ISAF and resolution 1510 (2003) with a resolution 1401 (2002)³⁰, which established UNAMA, ISAF should cooperate with the SRSG. The latter is also the leader of the UNAMA mission. This means that both missions in Afghanistan are under the doctrine in cooperation or at least communication.

As an integrated mission UNAMA is supported by the DPKO and as such has its own specific guidelines for establishing the working relationship between civilians and the military in the operational environment. For now the applicable guidelines for UNAMA are those from May

²⁸In detail at: <http://unama.unmissions.org/Default.aspx?tabid=1816>

²⁹[http://www.undemocracy.com/S-RES-1386\(2001\).pdf](http://www.undemocracy.com/S-RES-1386(2001).pdf)

³⁰[http://www.undemocracy.com/S-RES-1401\(2002\).pdf](http://www.undemocracy.com/S-RES-1401(2002).pdf)

2008³¹: Guidelines for the interaction and coordination of humanitarian actors and military actors in Afghanistan.

In this document there are established specific liaison arrangements:

- UNAMA headquarters, regional and provincial offices must ensure permanent means of communication with all relevant commands of ISAF and other military actors, including all PRTs.
- The head of each regional office of UNAMA should establish contacts with all Afghan Government and international military actors in the area, in order to maintain channels of communication, to enable rapid contact/coordination where necessary, and to provide information on humanitarian and development activities in the area.
- Given military hierarchy, humanitarian actors should ensure that all communication and humanitarian advocacy is directed to the appropriate authorities within the chain of command. Where regular direct liaison is necessary, it should be conducted through UNAMA field offices or headquarters, ACBAR, or ANSO.
- It is preferable for there to be designated persons within both military and humanitarian actors to conduct regular liaison. If possible, liaison meetings should be held at ‘neutral’ venues, as locally agreed, and other interaction should be discreet, preferably through e-mail or telephone.
- Liaison staff of humanitarian and military actors should not be physically permanently collocated. However, the security situation might require temporary co-location of dedicated UN security and/or military liaison personnel.
- Wherever possible and appropriate, transparency should be maintained on the participants and purpose of civil-military liaison. Liaison meetings should where possible involve representatives of human rights and women’s rights organizations.

In Afghanistan, civil-military coordination takes place at a number of levels. The following are existing mechanisms for coordination:

- The Afghanistan CMWG, responsible for this paper, co-chaired by UNAMA and ACBAR, with the participation of ISAF and a range of humanitarian actors, which was established, in its Terms of Reference, to ‘facilitate timely and sufficient communication between NGOs, international military actors and other stakeholders over military

³¹ Although the UN has established a new document the Capstone Doctrine which is a new approach.

activities, security of operations and aid coordination with the objective of identifying and addressing issues of concern.’

- The PRT Executive Steering Committee (ESC) is an ambassadorial/ ministerial-level body co-chaired by the Minister of Interior and COMISAF, which provides guidance for and oversight of all existing and proposed PRTs in Afghanistan. Its membership includes the ambassadors of all the PRT troop-contributing states and potential contributing nations, and key Afghan ministry officials. The ESC considers action on issues developed by the PRT Working Group, its subordinate body. Action by the ESC includes enacting Policy Notes which set out operating guidance for PRTs on key issues.
- The PRT Working Group is a subordinate body of the ESC co-chaired by the Ministry of Interior, UNAMA and ISAF. Its role is to resolve PRT operational issues, prepare the ESC agenda, and prepare issues for ESC decision; it includes Afghan ministerial officials, UNAMA, ISAF, EU and Embassies of PRT troop-contributing states. The Group also includes members of NGO representative bodies.
- Regional / Provincial / District Coordination meetings, under the government supported by UN/UNAMA/NGO Field offices.
- UN/UNAMA Field Office bilateral meetings with civilian and military organizations.
- UN/UNAMA/NGO Field office weekly security meetings.
- Bilateral engagement between local CIMIC/Civil Affairs teams and NGOs.
- The Comprehensive Approach Team which meets on a weekly basis at ISAF HQ and includes representatives of government, military and humanitarian actors.
- The National Emergency Response Commission (NERC) is the highest emergency coordination body in the country. It is chaired by the Afghan Vice-President and comprises 22 key government ministries, UNAMA, Kabul Municipality and ISAF. Meeting every two weeks, and more frequently as required this body approves policy, coordinates response and makes requests for assistance from the international community.
- The Afghanistan National Disaster Management Authority (ANDMA) is the secretariat of this group.

To contact or access these mechanisms of coordination, the following post-holders, units or organizations should be contacted: UNAMA Civil-Military Coordination Officers, UNAMA,

Military Advisory Unit (MAU), ISAF CJ9 Branch (CIMIC), UNAMA Humanitarian Affairs Officers, ACBAR and ANSO³².

Extract from “Guidelines for the interaction and coordination of humanitarian actors and military actors in Afghanistan”

The use of military or armed protection for humanitarian agencies or for specific humanitarian activities is a measure that should be taken only in exceptional circumstances in order to meet critical humanitarian needs. Similarly, only in extreme circumstances should staff of humanitarian actors travel in vehicles belonging to military actors. The majority of humanitarian actors have internal regulations which prevent armed personnel of military actors from travelling in their vehicles. In exceptional circumstances and as a last resort, military assets, which includes personnel, equipment, supplies and services, may be deployed for the purpose of providing humanitarian assistance.

As a matter of principle, any information gathered by humanitarian actors which might endanger lives if used for non-humanitarian purposes, jeopardize humanitarian operations, compromise the impartiality and neutrality of humanitarian actors, or be used for military purposes, shall not be shared with military or other security actors. However, to ensure the provision of protection, humanitarian assistance or the safety of civilians and/or humanitarian staff, information sharing with the ISAF and other military actors may be necessary.

Any decision to request or accept military or armed protection must be made by humanitarian organizations, not political or military authorities.

NATO³³ as well as ISAF work closely with UNAMA and other international actors that are supporting governance, reconstruction and development. The close cooperation takes place in various settings in Afghanistan as well as in UN and NATO capitals. It includes co-membership of the Joint Co-ordination and Monitoring Board (JCMB) overseeing the implementation of the internationally endorsed Afghanistan Compact, co-chairmanship together with the Afghan

³² Afghanistan Civil-Military Working Group. 2008. *Guidelines for the interaction and coordination of humanitarian actors and military actors in Afghanistan*. Accessible at: <https://www.cimicweb.org/cmo/compapp/un/Pages/UNDPKO.aspx>

³³ Short background on NATO and UN cooperation: http://www.nato.int/cps/en/natolive/topics_50321.htm

Government of the Executive Steering Committee for Provincial Reconstruction Teams, and other joint Afghan-International Community bodies.

The practical close work also covers cooperation between UNAMA, ISAF and the NATO Senior Civilian Representative in Kabul on civil-military issues such as operational planning. Beyond Kabul city, close civil-military cooperation between UNAMA and ISAF is also being pursued in those provinces where both ISAF and UNAMA are present. This practical work is now being developed comprehensively in the context of UNAMA's Integrated Approach to selected prioritized Afghan districts.

Although that with the regard to the civil-military cooperation UNAMA is to coordinate its activities with ISAF. Coordination in this area is particularly challenging, due to different understandings of the purpose of coordination, and to disagreements concerning ingredients of a successful stabilization strategy. ISAF has indeed argued for a closer relationship with UNAMA, since counterinsurgency work depends on both civil and military effects.³⁴

3.2.3 Budget

Overall the UN has around \$4 billion.

In 2009 the UNAMA budget was increased by 91,5% to US\$ 168 million. This increase meant that the number of international staff, national professionals, national support staff and United Nations Volunteers was increased. Also the budget provided for the opening of four additional provincial offices and it allowed the strengthening of UNAMA's regional offices in Islamabad and Teheran.

3.2.4 Influence

UNAMA is an important integrated mission in Afghanistan, although it is a political mission that does not have implementing powers and as a consequence it cannot actually implement projects. Regardless to that fact it has many offices in provinces of Afghanistan, in fact it has 8 regional offices and 10 provincial offices. Within which it also offers space for OCHA sub-regional office

³⁴ Larsen, Iselin Hebbert. 2003. *UNAMA in Afghanistan: Challenges and Opportunities in Peacemaking, State-Building and Coordination*. Oslo: The Norwegian Institute of International Affairs.

in Jalalabad. It is an important part of the United Nations in Afghanistan because it represents an umbrella for UN CT, which means that this mission coordinates and it is responsible for all UN relief, reconstruction and recovery activities.

3.2.5 Networks

UNAMA forms a UN country team, since it is responsible for all UN relief, reconstruction and recovery activities. For example it offers office space to OCHA. One of the important functions of UNAMA is to coordinate the humanitarian and development activities of UN agencies and to promote aid effectiveness and good development practice. In other words UNAMA is a coordination umbrella for UN CT in Afghanistan. For that reason UNAMA is in close cooperation with the following UN agencies and other actors in Afghanistan:

- IOM
- OHCHR
- UNICEF
- UNDP
- UNIFEM
- UNESCO
- UNHCR
- WHO
- WFP
- World Bank
- and others³⁵

As a mission UNAMA is specifically included in Education, Emergencies and Telecommunications, Food Security and Agriculture, Health, Protection and WASH UN clusters.

In activities on human rights UNAMA is cooperating with civil society and following national institutions:

- AI-HRC
- Ministry of Justice

³⁵ <http://unama.unmissions.org/Default.aspx?tabid=1816> – under UN Country Team

- Judicial and Law Enforcement Actors

3.2.6 Contacts

UNAMA has its headquarter offices in Kabul, however the mission has also 18 other regional and provincial offices across Afghanistan. UNAMA can be contacted through press offices throughout Afghanistan.³⁶

Contacts by provinces in Afghanistan offices and Head of offices³⁷:

Kabul:

UNAMA Compound B

Charah-i-Zamq, Peace Avenue

Shah Mahmood Ghazi Watt

Post Box 3205

Phone: 0790006121

00390831246121

Fax: 00390831246353

Email: unama-spokesman@un.org

Web: www.unama.unmissions.org/

Strategic Communication and Spokespersons Unit

Badakhshan:

Shahr-i-Naw District 5, behind

³⁶ Contacts, whereas it must be noted that these contacts are for the media:

<http://unama.unmissions.org/Default.aspx?tabid=1767>

³⁷ Afghanistan Research and Evaluation Unit. 2011. *The A to Z Guide to Afghanistan Assistance*.

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0790006461

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Faryab:

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Takhar:

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Web: www.unama.unmissions.org/

Deputy Head of Office: Zahir Shah Rasheedi

3.3 UNDP³⁸ – United Nations Development Programme

3.3.1 Profile, intentions and aims

UNDP aims to enhance government's ability to deliver public services to the population in an efficient, effective, equitable and accountable manner, to consolidate a participative democracy with a responsible civil society and to create an enabling and secure environment for sustainable livelihoods.

UNDP has been present in Afghanistan for over 50 years and continued to operate from Islamabad during the Taliban régime. During that decade, UNDP delivered USD 200 million of assistance to communities throughout the country. UNDP re-established its offices in Kabul in early 2002. UNDP supports the people of Afghanistan the achievement of the MDGs by 2020. UNDP operates within the framework of the integrated UNAMA and within the UNDAF. UNDP operates in all 34 provinces of Afghanistan.

³⁸ Official site: <http://www.beta.undp.org/undp/en/home.html>

UNDP supports the Government in achieving a number of development benchmarks of the Afghanistan National Development Strategy (ANDS) in the field of security and the rule of law, civil service reform, transparency and accountability, local governance, political processes (support to the Elections Commission and the newly elected parliament), civil society empowerment, youth, gender equality, human rights, environment and rural energy, the reintegration of former combatants into society, the implementation of the national counter-narcotics strategy, as well as rural development and private sector development.

A specificity of UNDP program in Afghanistan is the strong focus on security (Disbandment of Illegal Armed Groups, Mine Action and Ammunition, Police) which was identified as the ninth Millennium Development Goal by the Government of Afghanistan.

All UNDP activities are undertaken in close collaboration with the Government of Afghanistan, sister UN agencies and other development stakeholders. Partnerships with UNAMA, the US, the EC, Japan, CIDA, UK, Netherlands, Italy, Germany, and Norway have been critical to achieve results. Between 2002 and 2007, UNDP mobilized more than USD 1.4 billion for Afghanistan.

Democracy and democratic governance:

According to UNDP, democratic governance is central to the achievement of the MDGs, and, in particular, the elimination of poverty. The attainment of the MDGs in Afghanistan are heavily dependent on strong, legitimate and effective public administration structures, at both central and sub-national level, which are responsive to the needs of ordinary citizens, including the poor. Following the Bonn Agreement, much of the emphasis was on establishing essential state institutions.

In order to strengthen the cross-cutting and core capacities of the State, UNDP focus on strengthening the capacities of civil servants in priority government institutions in the areas of management, leadership and communications. This includes support to the Centre of Government, enhancement of the aid management capacities and support to information management. The Trust Fund arrangement enables the government to mobilize financial resources and helps the national budget to better manage the pooled resources from multiple donors through developing more predictable core budget funding modalities.

At the sub-national level, support focus on capacity development of the government in formulating and implementing a sub-national governance policy and legal and regulatory

framework; development of institutional and administrative capacities in provincial and district administrations to deliver basic services and strengthening the capacity of Provincial Councils to act as the representative link between the State and local communities.

UNDP support the consolidation of democracy through building national institutions (Independent Elections Commission and Parliament), promoting accountability and transparency and promoting civil society empowerment - particularly focusing on youth and women. In support of the promotion of rights and equality, UNDP implements activities related to justice, human rights, gender and disability.

UNDP's core services to support national processes of democratic transitions focus on: (1) Policy advice and technical support; (2) Strengthening capacity of institutions and individuals (3) Advocacy, communications, and public information; (4) Promoting and brokering dialogue; and (5) Knowledge networking and sharing of good practices.

UNDP Afghanistan is assisting Afghanistan to strengthen democratic governance by focusing on the following activities:

Projects

- Justice Programme
- Enhancing Legal and Electoral Capacity for Tomorrow (ELECT)
- Accountability and Transparency (ACT)
- Support to the Establishment of the Afghan Legislature (SEAL)
- Institutional Capacity Building for Gender Equality (Gender Equality)
- Afghanistan Sub-national Governance Programme II (ASGP II)
- National Institution Building Project (NIBP)

Poverty reduction:

The government capacity to tackle problems such as: unprecedented scale of urbanization, unemployment in urban areas as well as among a number of demobilized ex-combatant, the plight of the most vulnerable groups, socio-economic insecurity in rural Afghanistan, lack of

rural entrepreneurship, the harsh climatic and geographical conditions dominating most of the territory, combined with the long years of conflict followed by the rapid population growth and consequently uncontrolled and unsustainable use of natural resources, proliferation of illicit poppy economy and vulnerability to natural disasters in major parts of the country, etc. remains limited both at the central and regional level. Considerable support for government's capacity and institutional building remains high on the country's development agenda as well as that of UNDP.

UNDP provides multi-layered, multisectoral support through the national-level policy and institutional support, sub-national and community level capacity development and empowerment. UNDP runs a number of projects in the areas of rural and urban development, policy support to achieve the MDGs, private sector development, counter narcotics, environment and disaster management. The issues of gender, disaster risk reduction and environment remain cross-cutting, and primary focus on support for vulnerable groups, are mainstreamed among those various projects.

UNDP Afghanistan is promoting national initiatives to empower the poor by focusing on the following activities:

Projects

- National Area-Based Development Programme (NABDP)
- Centre for Policy and Human Development (CPHD)
- National Re-Settlement Project for Afghan Displaced (NRPAD)
- Private Sector Development Programme (PSDP)
- Afghanistan National Development Strategy (ANDS)
- Making Budgets and Aid Work (MBAW)

Crisis prevention and recovery:

UNDP supports initiatives to address short-term recovery needs, while identifying opportunities for long term reintegration of vulnerable groups such as internal displaced persons, returnees, disaster affected populations, disabled and ex-combatants into society.

UNDP works to reduce the impact of anti-personnel mines, arms and ammunition on the lives of people to make concrete contribution to conflict prevention, peace building and sustainable development. UNDP supports the Government of Afghanistan towards the disbandment of Illegal Armed Groups. UNDP works with national institutions to enable them to implement disaster risk reduction initiatives at provincial, district and community level. UNDP supports the reintegration of ex-combatants through the provision of skills and alternative livelihoods for this high-risk group. Urban and rural employment opportunities and community incentives offered through projects directly address issues of household income and deter participation in illicit economy.

UNDP Afghanistan is supporting crisis prevention and recovery in Afghanistan by focusing on the following activities:

Projects

- Law and Order Trust Fund for Afghanistan (LOTFA)
- Comprehensive Disaster Risk Reduction Programme (CDRRP)
- UNDP Support to Afghanistan Peace and Reintegration Programme (APRP)

Environment and Energy:

GIRoA fully recognizes that failure to address environmental challenges will negatively affect the long-term growth of the country as well as meeting the country's MDGs. The upcoming ANDS recognizes environment as a major cross-cutting issue with ramifications for addressing it within a multi-sectoral, multi-coordinated approach. In recent years Afghanistan has also started dialogue with neighboring countries on sustainable management of transboundary natural resources, and has started active participation in Multilateral Environmental Agreements.

In support of the Government of Afghanistan, UNDP aims to contribute to the establishment of sustainable development framework in the country by ensuring environmental concerns are fully taken into consideration in the course of the country's development. UNDP's Energy and Environment (E&E) portfolio in Afghanistan, for this purpose, currently focuses on the institutional and capacity development of relevant government agencies – particularly the National Environment Protection Agency (NEPA), Ministry of Agriculture, Irrigation and

Livestock (MoAIL) as well as the Ministry of Rural Rehabilitation and Development (MRRD). Working closely with these authorities as well as other UN partners, UNDP Afghanistan also works on environmental mainstreaming at the national and sub-national level planning, public awareness building and piloting community-based energy and environmental projects for lessons learned and future scaling up. Drawing upon its global mandate, network and experience, UNDP also supports the government's efforts to address transboundary water management and other global environmental issues, as well as promotion of environmental financing for Afghanistan.

For the past two years UNDP has been an active partner in the Greening Afghanistan Initiative (GAIN), a UN Joint Programme implemented by several UN agencies including UNEP, FAO, WFP and UNOPS, with the objectives of improving government capacity on environmental management, providing alternative and environmentally sustainable livelihood options to selected communities, and promoting environmental awareness building and education. Under the GAIN framework, UNDP has been implementing the "Environmental Awareness Raising & Capacity Building" Project, mainly targeting four provinces in north Afghanistan: Balkh, Saripul, Samangan and Jawzjan. The project so far has established 40 Village Environment Committees and over 70 Green Generation Clubs at school as community- and youth-based carriers of environmental messages and actions, and the recipients of the awareness raising campaign include 80 schools with over 100,000 school boys and girls, 160 provincial government officials and over 2,000 rural women.

On the energy front, the Energy for Rural Development Afghanistan (ERDA) sub-component has been initiated under UNDP/MRRD's NABDP, with specific objectives of government and community capacity development, policy review and piloting demonstration projects on rural & renewable energy. This is an example of strengthening poverty-environment linkage within UNDP's own programs - the complementarity of the rural energy project with the work of NABDP / MRRD is evident from the fact that provision of sustainable energy in rural areas is a major challenge in comprehensive rural development of Afghanistan, with direct livelihood and environmental implications. A number of E&E programs and projects are also in pipeline with support from the Global Environment Facility (GEF) as well as the newly established UNDP-Spain MDG Achievement Fund. These include: Small Grants Programme to support the activities of local NGOs and CBOs to protect global significant biodiversity; "Capacity Building for Sustainable Land Management in Afghanistan" Programme to increase the government's capacity in effectively managing the country's valuable and fragile natural resources base; and "Strengthened Approach for the Integration of Sustainable Environmental Management in

Afghanistan” – a new UN Joint Programme with FAO and UNEP, in partnership with NEPA, MoAIL, and MRRD.

3.3.2 Interaction with the military

UNDP has no official statement considering cooperation with military. However, as a part of the framework of the integrated UNAMA and within the UNDAF it conducts similar policy as UNAMA and UNDAF.

3.3.3 Budget³⁹

Income and expenditure in 2010, except LOFTA:

Total income: 470 mln \$

Total expenditure: 231 mln \$

3.3.4 Influence

Since early 2002 the UNDP in Afghanistan has supported stabilization, state-building, governance and development, so far disbursing about \$1.5 billion. It operates in all 34 provinces of Afghanistan. UNDP support, in partnership with the GIRA, the UN system, the donor community and other development stakeholders, has contributed to the emergency *Loya Jirga*; adoption of the Constitution; presidential, parliamentary and provincial council elections; institutional development through capacity-building to the legislature, the judicial and executive arms of the state, and key ministries, Government agencies and commissions at the national and sub-national levels. UNDP has played a key role in the management of the Law and Order Trust Fund, which supports the Government in developing and maintaining the national police force and in efforts to stabilize the internal security environment. Like many other strategic UNDP programs in Afghanistan, the Trust Fund has benefited, and continues to benefit, from the very active support of donors. Major demobilization, disarmament and rehabilitation and area-based

³⁹ Available in details at:

<http://www.undp.org.af/publications/KeyDocuments/2011/june/UNDP%20Afghanistan%20Annual%20Report%202010.pdf>

livelihoods and reconstruction programs have taken place nationwide. UNDP also supported the formulation of the first ever, MDGs-based Afghanistan national development strategy, and the Government is institutionalizing and promoting its implementation.

Based on the huge support from international community, quite large financial assets and working within the framework of the integrated UNAMA and within the UNDAF, UNDP is an important factor in Afghanistan. On the other hand, it also possesses great weaknesses due to its only recent involvement in the country and worse access to local communities and knowledge about them in comparison with some aforementioned organizations.

One of the important factors of influence is also a number of staff and as of 1st February 2011 UNDP employs the following numbers of staff:

Fixed Term International (FTA): 37

International Temporary Appointment (TA): 10

National Fixed Term Appointment (FTA): 63

Service Contract Holders: 607

3.3.5 Networks⁴⁰

UNDP operates within the framework of UNAMA and within UNDAF and UNOCHA. It takes part in Emergency Shelter and Non-Food Items (NFI) cluster, Health cluster and WASH cluster.

It is also a partner of other UN agencies as a part of UN CT, GIRoA, ACBAR, etc.⁴¹

3.3.6 Contacts:

General Enquiries:

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⁴⁰ Accessible at:

<http://oneresponse.info/Coordination/ClusterApproach/publicdocuments/2010%20Afghanistan%20CAP.pdf>

⁴¹ List of all partners accessible at: <http://www.undp.org.af/Partners/index.htm>

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3.4 IOM⁴² – International Organization for Migration

3.4.1 Profile, intentions and aims

Established in 1951, IOM is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners.

With 132 member states, a further 17 states holding observer status and offices in over 100 countries, IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants.

IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people.

The IOM Constitution recognizes the link between migration and economic, social and cultural development, as well as to the right of freedom of movement.

IOM works in the four broad areas of migration management:

- Migration and development
- Facilitating migration
- Regulating migration
- Forced migration.

IOM activities that cut across these areas include the promotion of international migration law, policy debate and guidance, protection of migrants' rights, migration health and the gender dimension of migration.

⁴² Official site: <http://www.iom.int/jahia/jsp/index.jsp>

IOM in Afghanistan:

The IOM mission in Afghanistan, with some 180 international and national staff, has its headquarters in Kabul and sub-offices in Herat, Mazar-e-Sharif, Bamyan, Kandahar, Kunduz, Gardez and Faizabad. IOM is increasingly focusing on technical cooperation and capacity building of Afghan government institutions in migration management throughout all programme areas. IOM also provides emergency relief to vulnerable displaced families; facilitates long-term return and reintegration to and within Afghanistan and stabilizes migrant communities for sustainable development in the context of long periods of mass population displacement.

Emergency and post-conflict migration management:

- ***Rapid response Humanitarian Assistance***
- ***Afghan Civilian Assistance Programme:*** Temporary and medium term population displacement and other related losses are frequently caused by security incidents in today's Afghanistan. IOM provides assistance packages to families and communities that have suffered losses as a direct or indirect result of military operations. IOM addresses potential causes for irregular migration.
- ***Construction of Health and Education Facilities:*** IOM works closely with the Ministries of Public Health and Education in order to construct hospitals, midwifery training schools and provincial teacher training colleges, which will benefit millions of people throughout the country. IOM works closely with the Ministries of Public Health and Education in order to construct hospitals, midwifery training schools and provincial teacher training colleges.
- ***Civil-Military Overview:*** As part of coordination initiatives, IOM cooperates with NATO's Civil-Military Fusion Centre (CFC) to promote greater interaction and information sharing between military and civilian actors in assistance, reconstruction and development.
- ***Support to Voter Registration:*** IOM activities focus on support to the Afghan Independent Election Commission (IEC) in building the capacity of both temporary and core staff members at both IEC headquarters and provincial offices.
- ***Reintegration of Afghans Returning from Iran to Pakistan:*** IOM works to strengthen the absorptive capacity of receiving communities and create viable livelihood options for their sustainable reintegration. The program targets Afghans who have returned from Iran

or Pakistan, as well as members of communities of Herat, Farah, Nimroz, Kunduz, Bamyán, Kabul and Nangarhar.

Migration and development:

- ***Return of Qualified Afghans:*** To date 846 Afghan experts living abroad have returned to Afghanistan from 32 countries with IOM's assistance in order to participate in the rebuilding of their nation.

Regulating migration:

- ***Assisted Voluntary Return and Reintegration:*** IOM facilitates voluntary returns of migrants worldwide. Assistance includes training, self-employment, business start-ups and employment referral.
- ***Counter-Trafficking:*** Although accurate data on human trafficking in Afghanistan is limited, IOM research suggests widespread trafficking in persons, particularly women and girls notably in the form of abductions for forced marriage, forced prostitution and domestic servitude. IOM addresses all the three aspects of prosecution, protection and prevention to combat this modern-day form of slavery.

Technical Cooperation:

- ***Passport and Visa Issuance Capacity Building:*** IOM supports the Afghan government in managing migration by providing training and technical assistance in travel document issuance. IOM has addressed the basic infrastructure and security needs of the Kabul main passport issuance facility and two regional passport sites in Mazar-i-Sharif and Herat.
- ***Border Management:*** Recognizing that the southern Nimroz province, bordering with both Pakistan and Iran, serves as a main gateway for illicit activities such as irregular migration and drug smuggling, IOM is also seeking to establish the rule of law by building a strategically located, operating base, in cooperation with the United Nations Office of Drugs and Crime (UNODC).
- ***Support to Provincial Governance:*** This project contributes to enhancing service delivery, political participation and security. Grants are provided to the government

or NGO partners of the civilian component of the Provincial Reconstruction Teams, and the selected partners implement the sub-projects geared towards strengthening the capacity of provincial governance in Kabul and 15 other provinces.

3.4.2 Interaction with the military

IOM has established ties with several of the various *NATO 'Rapid Deployable Corps'* (notably Italy and Turkey), largely stemming from the strong ties which have been developed with the Allied Rapid Reaction Corps (ARRC) HQ, firstly in the Balkans and subsequently through training exercises and events in Germany. IOM also cooperates with NATO's Civil-Military Fusion Centre (CFC) to promote greater interaction and information sharing between military and civilian actors in assistance, reconstruction and development.

3.4.3 Budget

Approximate budget for 2010 for Afghanistan only:⁴³ 24,751,400 \$

3.4.4 Influence

IOM has effective operational structures in place throughout the country and more than 15 years of experience in Afghanistan. The IOM Mission in Afghanistan, with some 180 international and national staff, has its headquarters in Kabul and sub-offices in Herat, Mazar-e-Sharif, Bamyan, Kandahar, Kunduz, Gardez and Faizabad. IOM programs in Afghanistan are implemented in close coordination with national government counterparts, provincial governors and local community leaders, and are designed to support the goals of the Afghan National Development Strategy.

IOM has therefore established a visible presence in Afghanistan through its offices, presence in UN clusters and the UN Afghanistan country team and by having a huge budget. Their projects are somehow narrow-oriented since they are all related to migration however they are more than intensive and successful. However, what remains questionable is IOM's actual ties with the local

⁴³ This figure only includes the funds provided for Afghanistan targeted projects and does not include joint projects based on specific fields of work.

communities and consequently legitimacy that they hold in the eyes of population. Lack of local employees on the field only contributes to this assessment.⁴⁴

3.4.5 Networks

IOM programs in Afghanistan are implemented in close coordination with national government counterparts and are designed to support the goals of the ANDS. IOM programs are made possible through contributions from donors, including the EU, the governments of Australia, Belgium, Croatia, Denmark, Greece, Italy, Japan, Norway, Spain, Switzerland, the Netherlands, United Kingdom and the United States of America, as well as the United Nations Central Emergency Response Fund (CERF), NATO and UNDP.

While not part of the United Nations at the headquarters level, IOM operates as a member of the UN CT in its member states. IOM is therefore a part of the UN Country team in Afghanistan and consequently its field mission maintains closely in relationships with UN partners; UNHCR, UNICEF, WFP; UNDP being some of the most prominent among them.

IOM is also a part of Emergency shelter and NFI cluster, Emergency Communication cluster, Food Security and Agriculture cluster, Protection cluster, Multi-sector cluster.

IOM is also in close cooperation with USAID. IOM implements quick-impact projects for PRTs, funded by USAID. The focus is on small infrastructure projects. IOM also works with USAID on a Schools and Clinics Construction and Refurbishment program. IOM also has an Afghan Transition Initiative (ATI) to help increase the Afghan government's responsiveness to citizens' needs, which is funded by USAID.

IOM is also a partner with several GIRoA offices:

- Ministry of Public Health
- Ministry of Education
- Ministry of Information, Culture and Tourism
- Ministry of Interior

⁴⁴ The number of all the IOM's Afghan employees around the world does not exceed 37. Based on common sense assumption most of them actually operate in Afghanistan.

- Ministry of Refugees and Repatriation
- Ministry of Foreign Affairs
- Independent Administrative Reform and Civil Service Commission (IARCSC)
- Ministry of Labor and Social Affairs
- Ministry of Women's Affairs
- Ministry of Justice
- Office of Attorney General

3.4.6 Contacts

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4 NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

4.1 ACTED⁴⁵ - Agency for Technical Cooperation and Development

4.1.1 Profile, intentions and aims

ACTED is a non-governmental organization, founded in 1993 with headquarters in Paris. The Association has its own group inside which is comprised of ACTED, BACTRIA, OXUS and FRIENDS OF ACTED. ACTED's vocation is to support vulnerable populations affected by wars, natural disasters and/or economic and social crises. The organization works to contribute to UN's Millennium Development Goals, and as such seeks to cover multiple aspects of humanitarian and development crises through multidisciplinary approach. Their vision is to establish a link between emergency, rehabilitation and development. ACTED also strives to share experiences and expertise with other actors working in development coordination, with whom they share common values. However it respects a strict political and religious impartiality and operates according to principles of non-discrimination and transparency. ACTED has missions in 27 countries one of them is also Afghanistan. In 2010 they carried out or collaborated in 33 projects in Afghanistan.

By organization's charter ACTED is a non-governmental, independent, private and not-for-profit organization. As such respects a strict political and religious impartiality and operates according to non-discrimination and transparency principles. Their mission is to support vulnerable populations worldwide and to accompany them in the construction of a better life. Their interventions seek to cover the multiple aspects of humanitarian and development crises through a multidisciplinary approach which is both global and local, and adapted to each context.

The vision of the organization is that once basic needs have been covered, the population's living conditions remain critical given that their areas of intervention are among the poorest in the world. For this reason, ACTED's axis of intervention lies in the link between Emergency, Rehabilitation and Development. In other words, in order to guarantee the sustainability of interventions carried out during crises, only a long-term support - through a continued presence in the field after the emergency and the involvement of communities - enables them to break the

⁴⁵ Official site: <http://www.acted.org/en>

poverty cycle and accompany the populations on their way to development. ACTED's Code of conduct strictly prohibits sexual abuses and obligates workers to prevent such abuses.

ACTED carries out yearly around 170 programs in Africa, Asia, the Middle East, Latin America and the Caribbean. In 2009 ACTED worked in 65% of their project on rehabilitation, in 19% on development in 16% on emergencies. By the area it worked mostly in Asia (49%), which includes Afghanistan, Africa (33,3%), Middle East (11,9%), America (4,6%) and in Europe (0,2%).

Interventions of ACTED include:

Emergency relief:

Their emergency response aims to satisfy emergencies needs such as eating and drinking, shelter and clothing. This relief is divided in three different areas (1) food aid, (2) immediate access to drinking water, (3) non-food aid. First means distribution of food by the standards of WFP. The method of distribution of food aid can vary depending on the context. In all cases, their priority is to assist the most vulnerable community members – the elderly, sick, and single women, etc. – in order to provide them with direct and immediate access to basic nourishment. Secondly in emergency situations, using truck convoys ACTED transports drinking water to isolated areas that suffer from serious water shortages. Thirdly their aid programs aim to satisfy material needs through the distribution of basic equipment and utensils as well as the installation of temporary shelters. For example, when winter weather conditions are difficult, ACTED's distributions include cooking and heating ovens, and blankets and tents which are adapted to the extreme cold. All in all, the objective of their interventions is to satisfy primary needs both material and food related.

Food security:

If emergency humanitarian aid is indispensable for the survival of the immediate victims of a crisis situation, it is not a long-term solution. Only food security allows for a sustainable end to a crisis by guaranteeing the self-sufficiency of the affected populations. In all areas of intervention, ACTED strives to implicate the victims of a crisis in the management of the aid provided to them. ACTED in order to achieve this goal provides agricultural support in rural areas, irrigation and income generating activities. ACTED implements these integrated activities aiming to alleviate the most urgent needs while at the same time setting up the foundation for the progressive improvement of the living conditions of these populations.

Health promotion:

Poverty is one of the first causes of the degradation of a population's sanitary conditions. Indeed, no long-term development is conceivable without a satisfactory sanitary environment. In order to prevent or abate this degradation, according to the situation, ACTED has developed an approach based on "health promotion networks" that integrates water sanitation, health education, malaria prevention and rehabilitation of sanitation infrastructure programs. The objective is to contribute to the salubrity and quality of the population's living contributions, prerequisite and indispensable to sustainable development.

Education and Training:

Access to education and knowledge acquisition, both practical and theoretical, constitutes an essential milestone in the path to individual development, but it is also a necessary condition for a country's economic and social development. ACTED's actions aim to put in place a series of interventions seeking to support access to education in extremely isolated regions or those most affected by a crisis or natural disaster. Within the framework of its actions ACTED strives for supporting basic education, vocational training, helping children at risk, promoting gender equality and rehabilitating educational facilities.

Economic development:

After a crisis, conflict or natural disaster, reconstruction efforts take place during a key period for the future development of the affected region. The actions undertaken starting from this phase should aim to contribute to the rapid improvement of the population's living conditions while at the same time laying the foundations for a sustainable economic development. ACTED contributes to these reconstruction efforts while also supporting local initiatives that are likely to lead to durable activities with long-term economic prospects. It strives for the rehabilitation of collective infrastructures, habitat reconstruction and works in support of economic initiatives, small commercial projects and commercial development services.

Microfinance:

ACTED has been engaged in microfinance since 1997. For more than a decade, ACTED's activity has been based on innovative initiatives, led in partnership with numerous growing actors from diverse professional and cultural backgrounds. OXUS Development Network (ODN) is progressively taking over ACTED's interventions in the microfinance sector. Nevertheless, certain individuals in a situation of extreme vulnerability do not always fulfill Oxus' selection criteria. For this reason, ACTED has maintained its microfinance activities for the most vulnerable community members. In all cases, the focus is on the mobilization of local solidarities in the form of solidarity-based groups, agricultural unions, parent/teacher associations, as well as village banking organizations. ACTED considers that supporting local economic initiatives is an indispensable condition for the sustainable development of regions severely affected by a crisis.

Advocacy, Institutional Support and Regional Dialogue:

ACTED intervenes in countries where years of conflict have often severely affected the institutional capacities, whether at the national, regional, departmental or municipal levels. Indeed, these capacities are indispensable for achieving autonomous and sustainable development. For this reason, ACTED privileges partnerships with and the participation of existing structures at the municipal level, often qualified as Community Organizations (CO). These organizations, either private or public non-profit, represent an entire or partial but significant segment of a community and have as their goal the improvement of certain aspects of communal life. By basing its interventions on communities, at the level closest to their concerns, ACTED encourages the reinforcement of local governance mechanisms. In this segment ACTED also includes encouragement of peaceful resolution of conflicts and encouragement of institutional dialogue.

Cultural promotion:

After years of conflict or serious crisis, the links between a population and its cultural heritage are weakened, even though the use of certain traditions may survive. The weakening of this connection is often accompanied by the loss of reference points and the capacity to plan for the future in an unstable environment. For this reason, ACTED supports, when possible, certain cultural initiatives considered essential for development at the national and community levels.

ACTED strives to renew the links between the past, present and future, so that communities that are conscious of the wealth of their cultural heritage can build upon this wealth and consolidate their development efforts. In order to achieve this goal the organization promotes cultural activities, protection of heritage and Fair Trade and Eco-Tourism.

ACTED's work in Afghanistan:

In 2009, ACTED had 42 projects in Afghanistan. It worked in three different areas with the capital office in Kabul. Total number of beneficiaries was 2,511,160. In 2009 ACTED stayed focused on achieving Millennium Development Goals (MDG). ACTED continued to support more than 7% of the population of Afghanistan (in six provinces of the north and in Kabul city) focusing on their progress toward the 2010 benchmarks for comprehensive rural development, set out in the Interim Afghanistan National Development Strategy encompassing Afghanistan's MDGs. The increasingly complex operating context and insecurity often threatened to overshadow and compromise their ability to deliver much needed services. ACTED continued to rely on a combination of the local knowledge and acceptance gained from the strong roots they have in the neighbourhoods, good local information and application of a tight security framework within which the staff operate.

ACTED worked with nearly 2,000 individual Community Development Councils as part of the flagship National Solidarity Programme (NSP) and supported community led federations, based on traditional structures to ensure their relevance and sustainability, to manage wider agricultural, watershed, access and small business assets and interests. We also trained staff from the Government of Islamic Republic of Afghanistan (GIROA) Ministries of Rural Rehabilitation and Development, Justice, Disaster Management and the Independent Administrative Civil Service Commission in course of 2009.

To improve infrastructure, ACTED focused on access (secondary roads) and drinking water supply in accordance with priorities identified and agreed by the communities themselves, using participatory, inclusive and democratic decision-making practices. ACTED also supported a wide range of other infrastructure including irrigation, disaster prevention, sanitation, education, health and renewable energy supply (micro hydro, wind and solar) and continues to be one of the few agencies endorsed by the Ministry of Rural Rehabilitation and Development to support communities in the construction of micro-hydro power supply. They continued to meet the emergency needs of returnees in three provinces and people affected by extreme winter

conditions, flooding and hunger gaps in the course of 2009. They generated more than 150,000 labour days for vulnerable people through our interventions.

They provided a more enabling environment for women with accessible facilities and home-based services to increase the levels of participation. Including promotion of a diverse range of skills which contained non-traditional ones like financial management, small business development, agriculture and animal husbandry as well as the more traditional like embroidery, tailoring and carpet-weaving. Literacy rates, at a national average of 18% for women and 36% for men, is the one of the lowest in the world and, in 2009, ACTED increased the number of literacy programmes to meet demand. Women accounted for 79% of the adult literacy students in some of the programmes and finding adequate teaching staff, with the appropriate local knowledge and experience to work with rural women, is proving to be a considerable challenge. In 2009 ACTED continued to target young people, who make to the majority of the population. They provided vocational training and recreational facilities and libraries, set up youth councils and equipped them with basic management, technical and civic knowledge and skills.

The organization maintained their ongoing commitment to accountability, partnerships and coordination as an active contributor to humanitarian reform. ACTED also continued as an elected member of the Facilitating Partners Representative Group, representing and advocating on behalf of 26 leading NGO partners of the NSP working in 70% of the country. They remained as a director of the Afghanistan Centre at Kabul University, the resource centre established by Nancy Dupree, and as co-Chairperson of the Human Rights Research and Advocacy Consortium. ACTED continued to support the Afghanistan Microfinance Association within the South Asia Microfinance Network and had formal agreements with seven key ministries at national level, making us a key partner of the GIRoA for the provision of essential services.

According to UNOCHA data from 2010 WHO, WHAT, WHERE (3W) in Afghanistan ACTED was especially important in emergency shelter activities, in water supply, sanitation and hygiene promotion and capacity building. ACTED worked on capacity building and on emergency shelter in different provinces throughout Afghanistan.

In 2010 ACTED provided a total of 3,016, 430 beneficiaries. Organization had 885 national staff, 15 international staff and carried out 33 projects in Afghanistan. In 2010 ACTED continued to work with approximately 8 % of the population of Afghanistan to increase their capacity to govern themselves, provide essential services, boost their economy and direct their own long-term development. The organization also responded to emergencies caused by conflict

(displacement of people) and natural disasters, such as the floods in 2010). Based on data of the organization, the year 2010 was one of the more challenging years of their presence in Afghanistan due to the deterioration in security (five ACTED staff were abducted in the course of the year, but were released) and ACTED assets around the country were increasingly exposed to collateral damage.

In 2011 ACTED continues to expand their partnerships with international actors as well as with the Government. In this year the security situation shows no signs of improvement. Staff safety and security remains their paramount concern. Militarization of aid and blurring of lines continue to be key problems which, by their opinion, affect the aid community.

4.1.2 Interaction with the military

The organization has stated in its Charter that they work under the principle of impartially. On 28th of January 2010 on London Conference on Afghanistan they also posted an appeal where they ask for respect of such principles and methods. They stated that humanitarian aid should strictly not be guided by political or military motives. In the appeal they specifically asked Afghan army and NATO forces to respect impartiality of their actions.⁴⁶

On the other hand before the Conference they were for strict differentiation of military and humanitarian work, they were one of the signing parties in the agreement between NATO's ISAF and 16 other NGOs that white vehicles are strictly for humanitarian actors. However they have emphasized that this serves as a good example of coordination and dialogue between NATO and NGOs. They also listed the next task of the CMWG, a platform where representatives of ISAF and humanitarian actors (UN, NGOs) meet to discuss issues relevant to both parties and that launched the initiative, which was to convince the individual nations deployed in Afghanistan to follow the example set by ISAF Headquarters and to also repaint their white vehicles.⁴⁷

⁴⁶ <http://reliefweb.int/node/343330>

⁴⁷ <http://www.acted.org/en/white-vehicles-exclusive-use-independent-humanitarian-actors>

4.1.3 Budget⁴⁸

In 2008 the Association ACTED had total operating income of 49.153.572 Euros. In 2009 their total operating income was increased to 61.663.969 Euros. In total, 95.45% of ACTED's operational budget is devoted to ACTED's social missions. In 2008 the share of was 95.3%. ACTED collected, on a donor basis, most of its assets through bilateral agreements (45%), from Europe (30%), multilateral agreements (18%), Consortium/NGOs (6%) and the foundation contributed 1% of the assets. Bilateral partners of ACTED are CIDA, SIDA, French Ministry of Foreign Affairs, GTZ, DFID and multilateral partners are UN agencies, World Bank and IOM.

4.1.4 Influence

ACTED is present in Afghanistan for 17 years now and has so far not been interrupted. They work with 900 staff of whom 98% are Afghan nationals. So far ACTED consolidated its work in eight of Afghanistan's 34 provinces in the north of the country and their beneficiaries, while predominantly from rural, agricultural-based areas, typify the diversity which is Afghanistan, inclusive different ethnic groups, languages, customs and traditions.

Especially in 2010 they got, according to the organization, their clearest indications yet that their programs were having a demonstrable impact on the lives of people from a micro-level (household, village, cluster) to a macro-level (direct contribution to Afghanistan's MDGs, National Development Strategy and state-building).

Their influence according to data accessible is increasing at least by the number of beneficiaries, the budget available and increasing number of projects, despite security problems.

4.1.5 Networks

ACTED has its own group inside the Association and it is constituted of ACTED, BACTRIA (cultural centre), OXUS (Microfinance and Development by ACTED) and FRIENDS OF ACTED (USA based ACTED).

⁴⁸ Budget is for the whole association.

They have a partnership with WHH with which it is also in a network Alliance2015. It has also other multilateral partners which are IOM, WHO, WFP, UNOCHA, WB, UNICEF, UNHCR, UNDP, UNESCO and others⁴⁹. They are also bilateral supported by the French Ministry of Foreign Affairs, the German GTZ, UKaid from the DFID and program of European Commission. ACTED is also a part of UN's WASH, Emergency Shelter, Food Security and Agriculture (FAO) and Protection cluster.

On 22nd June 2011 ACTED launched its own network called Afghanistan Livelihoods Network (ALN), destined to enhance the capacity of livelihoods sector workers, to create space for dialogue and to provide knowledge management services.

Their partnership with the Government of the Islamic Republic of Afghanistan continues to be an important contribution, especially their partnership with the Ministry for Rural Rehabilitation and Development for the facilitation of the NSP, the flagship program of Afghanistan. ACTED maintained strong relations with all stakeholders, continued with existing partnerships, entered into new ones and continued to support coordination of the humanitarian and development community.

4.1.6 Contacts

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⁵⁰ From here on contacts are obtained from: Afghanistan Research and Evaluation Unit. 2011. *The A to Z Guide to Afghanistan Assistance*. Accessible via the Civil-Military Fusion Centre (CFC).

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4.2 Mercy Corps⁵¹

4.2.1 Profile, intentions and aims

Mercy Corps' primary goal is to enable Afghans to improve their quality of life by strengthening sustainable, legitimate livelihoods. Their programs are aimed at improving agricultural production and market linkages, community and agricultural infrastructure, livestock health, natural resource management and access to financial services, with an emphasis on linking government, communities and the private sector.

Mercy Corps uses a community-based approach to implement development activities in Afghanistan, bringing together local leaders and community members to implement complex programs with high standards of accountability and transparency. According to Mercy Corps, this increases access to communities, builds capacity, encourages positive interactions between citizens and government, and contributes to stability. Mercy Corps states that they work to involve community members in a way that promotes their ownership over decision making and builds their knowledge and skills.

Mercy Corps works on:

Achieving sustainable livelihoods:

Through a five-year USAID funded program to promote licit livelihoods, Mercy Corps are working to increase agricultural production through farmer training and the provision of essential inputs; improve agriculture-related infrastructure such as irrigation channels and feeder roads; provide value chain inputs and create links to markets for agricultural products; and support to non-farm rural enterprise.

Through a project funded by the UK's DFID, Mercy Corps is providing training and technical assistance to farmers and agribusinesses growing high-value fruits, nuts and vegetables, as well as linking them to markets and financial services. At the same time, they are building infrastructure such as farm-to-market roads, irrigation systems and cold storage facilities that improve the competitiveness of local agricultural products. In addition, they are aiming to improve the capacity and sales of high-value grape and pomegranate producers. Mercy Corps

⁵¹ Official site: <http://www.mercycorps.org/>

provides training and technical assistance to farmers and producer associations, ensuring that their products meet international export quality standards.

Natural resource management:

Through two programs funded by the European Community (EC), Mercy Corps is strengthening the livelihoods families in the Kunduz and Panj-Amu River watersheds. One project works with 44 communities in the catchment area to implement natural resource management projects, including livestock care, soil conservation, and forest, pasture and water management. A second project, now in its second phase, works downstream to address the need for better water distribution infrastructure and cooperation for water use.

Vocational training:

Two new programs are aimed at providing opportunities for job training for unemployed or underemployed high school graduates. Mercy Corps work closely with the Technical and Vocational Educational Training Department in order to provide 21,000 men and women with basic vocational skills or skilled worker apprenticeships that are aimed at increasing household incomes and lead to local job creation.

Both projects work closely with local natural resource management committees and water management groups as well as the Ministry of Agriculture to ensure that projects help farmers boost crop yields while supporting equal, sustainable access to water resources.

Targeting vulnerable population:

Mercy Corps, working with their partners, is leading the second phase of a community development program targeting 41,670 poor and vulnerable households in 1,250 communities across nine provinces in northern Afghanistan. This USAID-funded project works closely with communities to meet their needs for sustainable income generation activities. Projects such as infrastructure rehabilitation and home-based projects for women combined with business and management training are aimed at helping beneficiaries find sustained employment after the project's completion.

They are also working to improve the food security of rural populations in eastern Afghanistan. This program provides economic opportunities to returning refugees, especially landless youths,

as well as their host communities in Nangarhar and Kunar provinces. Mercy Corps is focusing on cash-for-work activities that are aimed at improving community infrastructure, such as irrigation and rural road repair, as well as those supporting agriculture and livestock productivity, including kitchen gardens and poultry production. The project also aims at providing a basis to help communities to better respond to local needs.

ARIANA financial services group:

In 2003, Mercy Corps established Ariana Financial Services, one of the country's first microfinance institutions, providing savings and loan products aimed at helping clients increase their incomes, expand their businesses and improve their quality of life. Ariana has supported more than 45,000 clients with \$11.3 million in loans. It currently has 11,000 active clients, 72 percent of whom are women who have started or expanded micro-enterprises in such areas as weaving, carpentry, tailoring, hairdressing, knitting, leather working and animal husbandry.

4.2.2 Interaction with the military⁵²

Mercy Corps is a member of the UK NGO-Military Contact Group and a member of the civil and military group of the European humanitarian NGO platform, VOICE.

Mercy Corps attended a NATO exercise in 2007 in which Civil-Military co-ordination was trained among other topics. It was encouraged that the military were reaching out to NGOs to have a dialogue.

According to Mercy Corps, stabilization is an inherently political process involving state building, development and at times military activities; whereas in principle, humanitarian and development assistance is independent, neutral and impartial—provided on the basis of need alone. Blurring the lines between political and humanitarian/development objectives can have negative implications for the acceptance of humanitarian actors, with real consequences for humanitarian access. Further, local perception of agencies as stabilization actors can have security implications for aid organizations and beneficiary communities.

⁵² Information extracted from the *Summary of meeting with a representative of Mercy Corps 5 June 2009*. Accessible at: <http://www.publications.parliament.uk/pa/cm200910/cmselect/cmdfence/224/224we08.htm>

Mercy Corps employs a primary security strategy based on community acceptance, maintaining a low profile and a policy of not using armed guards – traditional to the humanitarian model. Mercy Corps does not use armed guards. In contrast, donors and private contractors which Mercy Corps works with employ armed security firms and personnel, use armoured vehicles and adhere to stricter movement protocols, making coordination of efforts more challenging. Mercy Corps employs both international and local staff. Countries in this region are instable and pose considerable security challenges to their operations and staff. Afghanistan, and Pakistan, where Mercy Corps operates, are rated as “Extreme Security Risk” by Control Risks Group.⁵³

Mercy Corps is a humanitarian organization which values inter-agency collaboration and approaches security through principles that have been developed in close cooperation with others in the humanitarian community. Among these principles are those embodied in the IFRC Code of Conduct and the centrality of community acceptance as the foundation piece of security.⁵⁴

PRTs

Mercy Corps does not consider that PRTs are the right approach for delivering humanitarian and development assistance and views them as inappropriate and ineffective. In particular:

- Communities want long-term development assistance based on transparency, accountability and local ownership. Such approaches are not compatible with the short-term imperatives which drive the military's stabilization strategy. The military's use of often costly, ineffective and unaccountable implementing partners is also highly problematic;
- PRTs do not distribute humanitarian assistance within Afghanistan according to need;
- PRTs undermine the work of humanitarian and development NGOs and put NGO field staff at risk, thus reducing humanitarian access. By providing relief and development assistance, PRTs blur the lines between military and humanitarian actors. Afghans and Iraqis see military personnel and civilians undertaking the same work. This increases the risk to NGO field staff as they are seen as legitimate targets in the conflict, and thus hinders humanitarian access;

⁵³ Accessible at: <http://www.devex.com/en/jobs/regional-security-advisor-central-south-asia-217597-927#>

⁵⁴ Accessible at: <http://www.devex.com/en/jobs/regional-security-advisor-central-south-asia-217597-927#>

- PRTs are not a cost effective mechanism for delivering humanitarian or development aid. For example, PRT staff undertaking humanitarian or development activities is often escorted by armed personnel which increases costs and can reduce the willingness of Afghans to take-up the assistance provided.

Cooperation with military

According to Mercy Corps, humanitarian workers and programs may be placed at risk if local populations, or warring parties, perceive ties between military and humanitarian workers. Mercy Corps believes that coordination between humanitarian actors and military/combatant should be avoided. Yet, dialogue may be needed at the operational level, strictly provided that it poses no security issue, particularly for beneficiaries and local partners, and that it is necessary to save lives, protect and promote humanitarian principles, avoid competition and minimise inconsistency.

Mercy Corps' willingness to coordinate with the military depends on the context. Mercy Corps thinks that military assets and capabilities are to be used only in very limited circumstances in support of humanitarian relief operations as a "last resort" - where there is no comparable civilian alternative. For a disaster, Mercy Corps may engage under established civilian-led humanitarian coordination mechanisms if:

- this is essential for the delivery of humanitarian aid;
- the use of military assets are under civilian control, thus avoiding any association between humanitarian aid and a military or political objective which could hinder the overall humanitarian efforts; and
- this coordination will not be to the detriment of what Mercy Corps wishes to achieve.

In most conflict situations, Mercy Corps will not coordinate with the military in the field as this can jeopardize the NGO's own objectives (e.g. can reduce Mercy Corps' scope to operate in the host country). However, when necessary, Mercy Corps can engage in a dialogue with the military in the field and HQ level in Europe.

There are limits on the amount of information that can be exchanged between Mercy Corps and the military. As a matter of standard practice, Mercy Corps, like many NGOs, put substantial

information in the public domain. However, Mercy Corps would not provide information which could be used to inform military operations or which might put Mercy Corps' own operations at threat or risk.

Liaison at all levels between NGOs and the military can be hampered by the absence of a common, well understood language. Mercy Corps refers to the number of abbreviations used by military personnel at a NATO conference on Civil Military relations it attended.

4.2.3 Budget⁵⁵

Mercy Corps U.S. and Global Partners: Support, Revenue and Expenses (in U.S. dollars) for the year ending June 30, 2010

	Unrestricted	Temporarily Restricted	Total
Support and Revenue			
<i>Mercy Corps Scotland</i>	2,364,380	33,768,888	36,133,268
<i>Mercy Corps U.S.</i>	214,581,285	34,776,948	249,358,233
<i>Mercy Corps U.S. Material Aid</i>	12,439,879	61,950	12,501,829
<i>Released from Restriction</i>	75,587,251	(75,587,251)	-
Total Support and Revenue	304,972,795	(6,979,465)	297,993,330
Expenditures			
Program			
<i>Mercy Corps Scotland</i>	35,926,255	-	35,926,255
<i>Mercy Corps U.S.</i>	231,780,703	-	231,780,703
Total Program	267,706,958	-	267,706,958
Support Services			

⁵⁵ Accessible in details at: http://www.mercycorps.org/sites/default/files/fy_10_audited_financials_0.pdf

<i>General and Administration</i>	21,788,066	-	21,788,066
<i>Resource Development</i>	8,843,200	-	8,843,200
Total Support Services	30,631,266	-	30,631,266
Non-Operating	3,706,688	-	3,706,688
Total Expenditures	302,044,912	-	302,044,912
Net	2,927,883	(6,979,465)	(4,051,582)

Audited U.S. Financial Summary

Mercy Corps U.S. Operations: Condensed Summary of Support, Revenue and Expenses (in U.S. dollars)

	<u>FY 2009</u>	<u>FY 2008</u>	
Support and Revenue			
Government and Organizational Support			
<i>Public Support and Revenue</i>	166,812,859	61,950	166,874,809
<i>Private Support and Revenue</i>	38,277,857	34,764,906	73,042,763
<i>Other Revenue</i>	21,930,448	12,042	21,942,490
<i>Released from Restriction</i>	41,581,257	(41,581,257)	-
Total Support and Revenue	268,602,421	(6,742,359)	261,860,062
Expenditures			
Program Services			
<i>Humanitarian Assistance - Relief</i>	65,235,070	-	65,235,070
<i>Humanitarian Assistance - Recovery</i>	34,287,630	-	34,287,630
<i>Livelihood/Economic Development</i>	70,418,564	-	70,418,564

<i>Civil Society</i>	46,579,958	-	46,579,958
<i>Health</i>	15,259,481	-	15,259,481
<i>Subtotal: Program Services</i>	231,780,703		231,780,703
Support Services			
<i>General and Administration</i>	21,699,649	-	21,699,649
<i>Resource Development</i>	8,843,200	-	8,843,200
<i>Subtotal: Support Services</i>	30,542,849	-	30,542,849
Non-Operating Revenue and Expenses, Net	1,792,660	-	1,792,660
Total Expenditures	264,116,212		264,116,212
Change in Net Assets	4,486,209	(6,742,359)	(2,256,150) *

* This number reflects FY10 expenses on revenue received in prior years.

Condensed Statement of Financial Position

June 30, 2010	U.S.	U.S. and Global
Total Assets	207,888,211	224,157,141
Total Liabilities	128,067,805	142,137,168
Net Assets		
Unrestricted	44,612,389	45,772,069
Temporarily Restricted	35,186,017	36,227,904
Permanently Restricted	20,000	20,000
Total Net Assets	79,818,406	82,019,973
Total Liabilities and Net Assets	207,886,211	224,157,141

4.2.4 Influence

Mercy Corps has been present in Afghanistan since 1986 and currently operates in 12 provinces of Afghanistan, including Nangarhar, Kunduz, Helmand and Kandahar. Their operations in the region have grown rapidly over the past five years and continue to expand with the primary activities being economic development and agriculture. Its staff consists of 150 workers, both international and local. Their aim is to be heavily involved with the local communities, effects of which are somehow difficult to assess. Their approach is heavily multifaceted and is aimed at achieving development of the country in wider sense. This makes them a bigger actor in the NGO sector in Afghanistan however it puts their effectiveness into question due to the complexity of their structure and operations. Mercy Corps is also very active in several umbrella networks and is cooperating with different other important organizations/agencies.

There are some criticisms to be heard about the Christian background of the organization. Even though the organization does no longer serve as an NGO driven by Christianity, its background can be somehow (deliberately) misinterpreted in Afghanistan.

4.2.5 Networks

As stated before, Mercy Corps is a member of the UK NGO-Military Contact Group and a member of the civil and military group of the European humanitarian NGO platform, VOICE. It takes part in UN Shelter Cluster in Afghanistan together with UNHCR, UN Habitat, Danish Refugee Council, OCHA, etc. It takes part in Food Security and Agriculture cluster. It is also partner with USAID, UN, WFP and province officials, IOM, CARE, UNICEF, etc.⁵⁶

Mercy Corps are also a part of the Afghan Primary Education Programme (APEP) that started in February 2003, in conjunction with Creative Associates International, CIC and CHA. This program is carried out under the auspices of The Media Support Partnership that brings together specialists in the use of media in humanitarian crises and during development programs. Activities include radio training, publications, internet and community theatre.

⁵⁶ Full list of partners accessible at: <http://www.mercycorps.org/files/file1138137554.pdf>
<http://www.mercycorps.org/partners/government>

4.2.6 Contacts⁵⁷

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4.3 DACAAR⁵⁸ – Danish Committee for Aid to Afghan Refugees

4.3.1 Profile, intentions and aims

DACAAR was founded by four Danish organisations; Danish Refugee Council (DRC), Danish Association for International Cooperation (MS), Danish People's Aid (DPA) and Caritas Denmark. However, their main office is based in Kabul and only a small secretariat remains in Copenhagen, Denmark. As an organisation they employ over 800 Afghan staff and only around 15 expats who mainly work in an advisory capacity.

DACAAR is therefore a Danish non-governmental, humanitarian organisation that supports sustainable development in Afghanistan through promoting the ability of local communities to decide upon and manage their own development process. Activities are implemented in co-operation with civil society organisations, the private sector and governmental institutions with a particular emphasis on poverty eradication and assistance towards the return and re-integration of refugees and internally displaced people.

DACAAR is committed to improving the livelihoods of rural Afghan communities and envisages an Afghanistan where all Afghan men, women and children are able to effectively and sustainably manage local resources, improve their own quality of life and withstand periods of calamity and stress. Within Afghanistan they work primarily with vulnerable rural Afghan communities with a particular focus on internally displaced people (IDPs), returnees, landless labourers and female-headed households. A primary precondition for the allocation of their project activities is that of security. They work only in communities where the safety of their staff can be guaranteed by the beneficiary community without exposing the community itself to any harm and where the general security and political situation still enables DACAAR to reach their target groups and implement projects according to their core principles.

All their activities are coordinated within a binary programme structure, composed of Water and Sanitation Programme and a Rural Development Programme. DAACAR operates in 27 of Afghanistan's 34 provinces.

⁵⁸ Official site: <http://www.dacaar.org/>

Capacity building:

NSP: A central part of DACAAR's capacity building focuses on its role as a facilitator of the National Solidarity Program (NSP). Created in 2003 by the Afghan government, the programme aims to address the needs of rural Afghan communities through a participatory approach. DACAAR has been involved in the establishment of democratically elected Community Development Councils (CDCs) for each village, made up of both men and women, and providing them with training in accounting, community management skills, minute taking and chairing meetings. The eventual aim is that such organisations will become local governing bodies allowing villagers to interact directly with governmental authorities and other external agencies.

In 2008 alone DACAAR worked with 1,101 Community Development Councils across seven provinces.

Vocational training and the long-term sustainability of projects: DACAAR aims to build capacities of rural communities in order to diversify rural economies, at the same time as raising income levels. One such capacity building scheme is the vocational training offered in a variety of trades, including carpentry, tailoring, embroidery, and welding.

DACAAR also works with rural women to give them the skills and confidence necessary to be active participants in communities and set up their own small businesses. Members are taught business planning and social organising, which are skills central to the day-to-day running of WRCs. This aims to allow centres to become self-sufficient, thus ensuring their long-term sustainability.

DACAAR also builds the capacity of beneficiary communities to ensure that, when their projects are over, communities have the skills and expertise to carry on the work themselves. As an example, with every water pump DACAAR installs, community based maintenance systems are established. A caretaker is identified and trained to be responsible for the functioning of the water point on a daily basis. For each 50 to 100 water points, DACAAR also train a hand pump mechanic and provide him with tools and a bicycle.

Emergency response:

Since many returning refugees are living in makeshift camps with poor or no access to safe water and sanitation, until more long-term solutions can be identified and implemented, DACAAR provides these communities with safe water through emergency water tankering. For each

individual living in the settlements this translates into 15 litres of safe water a day for drinking, washing and cooking.

To avert a humanitarian crisis, DACAAR introduced their first "Cash for Work" scheme, whereby unskilled labourers from 156 villages received 48 days of employment. With collaboration with the European Commission's Humanitarian Aid department (ECHO), DACAAR was able to ensure that 6,205 households had sufficient food stocks to cover 50 percent of their food requirements for the 2008 winter. In addition to this, DACAAR estimates that a further 13,281 households benefited indirectly from the scheme through improved roads and irrigation systems built as a result of the scheme.

Hygiene education:

Whenever DACAAR installs a new water point, they also teach beneficiaries the importance of simple hygiene practices in reducing water borne diseases.

According to DACAAR most of their hygiene educators are married couples, enabling DACAAR to reach men, women and children alike with much needed hygiene education. To make certain there is a sustainable behavioural change, hygiene educators visit each family on three separate occasions. The first visit is used to deliver key hygiene messages using flip charts, posters, radio plays and practical demonstrations. The two further visits are used to refresh training and overcome any problems, beneficiaries might have encountered when implementing their new routines.

With school attendance for both boys and girls rising each year, DACAAR's staff increasingly target schools as a means of teaching children key hygiene messages. Similarly, men, who are often away from home due to their work, are reached by disseminating hygiene messages in mosques.

To ensure the sustainability of taught practices and to increase community awareness of the range of hygiene products available locally, they hand out hygiene kits to communities including shampoo, toothpaste, toothbrush, soap, towel and nail cutters.

Natural resource management:

Through rural development activities, DACAAR works to help farmers manage their natural resources efficiently and sustainably, enabling them to build a secure and self-sufficient future for themselves and the wider community.

In Faryab province, for example, DACAAR is offering farmers technical training in how to design and manage more efficient irrigation systems. After too many consecutive years of wheat farming, these crops serve to rehabilitate the soil, and also require far less water than most other crops. So far, according to DACAAR, this has helped farmers irrigate 1,500 hectares of pistachio and almond plantations.

In Herat, DACAAR is promoting saffron cultivation as a viable alternative to poppy farming. Being one of only a few crops able to thrive under the highly varied seasonal climatic conditions found in Afghanistan and as a high-value crop, saffron has the potential to change the lives of thousands of Afghan farmers. In addition, according to DACAAR, the nature of saffron cultivation means that 80 percent of the activities related to saffron cultivation can be carried out by women, thus contributing to their economic empowerment.

Since 2004 DACAAR has been training farmers in saffron cultivation. In addition to training on how to grow high quality saffron, assistance on how to process and market saffron successfully is necessary, if farmers are to reap the full economic benefits of transitioning to saffron farming. As part of this work, DACAAR helps farmers organise into saffron associations to enable them to more effectively and efficiently process and market their saffron. In 2008 alone, 19 local saffron associations received training from DACAAR staff in saffron production and marketing.

Water supply and sanitation:

Whenever DACAAR installs new water point, their laboratory in Kabul tests the water and wells are only handed over to communities if the water is found to be of an acceptable quality and quantity, according to DACAAR. When the water is not up to standard, the well is closed and another dug in a different location agreed by the community. Whenever they install a new water point, they also build several demonstration latrines for communities to copy.

According to DACAAR the long-term sustainability of all their projects is ensured, firstly, by involving communities, both men and women, at all stages of the project and, secondly, by the establishment of community based maintenance systems. According to them, they are also keen

to share their experience and knowledge with others and are currently developing a WatSan Applied Knowledge Centre to achieve this goal.

For the past five years, DACAAR has maintained a water quality testing laboratory at the main office in Kabul. This facility conducts chemical, physical and bacteriological testing of water samples. Besides its use for DACAAR-led projects, the laboratory also offers its services to other NGOs, private companies and government departments. DACAAR maintains a water point database which includes comprehensive information about the wells that it has improved to date. This includes GPS data from the individual water point, statistics on quality of water (EC, pH, etc.) depth of the well, static water level, the name of the village and community elder, donor, year of implementation, type of hand-pump and so forth. For monitoring purposes, DACAAR completion reports contain all the required information on the project along with a photo of each water point and latrine. These completion reports are entered and updated on a regular basis, and the information can be extrapolated in a GIS system and shown cartographically. DACAAR's water supply programme has a separate unit which collects data on groundwater quality and water table fluctuation. For this purpose DACAAR supervises approximately 120 monitoring wells in 18 provinces.

Women and development:

DACAAR is committed to the active involvement of women in the development process. To overcome social and cultural hurdles to women's involvement, DACAAR works closely with communities to ensure that they have full understanding and support for DACAAR's projects before they begin.

DACAAR helps rural women form 'Majlis-e-Zahna' (women's groups) which provides them with a platform to discuss the challenges, opportunities and constraints of local communities. Through 'Majlis-e-Zahna' women are actively involved in the prioritisation and planning of development activities such as agricultural training, improved water supplies and irrigation channel building among others.

According to DACAAR Saffron cultivation presents unique opportunities for female involvement in saffron production and processing. In support of greater female involvement in saffron farming, DACAAR has provided technical training to 250 women, conducted field visits and provided facilities for saffron drying. In addition to building the self-confidence of women,

the economic impact is significant, providing women with an independent income source, job opportunities and thus contributing to the overall improvement of livelihoods for entire households.

Women resource centres (WRC): Central to DACAAR's work with Afghan women is the establishment of Women's Resource Centres where women can take literacy courses and learn basic skills related to business planning, social organisation and community management. According to DACAAR, through these centres, they are not only creating a safe place for rural women to meet, but also providing training in the skills they need to set up their own small businesses. According to DACAAR this in turn allows women to contribute financially to their own households as well as to the wider community.

All women living in the community can participate in the activities offered by the WRC, but no men are allowed to enter the centres. This policy secures a high degree of support from the local community as well as provides a neutral space for women to discuss shared interests and concerns along with the opportunity to learn new skills, establish small business enterprises and as a result increase their self-sufficiency and self-esteem.

To ensure the meaningful participation and local ownership of projects, each WRC nominates its own management committee along with a president, who has ultimate responsibility for the running of the WRC. DACAAR provides women with the skills and expertise so that all decisions regarding the WRC are made by the management committee with DACAAR only acting in an advisory capacity.

WRCs are designed to become self-sustainable organisations after an implementation period of one to two years. This means that all WRCs must identify ways to generate enough income to cover at least their annual operating costs.

DACAAR provides women with training in literacy, social organisation, business planning, community management skills through the WRCs, and works closely with the women to design business plans and set up income generating projects, including ladies shops, candle making, dish renting, tailoring and cheese production among others. In this way they are not only ensuring the long-term sustainability of the WRCs, but by teaching new skills to rural women, they are contributing to the economic empowerment of women in relation to their families as well as the wider community, according to DACAAR.

They aim for a high level of involvement from local government officials in all of their training sessions in addition to organising conferences and exhibitions, where WRCs can display their goods and services to local businessmen and women.

4.3.2 Interaction with the military⁵⁹

DACAAR's relation to PRTs in areas where both are present will take form as to co-existence and information exchange. This means that DACAAR will, when necessary, exchange information with PRTs about security, reconstruction and development issues. However DACAAR will not engage in collaboration nor project implementation being it jointly or financed by PRTs.

DACAAR accepts and supports that NATO-led ISAF and PRTs play an important role in assisting the Afghan government in enhancing security throughout the country, and DACAAR therefore supports NGO requests to NATO to expand its presence outside of Kabul in order to step up security work.

Through DACAAR's contribution to ACBAR and ENNA, they advocate against PRTs being involved with humanitarian or development assistance work. DACAAR also advocates for a very clear and visible distinction on the ground in Afghanistan between civil and military activities and between the civil and military actors.

In areas with a PRT presence, liaison structures and clear communication channels between the PRTs, the NGOs and the local government needs to be established. DACAAR will advocate for the responsibility for co-ordination of military/security and humanitarian/development work to be placed with the government of Afghanistan (or, in cases where this is not possible, with a UN organization).

In most of DACAAR's areas of operation, PRTs have been established, e.g. in Herat and in Ghazni. There has not been, however, been any direct relations between DACAAR and the PRTs except from sporadic exchanges of information. During meetings with the Humanitarian and NGO co-operation office of MFA, where the application for continued funding for DACAAR for the years 2005-08 has been discussed, MFA has requested DACAAR to assess the possibilities for starting up activities in Badakhshan Province in order to supplement the Danish PRT

⁵⁹ Details available at: http://www.dacaar.org/index.php?option=com_content&view=article&id=53&Itemid=78

intervention. As DACAAR has not seen this as a change from earlier positions on the relation to military personnel, including PRTs, decision was taken to initiate some water and sanitation program (WSP) activities to Badakhshan.

4.3.3 Budget⁶⁰

DACAAR receives funding from a wide range of donors, including the Danish International Development Assistance (Danida), NSP, the European Commission's Humanitarian Aid department (ECHO), the European Commission and the Royal Norwegian Embassy among others.

According to DACAAR, in line with DACAAR's commitment to the principles of afghanisation and aid effectiveness, the organisation seeks to maximize purchases made locally whenever possible. As such according to DACAAR, over 90 percent of DACAAR's spending in 2008 has remained inside the country with Afghan suppliers and staff. Expatriate employees represent less than two percent of DACAAR's total personnel.

4.3.4 Influence

DACAAR employs approximately 660 staff, has its main office in Kabul, field offices in a number of provinces⁶¹, and a liaison office in Copenhagen.⁶² The water and sanitation programme currently employs more than 300 staff, including a programme manager, project managers, water & sanitation design engineers, hydrogeologists, hygiene education specialists, database and water quality technicians. Construction activities are conducted by specialised field teams with extensive experience in these activities and areas. The teams consist of engineers (responsible for contact with government officials, community organisations and contractors), skilled labourers (responsible for supervision of contractors on site) and hygiene educators (both male and female). DACAAR is the only NGO in Afghanistan which has in-house capacity and established routines for quality control and inspection of the full range of WatSan material (pipe, hand pumps, etc). The DACAAR water supply programme includes a Technical Monitoring Unit

⁶⁰ The authors were unable to obtain any detailed information about the budget in terms of numbers.

⁶¹ The map of projects available at: <http://www.dacaar.org/media/map-2.swf>

⁶² Organizational tree available at:

http://www.dacaar.org/index.php?option=com_content&view=category&layout=blog&id=36&Itemid=88

(TMU) which carries out the work and follow-up monitoring of all ongoing water supply projects, further enhancing the quality of the technical work.

DACAAR has been present in Afghanistan for more than 25 years and therefore have established strong ties with local communities especially in comparison with other NGO's that came into Afghanistan after 2001. This is its one of the main advantages combined with relatively wide set of activities. These activities are however limited to 12 provinces mostly in the east and west of the country.

Being a part of the UN WASH Cluster and also a Deputy Lead of the same cluster as well as being heavily involved in the National Solidarity Program, DACAAR holds quite a big level of influence in its field of interest.

4.3.5 Networks

According to DACAAR, although they have no formally contracted partnerships, where relevant, they work with a wide range of organisations to maximise our skills, knowledge and experience. The organisations range from small community based groups to Afghan government departments and international organisations. Among other agents, they work closely with ACBAR, the Ministry of Agriculture, Irrigation & Livestock (MAIL), the Ministry of Rural Rehabilitation & Development (MRRD) and NSP.

According to DACAAR, their relationship with this wider community of organisations is not limited to just 'working together' but also involves sharing their resources, knowledge and experience.

WASH Cluster⁶³

The Water and Sanitation Sectoral Group (WSG), which prepares policy and strategy for the sector, was established by DACAAR, UNICEF and others in 1997. The WSG is now chaired by the Ministry of Rural Rehabilitation and Development (MRRD) and has three working groups for water, sanitation and hygiene education. DACAAR chairs the Water Technical Working Group. In addition, DACAAR funds a full-time International Policy Adviser to assist MRRD in

⁶³ All the UN clusters and members accessible at:
<http://oneresponse.info/Coordination/ClusterApproach/publicdocuments/2010%20Afghanistan%20CAP.pdf>

preparing policies, strategies and guidelines. DACAAR is also the Deputy Lead of the WASH Cluster in Afghanistan responsible for facilitating a process aimed at ensuring well-coordinated and effective humanitarian responses in water supply, sanitation and hygiene education.

DACAAR is also a part of Emergency Shelter and NFI.

NSP

DACAAR is also facilitator of the NSP within which they operate in Badghis, Faryab, Ghazni, Hirat, Laghman, Paktia and Parwan.⁶⁴

4.3.6 Contacts⁶⁵

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⁶⁴ Full list of facilitating partners of the NSP is available at: <http://www.nspafghanistan.org/default.aspx?sel=17>

⁶⁵ From the following publication: Afghanistan Research and Evaluation Unit. 2011. *The A to Z Guide to Afghanistan Assistance*.

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5 ICRC⁶⁶ – International Committee of the Red Cross

5.1.1 Profile, intentions and aims

The work of the ICRC is based on the Geneva Conventions of 1949, their Additional Protocols, its Statutes – and those of the International Red Cross and Red Crescent Movement – and the resolutions of the International Conferences of the Red Cross and Red Crescent. The ICRC is an independent, neutral organization ensuring humanitarian protection and assistance for victims of war and armed violence. It directs and coordinates the international relief activities conducted by the International Red Cross and Red Crescent Movement in situations of armed conflict. It also endeavours to prevent suffering by promoting and strengthening International Humanitarian Law (IHL) (or the Law of Armed Conflict (LOAC)) and universal humanitarian principles. The ICRC was established in 1863 and is the origin of the International Red Cross and Red Crescent Movement. The Movement comprises all recognized National Societies (Red Cross, Red Crescent, other designations), the International Federation of the Red Cross and Red Crescent Societies and the ICRC.

The ICRC has been entrusted by the community of States in the Geneva Conventions of 1949 and the 1977 Additional Protocols thereto with a mandate and specific tasks in case of international armed conflict and a broad right of initiative in situations of non-international armed conflict. The Statutes of the International Red Cross and Red Crescent Movement also confer on the ICRC a right of initiative in situations other than armed conflicts. The ICRC's unique mandate and legal status distinguishes it from intergovernmental agencies, such as the UN, and from NGOs.

The ICRC is committed to responding rapidly and efficiently to the humanitarian needs of people affected by armed conflict or by a natural disaster occurring in a conflict area. Working in

⁶⁶Official site: <http://www.icrc.org/eng/index.jsp>

this kind of environment the ICRC attaches great importance to its ability to deploy rapidly in the field.

Performing activities pursuant to its mandate, the ICRC acts in accordance with the Fundamental Principles of the Movement, in particular:

- **Impartiality:** The ICRC endeavors to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress, making no discrimination as to nationality, race, religious beliefs, class or political opinions.
- **Neutrality:** In order to continue to enjoy the confidence of all, the ICRC does not take sides in hostilities nor engage at any time in controversies of a political, racial, religious or ideological nature.
- **Independence:** The ICRC must always maintain its autonomy from governments and other actors so that it may be able at all times to act in accordance with its Fundamental Principles.

Having assisted victims of the Afghan armed conflict for six years in Pakistan, the ICRC opened a delegation in Kabul in 1987. Its current operations focus on: protecting detainees and helping them to stay in contact with their families; monitoring the conduct of hostilities and acting to prevent IHL violations; assisting the wounded and disabled; supporting hospital care; improving water and sanitation services; promoting accession to and implementation of IHL treaties and compliance with IHL by military forces; and strengthening the Afghan Red Crescent Society (ARCS).⁶⁷

Shortly, ICRC activities in Afghanistan comprise of:⁶⁸

- Visits to places of detention and interviews without witness with persons deprived of liberty in relation with the conflict.

⁶⁷ More information regarding Afghan Red Crescent Society available at: <http://www.ifrc.org/docs/appeals/annual10/MAAAF00110ar.pdf>

⁶⁸ More detailed ICRC's activities available at: <http://www.icrc.org/eng/assets/files/annual-report/current/icrc-annual-report-2010-afghanistan.pdf>

- Collection and distribution of Red Cross Messages, in cooperation with the ARCS, helping thereof to restore links between family members separated by conflict and other disasters.
- Orthopaedics and rehabilitation for amputees and other disabled people, from landmine victims to those with motor impairment.
- Support to the medical structures providing war surgery and other essential medical services.
- Re-establishment of urban and rural water networks and sanitation infrastructures.
- Dissemination of IHL to all parties to the different conflicts.
- Close partnership with the ARCS, the ICRC's primary partner, in the delivery of neutral and independent humanitarian services.
- Playing a neutral intermediary role between warring parties, facilitating for instance the release of captured persons, the evacuation of wounded or the recovering of mortal remains from combat zones.

5.1.2 Interaction with the military⁶⁹

The ICRC needs to develop a dialogue with all parties (armed, security or police forces, non-state armed groups, private military or security companies) in order to gain access to victims of armed conflict and others situations of violence, to promote the respect of IHL and to ensure security for its staff. The possibility to develop this dialogue relies on confidence and acceptance by all parties. The principles of neutrality and independence have proved essential in achieving this goal. The ICRC also enters into dialogue with potential actors not directly involved in hostilities.

The ICRC keeps advocating for a neutral and independent humanitarian approach. This includes a claim for maintaining a clear distinction between humanitarian actions on the one hand and political-military action on the other. However, the ICRC also recognizes that the military may have specific humanitarian obligations under IHL. It also recognizes that, under exceptional circumstances, the involvement of the military in relief operations can be critical.

The Movement's approach to its security is founded on its perception of respect for the protective function of the Red Cross and Red Crescent emblems.

⁶⁹ Accessible at: [http://www.icrc.org/WEBGRAPH.NSF/Graphics/367-392_Studer.pdf/\\$FILE/367-392_Studer.pdf](http://www.icrc.org/WEBGRAPH.NSF/Graphics/367-392_Studer.pdf/$FILE/367-392_Studer.pdf)

The ICRC seeks to establish and/or maintain a dialogue with the political and military circles that formulate the policy for military intervention in emergencies arising from armed conflict. Particular attention is paid to developing dialogue between the relevant agencies and bodies of the United Nations, NATO and the EU. The primary aim of such a dialogue is to promote the ICRC's view of humanitarian action and, where necessary, to foster and maintain contacts useful for operational cooperation and for enhancing respect for international humanitarian law. Moreover, the ICRC seeks such dialogue outside the Western world as well, especially in regions where there is a marked desire to "regionalize" peace-keeping.

When possible, the ICRC fosters contact with a view to exchanging relevant information, especially in situations where it is operating in the same theatre as military forces. Where necessary, the ICRC assigns one or more persons to be in charge of liaison with the military command in the field and others, at headquarters, with the supreme military command concerned. The ICRC also maintains contacts with the relevant political and military authorities, urging them to define the mandate of peace-keeping forces clearly in terms of its humanitarian implications so as to avoid any ambiguity with its own mandate and role. It tries to ensure in particular that military action does not impinge on the impartiality, neutrality and independence of its work. It endeavours, too, to make sure that international humanitarian law is respected by international military missions. Without resorting as a rule (which may be waived in exceptional circumstances) to armed protection for its own operations, including relief convoys, it welcomes any efforts by international military missions to create a safe environment for humanitarian activities.

The ICRC does not rule out the protection of its equipment and facilities by armed guards in situations where such protection is considered indispensable (for example, because crime is rife).

However, the impact of such arrangements on the perception of the ICRC's neutrality and impartiality is regularly assessed.

In general, the ICRC is wary about using military or civil defence resources, considering that such use should be impelled by needs rather than prompted by availability. The ICRC does not object to their use by other humanitarian organizations, provided that its own activities are not impeded thereby. In cases where the ICRC does use such resources (because they are offered on conditions that provide a clear advantage or because comparable civilian assets are not available), it makes sure that their use poses no threat to it being perceived as neutral and impartial and is in keeping with its operational strategy and principles.

By means of courses on IHL and the basic principles governing humanitarian action, the ICRC seeks to influence or be directly involved in the training of military personnel participating in military missions abroad. To this end it establishes and maintains organization-to-organization relations with military academies and other facilities that train military and civilian personnel for such missions. It provides the measure of cooperation which it finds appropriate, ranging from ad hoc contributions to formal and long-term cooperation (such as that in the program launched with SHAPE). The ICRC also endeavours through its training programs to familiarize its staff with international military missions and the various concepts of civil-military cooperation applied in the field.

By taking an active part in multilateral and other conferences dealing with the relationship between military and humanitarian action, the ICRC aims to promote its view of crisis management and to share its operational experience. It also seeks to develop and maintain a network of contacts among those who deal with issues of international security.

The participation of the ICRC in such events is determined by the possibilities it is given to contribute to the debate and/or the relevance for it of the subject matter to be discussed.

The ICRC takes part — selectively — in military training exercises when invited to do so and when such exercises are intended as a vehicle for training in the military management of crises which includes the humanitarian/military relationship. Its aim on such occasions is to make its mandate and activities better known and to spread knowledge of IHL; its contribution should begin at the planning stage. Priority is given to international exercises.

The Movement does not subscribe to the use of armed protection, unless under particular conditions typically related to criminality. Therefore, the use of military assets in humanitarian operations involving Movement personnel is not a viable option and would have to be declined.

PRTs

The ICRC has expressed concerns when the lines between military and humanitarian action became blurred and humanitarian agencies perceived as instruments of a party to the conflict. In view of the above, the ICRC does not seek to join-in an "integrated approach". It will however develop a dialogue and a certain level of coordination with PRTs in order to fulfil its objectives, which is to protect the lives and dignity of victims of armed conflicts and others situations of

violence, and to provide them with assistance. Lack of coordination may result in an inefficient allocation of resources to respond to the needs of the local population.

The ICRC strongly believes that all the Components of the Movement of the Red Cross and Red Crescent should display the same approach when being in contact with PRTs. It would for instance not be appropriate for a local branch of the ARCS to become involved in the distribution of humanitarian assistance organized by or together with a PRT. Such involvement would have a serious potential to affect current or future activities by this Society or by any other component of the Movement.

5.1.3 Budget⁷⁰

The ICRC is funded by voluntary contributions from the States party to the Geneva Conventions (governments); national Red Cross and Red Crescent societies; supranational organizations (such as the European Commission); and public and private sources.

Total expenditures: 92,982.77 USD

Protection: 12,377.26 USD

Assistance: 72,683.83 USD

Prevention: 3,829.36 USD

Cooperation with National Societies: 4,095.68 USD

5.1.4 Influence

ICRC has been responding to the humanitarian consequences of successive conflicts in Afghanistan since 1979, first from bases it set up in Pakistan (Peshawar and Quetta) and, since 1986, from different locations in Afghanistan. Its main delegation is in Kabul, with sub-delegations in Herat, Kandahar, Mazar-i-Sharif, and Jalalabad. Today, the ICRC also runs offices in Gulbahar, Faizabad and Bamyan. The Afghanistan mission, with about 80 international and 1,000 national staff, is one of the ICRC's biggest operations.

⁷⁰ Additional information regarding budget available at: <http://www.icrc.org/eng/assets/files/annual-report/current/icrc-annual-report-2010-financial-overview.pdf>

The long-term presence of the Components of the Movement in Afghanistan has had a tremendous impact on the humanitarian landscape. The necessity to have truly Neutral and Independent actors that remain a viable response mechanism for any humanitarian crisis is imperative. ARCS personnel who come from the communities they serve face a strict interpretation of neutrality and independence. This is how the organization benefits from the direct ties to the local communities without endangering the application of their vision.

ICRC is one of the most influential organizations in Afghanistan. It draws its influence from the well guarded icon of impartiality and neutrality and humanitarian resume as well as ties with the local communities and considerable budget. These derive from its long-term involvement in Afghanistan and huge share of local staff.

5.1.5 Networks

The Rotary Club Switzerland and Liechtenstein has been engaged with the ICRC into a partnership since 1996. The objective of the Rotary's Mine-Ex foundation was to raise funds first for the ICRC orthopaedic centre in Cambodia and then they did the same in Myanmar, Ethiopia and in South Western Algeria, which are providing landmine victims with the adequate fittings and rehabilitation. Since 2009, the Mine-Ex foundation also supports ICRC's activities for land mine victims in Afghanistan.

The International Olympic Committee accepted in 2008 to co-fund ICRC's programme in Afghanistan "Rehabilitation through sport". The idea was to include sport in patients' physical rehabilitation programme to improve their physical condition, functionality and alertness. In Afghanistan, the ICRC runs six centres offering assistance to persons living with disability.

ICRC also collaborates in UN Afghanistan Protection Cluster (APC)⁷¹, although due to its impartial and neutral nature ICRC is not officially part of aforementioned cluster. It is also an observer in Food Security and Agriculture cluster.

However, Afghan Red Crescent Society is working in partnership and collaboration with the Movement Components (ICRC and IFRC) delegations, government department such as the Afghanistan National Disaster Management Authority (ANDMA) and 12 key ministries, UN agencies and other key stakeholders and NGOs and have managed to provide assistance to the

⁷¹ However, International Federation of the Red Cross and Red Crescent Societies is a full member of the APC cluster.

most affected people countrywide through meetings disaster response operations. There have been bilateral agreements between the Italian, Danish, Canadian governments through their Red Cross societies as well Danish Red Cross and IFRC on developing ARCS capacities and relief assistance contribution.

Red Cross movement (not to be mistaken with ICRC) is also a participant in IASC, while ICRC is a standing invitee.⁷²

5.1.6 Contacts

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⁷² OCHA carries out its coordination function primarily through the IASC. The IASC ensures inter-agency decision-making in response to complex emergencies. These responses include needs assessments, consolidated appeals, field coordination arrangements and the development of humanitarian policies.

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6 FOREIGN POLICY PROMOTING ORGANIZATIONS

6.1 USAID⁷³ - United States Agency for International Development

6.1.1 Profile, intentions and aims

USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. In practice it supports long-term and equitable economic growth and advances U.S. foreign policy objectives by supporting economic growth, agriculture and trade; global health; and democracy, conflict prevention and humanitarian assistance.

They operate in 5 world regions: Sub-Saharan Africa, Asia, Latin America and the Caribbean, Europe and Eurasia and the Middle East.

USAID also represents the largest bilateral civilian assistance program to Afghanistan. Consequently, USAID operates in several different fields and in several different programs:

⁷³ Official site: <http://www.usaid.gov/>

Agriculture:

The purpose of USAID's agriculture program is to improve food security, increase agricultural productivity and rural employment, and improve family incomes and well-being. Improved job opportunities and incomes also reduce pressures on the poor to grow opium poppy.

The U.S. Government (USG) agricultural assistance strategy in Afghanistan focuses on creating agriculture jobs and increasing both incomes and Afghans' confidence in their government. USAID implements programs to improve productivity, regenerate agribusiness, strengthen key value-chains, rehabilitate watersheds and irrigation infrastructure, and strengthen the capacity of the Ministry of Agriculture, Irrigation and Livestock (MAIL) to deliver services effectively.

USAID and its partners promote the production of both high-value licit crops and the staple crops. USAID addresses constraints along the entire value chain, from production to processing to marketing and sales. USAID also works to strengthen systems critical to long-term development, such as credit, research, extension, and agriculture education. Improving watershed management and irrigation, farm-to-market roads, and marketplace infrastructure are also key priorities.

Their programs are divided into four sections:

- ***restoring Afghan agriculture's historical strengths*** (e.g. Training of veterinarians),
- ***extending access to agricultural inputs*** (e.g. establishment of Agricultural Development Fund (ADF) and providing loans for farmers as well as establishment of farm service centres providing technical information),
- ***boosting income for women*** (activities targeting women include dairy processing and poultry production, nurseries, greenhouses, and business training programs, USAID also supported establishment of the first Women's farm service centre serving for women in provinces around Kabul)
- ***preserving the environment*** (USAID supports activities that promote tree planting, improved water management, reduced soil erosion, increased water retention, and enhanced habitat conservation)
- ***institutional development*** (USAID fosters links between Afghan universities and ministries, agriculture and veterinary schools, U.S. land grant universities, and the U.S. Department of Agriculture (USDA). USAID has also provided assistance to strengthen university-level agriculture education in Afghanistan as well as helping farmers and businesses to sell their output, both locally and abroad).

Projects and programs in this field are carried out with implementing partners such as WFP and Mercy Corps.⁷⁴

Democracy and governance:

USAID's Democracy and Governance program supports the establishment of a national government. USAID helps develop the capacity of key institutions including the Independent Electoral Commission, the National Assembly, the Supreme Court, and target ministries and institutions of the executive branch such as the Independent Directorate for Local Governance, and the Civil Service Commission. USAID also provides training to Afghan civil society organizations to advocate for society-led reforms.

- ***Rule of law and anti-corruption:*** USAID's rule of law program has three main components: building sustainable capacity for the judiciary and the law schools; strengthening the judiciary's capacity to conduct public legal awareness programs; and rapidly stabilizing the informal justice system in support of counterinsurgency. Corruption issues are specifically addressed through a range of programs to include strengthening the capacity of, and sustaining activities in the High Office of Oversight, by providing ethics training to various actors including civil servants and the judiciary, and by promoting the enforcement of anti-corruption laws and regulations. A centerpiece of the new program is its support to counterinsurgency efforts by helping revitalize informal dispute-resolution councils in villages where insurgents have recently lost control. In addition, the program continues to support the Supreme Court by providing professional training to judges and strengthening the capacity of the courts in managing and budgeting.
- ***Governance:*** The governance focus spans into several areas including capacity building assistance and resources to national, province, district and municipal level government entities; mechanisms to reform and train the civil service; establishment of operational budgets at the provincial level; technical support to the Afghan Parliament; support to develop community councils at the district level; also assisting elected officials and civil society groups to inform the citizenry, respond to their priorities and direct service delivery.

⁷⁴ Full list of programs and implementing partners is accessible at: <http://afghanistan.usaid.gov/en/programs/agriculture#Tab=Projects>

- ***Elections and political competition:*** USAID provides technical support to electoral institutions (Independent Election Commission (IEC) and Electoral Complaints Commission), international observation missions, civic and voter education programs, candidate agent training, political entities strengthening, and electoral reform. Other ongoing projects include providing governors and members of provincial councils, religious leaders, and community organizations with strategic planning assistance and civic education. These efforts are made in order to construct a strong IEC along with the development of a legitimate, sustainable national identification or civil registry from which a valid voter registry can be derived down to sub-national levels of governance will enable GIRoA to carry out transparent, competitive, and credible elections.
- ***Civil society and independent media:*** USAID promotes the development of a strong and active civil society, with an emphasis on women-focused organizations, to enable Afghan citizens to more effectively participate in the political process, solve community problems, and demand good governance from their leaders. Programs seek to improve civil society accountability and legal and regulatory frameworks, strengthen civil society capacity for democratic processes, and increase citizen mobilization and policy engagement. USAID supports media development in Afghanistan to promote the free exchange of information and ideas in order to encourage the development of civil society. USAID is building the capacity of broadcast media through technical support, equipment upgrades, hands-on training in balanced and accurate reporting, and the development of Afghan media policy/regulatory framework to improve media standards and media growth and sustainability, and empower local and individual voices. Projects and programs in this field are carried out with implementing partners such as UNDP, Aga Khan Foundation, etc.⁷⁵

Economic growth:

The primary goal of USAID/Afghanistan's Economic Growth program is to promote a thriving economy led by the private sector. In order to improve economic policy and the business environment, USAID aims to continue to promote macroeconomic reform, revenue collection, and privatization of state-owned enterprises.

The Economic Growth program can again be divided in several sections:

⁷⁵ Full list of programs and implementing partners is accessible at:
http://afghanistan.usaid.gov/en/programs/democracy_governance#Tab=Projects

- ***Developing the private sector***

USAID supports building Afghanistan's licit economy focuses on improving private sector productivity and the business environment to attract private sector investment. USAID supported the development of industrial parks in Kabul and Mazar-i Sharif, and provides a wide range of business development services to encourage the establishment and growth of small and medium enterprises including management skills training, market information, and public-private alliance grants.
- ***Strengthening business associations***

USAID supports business associations resulted in establishing Afghan Chamber of Commerce and Industry offices in Kandahar, Mazar-i Sharif, Hirat, Kunduz, and Jalalabad, and building capacity of provincial and local business associations.
- ***Trade and investment***

USAID provides GIRoA and the private sector assistance in three categories: 1) trade policy liberalization and WTO accession, 2) trade facilitation and customs reform, and 3) public outreach on trade-related issues. USAID helped GIRoA negotiate the Afghanistan-Pakistan Trade and Transit Agreement, advised on the ratification of the South Asia Free Trade Agreement, and supported the successful initiation of the WTO accession process.
- ***Economic reforms to enhance competitiveness***

USAID aims at strengthening institutional capacity, promote transparency, and establish a sustainable financial sector. Looking forward, USAID will focus on growth sectors such as telecom and mining, which have significant investment and employment opportunities.
- ***Land titling***

USAID helped ensure the clear transfer and documentation of land ownership for 1.5 million Afghan citizens in informal settlements around Kabul, Mazar-i Sharif, Kunduz, and Taluqan. Program activities also supported the National Land Policy, approved in 2007; helped to streamline land registry offices in 21 provinces, and established a land survey/mapping curriculum at the Kabul Polytechnic University. Cooperation with the Supreme Court streamlined the registration of immovable property from 34 steps to just three for urban land, and four for rural land.
- ***Financial services***

USAID expands access to financial services by supporting the creation of a sustainable and inclusive financial sector that serves the needs of micro, small, and medium enterprises throughout the country, with a special focus on the agricultural sector and the southern and eastern regions.

- ***Central Bank Reform***

USAID supports Da Afghanistan Bank (DAB) to build a sound financial system. USAID assisted DAB to fulfil Ministry of Finance requirements by consolidating government accounts across all DAB provincial branches through regular transfers of government revenue to a single account. USAID assisted DAB to modernize, downsize, and enhance branch operations, at its 46 provincial and border branches through improvements to account management, communications, and automated payment. A core banking system was installed at the head office and 35 of the 46 branches with more to come.

Projects and programs in this field are carried out with implementing partners such as GIRoA Ministry of Finance (MoF) and US Department of Treasury.⁷⁶

Education:

USAID's education strategy is designed to support basic education, higher education, and literacy combined with productive skills training for out of school youth and adults. It is therefore aimed at developing the capacity of the GIRoA to improve education quality while increasing access to opportunities in basic education, higher education, literacy, and employment skills. In each of these sub-sectors, USAID focuses on improving teaching, institutional systems that sustain quality teaching, providing instructional materials, and constructing learning spaces. Program activities include training and technical assistance to strengthen teacher and administrator performance; development of teacher-training curricula, performance standards, a teacher certification system, and information systems; printing of textbooks; and construction of classrooms and teacher education facilities. These programs are executed by USAID itself or by implementing partners such as CARE International, IOM, US Army Corps of Engineers, UNOPS, etc.⁷⁷

⁷⁶ Full list of programs and implementing partners is accessible at:
http://afghanistan.usaid.gov/en/programs/economic_growth#Tab=Projects

⁷⁷ Full list of programs and implementing partners is accessible at:
<http://afghanistan.usaid.gov/en/programs/education#Tab=Projects>

Health:

USAID health projects are designed to improve the health status of the general population. The projects aim to train essential health care professionals, educate Afghans about better health habits, enhance provider performance, and develop and implement quality assurance systems. Basic health care for rural communities is a priority for USAID/Afghanistan, with a primary focus on women and children's health.

USAID has adopted a four-pronged approach to improving the health of the Afghan people, especially women and children:

- ***Meet the immediate healthcare needs of the population by supporting the provision of primary healthcare services*** (by supporting the delivery of essential health services and pharmaceutical assistance, regular in-service training programs for physicians, nurses, and midwives to ensure quality care at the facility level, training community health workers, funding a nationwide polio surveillance system to detect, investigate, confirm, and respond to cases of acute flaccid paralysis, the signal condition for polio as well as funding a tuberculosis (TB) detection program, treatment, and control efforts in both rural and urban settings in 13 target provinces).
- ***Improve the health-related behaviors of individuals, families, and communities***
- ***Increase demand for and access to quality health products and services through the private sector*** (By expanding private sector distribution of selected socially marketed high-quality contraceptives, oral rehydration salts, and safe water solutions, USAID has aimed to make affordable health products more widely available to rural low-income people. To disseminate public health messages and educate communities on issues such as the importance of birth spacing and diarrhea prevention and treatment, USAID programs support radio and TV spots, billboards, community health shuras, and mobile cinema as well as train mullahs and other religious leaders to deliver key health messages during Friday prayers).
- ***Address the long-term sustainability of the healthcare system by strengthening the capacity of the Ministry of Public Health (MoPH) at central and sub-national levels*** (USAID technical assistance to build MoPH financial, procurement and management systems enabled the Ministry to receive direct funding from the U.S. Government to support the delivery of health services in 13 provinces. USAID continues to provide technical support to the MoPH to improve its capacity to plan and manage activities,

allocate resources, increase human capacity, strengthen health information systems, and monitor and evaluate the BPHS and EPHS programs).

Projects and programs in this field are carried out with implementing partners such as WHO, UNICEF and GIRoA Ministry of Public Health (MoPH).⁷⁸

Infrastructure:

U.S. Government assistance is helping to strengthen Afghan capacity to design, build, and maintain roads; increase the supply of reliable electricity; expand access to potable water; and design and construct schools, clinics, and hospitals.

USAID began building roads, schools, and clinics in 2002 to demonstrate immediate progress to the Afghan people. While these projects continue, USAID is shifting its focus to improve energy and power.

- ***Power***

A key component of the U.S. energy strategy is building the capacity of Afghans working in the power sector. In concert with this effort, USAID is actively supporting power sector reform and the commercialization of electricity distribution. In addition to large-scale projects, the U.S. assists over 300 rural communities gain access to advanced technologies to power their homes, schools, and businesses through clean, renewable energy, such as micro-hydropower, solar, and wind projects.

- ***Roads***

Ongoing and planned U.S.-funded projects include rehabilitation of two national highways linking Khost and Gardez to the Ring Road, emergency repair to the Salang Tunnel, construction of Section 1 of the Bamayan to Dushi highway, a critical north-south route, and ongoing rehabilitation of strategic provincial roads that connect villages to district centres.

- ***Water***

The U.S. government is working to provide clean drinking water in urban areas and drinking water and improved sanitation facilities in 1,000 rural communities. USAID also supports the government's water and sanitation sector reforms, which seek to commercialize the urban water sector, increase cost recovery, and improve management.

⁷⁸ Full list of programs and implementing partners is accessible at: <http://afghanistan.usaid.gov/en/programs/health#Tab=Projects>

In addition, USAID is working to develop river basin master plans that will allow the Afghan government to optimize its future water resource development.

- ***Buildings***

USAID is constructing hospitals, mid-wife training centres, teacher training centres, high schools, residential and educational facilities for university students, and government structures, all built to modern seismic standards. USAID is supporting the construction of two campus-size high schools in Kabul City, specifically designed to accommodate the high demand for both boys' and girls' secondary education. Additionally, USAID is funding the design and construction of Provincial Teacher Training Colleges, Teacher Training Facilities for Higher Education, Midwife Training Centres, and hospitals.

Projects and programs in this field are carried out with implementing partners such as IOM, US Army Corps of Engineers, etc.⁷⁹

Gender and participant training:

USAID supports legal rights for women, helps them gain access to public services and jobs, builds their capacity, and encourages their inclusion in public life. USAID programs aim to ensure a better future for Afghanistan's women, their families, communities, and country.

- ***Increasing access to healthcare***

USAID programs bring basic health and hospital services to women in 13 provinces. These programs provide maternal healthcare and immunizations, fight malnutrition and communicable diseases, diagnose and treat mental health problems and disabilities, and provide essential medicines. USAID activities also aim to increase the number of female healthcare workers and promote women's entry into medical fields.

- ***Developing economic growth opportunities***

Increasing women's economic empowerment is the focus of USAID assistance, with \$3.5 million dispersed in micro-credit loans to women's businesses, fostering social participation, as well as increasing knowledge and skills. USAID funds diverse agricultural programs increasing women's participation in agribusinesses.

⁷⁹ Full list of programs and implementing partners is accessible at:
<http://afghanistan.usaid.gov/en/programs/infrastructure#Tab=Projects>

- ***Increasing literacy and educational opportunities***

USAID education programs invest in teacher training for women, development and printing of materials and textbooks that portray women in non-traditional ways, and school security enhancements as well as basic furnishings to facilitate girl's attendance. In higher education, rehabilitation and construction of dormitories, faculty buildings and schools, as well as innovative methods like distance learning, and master's degree programs have helped many women achieve higher education goals.

- ***Supporting women's rights***

USAID provides women's rights awareness training for female law students and judges, sponsors roundtables to promote public debate and dialogue on women's rights, helps build their skills to influence public policy and reform advocacy efforts, supports equal voter registration outreach, assists women candidates, and promotes gender equality in political parties. USAID trains female judges to officiate over the courts, manage cases, and provide due process.

- ***Helping women participate in civil society***

The Ambassador's Small Grants Program to Support Gender Equity in Afghanistan works with the Ministry of Women's Affairs (MoWA) to improve the status and quality of life of Afghan women and girls by strengthening the capacity of women-focused Civil Society Organizations (CSO) to contribute to the social, economic, and political development of women throughout the country. In addition, USAID provides technical assistance, capacity building training, and grant support to CSOs, and supports the implementation of the non-governmental organization law in Afghanistan. A new network of women focused civil society organizations has just been launched in cooperation with MoWA. USAID also supports MoWA in the area of organizational capacity building and public outreach, and is designing a program to support women's affairs at the provincial department level.

Projects and programs in this field are carried out with implementing partners such as GIRoA Ministry of Finance (MoF) and WB/Afghanistan Reconstruction Trust Fund (ARTF), etc.⁸⁰

⁸⁰ Full list of programs and implementing partners is accessible at: <http://afghanistan.usaid.gov/en/programs/gender#Tab=Projects>

Stabilization:

Stabilization programs are designed to improve security, extend the reach of the Afghan government, and facilitate reconstruction in priority provinces. Their core objective is to implement projects that will improve stability so that more traditional forms of development assistance can resume.

The Stabilization Office unifies USAID's programming under one office in order to ensure that the Mission's stabilization activities are coordinated and complementary. The office is responsible for responding to U.S. government stabilization objectives and priorities, managing USAID's stabilization programs, and representing USAID in coordination with U.S. and coalition military forces.

- ***Counterinsurgency context***

The “whole of government” approach recognizes that USAID has a role in civilian and military counterinsurgency (COIN) efforts. USAID programming is designed to contribute to political and social stabilization, social cohesion, and better governance. These are essential elements to securely hold areas “cleared” by military or police action and hamper the insurgents’ ability to draw support from the local populace.

Strategically integrated program activities correspond to key phases in COIN operations: 1) Shape – assessing community grievances and assisting coalition forces with shaping activities; 2) Clear – implementing quick-impact activities to meet recovery needs in priority communities; 3) Hold – addressing priority grievances of at-risk populations, and; 4) Build – implementing activities that support the transition from stabilization efforts to longer-term development.

- ***Local government outreach & capacity building***

USAID's stabilization activities help GIRoA to extend its reach into unstable areas, develop sound relationships with communities by responding to constituents’ needs, and build local governance capacity through basic management training to local government officials. Activities include training and/or mentoring in project identification, proposal writing, monitoring and evaluation, conflict negotiation, and strategic district stabilization planning and budgeting.

- ***Community development***

Working in close coordination with Afghanistan's National Solidarity Program and community organizations, USAID's stabilization programs empower local communities to take an active role in their own stability and development. Examples include engaging community development councils to identify and prioritize activities or requiring community contributions to support community grants, often in the form of labour, donated land, training expertise, transportation, and assistance with project security. USAID supports the delivery of vocational training accompanied by literacy and numeracy education.

- ***Income generation***

To address the lack of economic opportunity as a key driver of instability and a motive for joining the insurgency, USAID generates temporary employment and income generation to promote stability. Project activities are typically labour intensive and take on critical infrastructure and economic growth projects, such as orchard plowing, farm-to-market road construction, irrigation system repair, and school rehabilitation.

- ***Quick impact & emergency response***

USAID's quick impact activities respond to immediate or emergency community needs, including recovery from natural disasters, and provide short-term livelihood opportunities in support of broader stabilization efforts. Activities include rehabilitating wells, drainage canals, schools, and irrigation systems; mitigating flood damage; and providing humanitarian aid to local governments for distribution to displaced families.

- ***Community recovery following military activity***

USAID implements stabilization activities to assist with the recovery of losses incurred during the military operations. Activities include immediate material and livelihood assistance to families suffering loss, rebuilding vital community infrastructure, and rehabilitating playgrounds and sports facilities for youth development.

Projects and programs in this field are carried out with implementing partners such as IOM, Mercy Corps, CARE International, etc.⁸¹

⁸¹ Full list of programs and implementing partners is accessible at: <http://afghanistan.usaid.gov/en/programs/stabilization#Tab=Projects>

6.1.2 Interaction with the military⁸²

It is USAID's policy for all operating units to cooperate with the Department of Defense (DoD) in joint planning, assessment and evaluation, training, implementation, and communication in all aspects of foreign assistance activities where both organizations are operating, and where civilian-military cooperation will advance U.S. Government (USG) foreign policy. USAID is committed to a comprehensive, coherent whole-of-government approach and is partnering with other USG entities to strengthen efforts to prepare, plan for, and conduct conflict mitigation, management, and stabilization assistance.

As an equal partner in US security operations, USAID:

- Use its field presence and professional expertise to influence the development dimensions of DOD strategic plans and stabilization and reconstruction activities.
- Increase its capacities to advance the role of development in USG interagency operations.
- Coordinate with DOD at many levels to improve program effectiveness.

USAID is maintaining the following principles while playing an active role in preserving US security:

- USAID resources will not be diverted from its mission of development.
- Short term stabilization and reconstruction activities should be consistent with long term development goals.
- USAID will remain the USG's principle development agency and will maintain its long-term relations with a variety of partners, including local populations and host governments.

Opportunities for civil-military cooperation will take place at many levels and will depend upon the context and USG objectives. At the regional level, USAID will exchange officers with all appropriate Geographic Combatant Commands, and place Senior Development Advisors within the Combatant Commands to improve coordination and communication and to promote program synchronization and effectiveness. In the field, USAID staff collaborates with U.S. military officials at post to develop integrated approaches to country-specific security and development challenges. At headquarters, USAID will coordinate with DOD representatives through

⁸² More information accessible at: http://pdf.usaid.gov/pdf_docs/PDACL777.pdf & http://www.usaid.gov/our_work/global_partnerships/ma/background.html

Principals' Committees, Deputies' Committees, or other regional and functional Policy Coordinating Committees, and among other fora.

6.1.3 Budget⁸³

(in millions of US dollars)

Total obligations 2002: \$471

Total obligations 2003: \$462

Total obligations 2004: \$1,172

Total obligations 2005: \$1,511

Total obligations 2006: \$779

Total obligations 2007: \$1,478

Total Budget 2008: \$1,621

Total Budget 2009: \$2,154⁸⁴

6.1.4 Influence

As already stated before, USAID represents the largest bilateral civilian assistance program to Afghanistan. USAID has 216 active projects at the time being with special emphasizes in north, east and south provinces.⁸⁵ These and all former projects brought several positive results in terms of reconstruction and development of the country. USAID is present in a wide network of partner organizations and international donors, receives direct support and coordination from US Government and maintains ties to several US agencies.

Being a part of the US Whole of Government Approach and huge presence of USA in Afghanistan in addition to the facts previously stated this organization possesses quite a large

⁸³ In million dollars.

⁸⁴ More information about the obligations from 2002-2007 and budget 2008-2009, including information about funding the individual sectors and graphs, accessible at: <http://afghanistan.usaid.gov/en/about/budget>

⁸⁵ Map and list of all of the projects: <http://afghanistan.usaid.gov/en/projects>

influence and presence in Afghanistan. However, there are significant shortcomings of the organization that deprives its influence especially in local support. These are a rather short presence of organization in the country and tentatively poor connections with local communities as well as being recognized as a part of direct US involvement in the country's development. Besides that the Afghan people complain about a lack in their involvement in its project and huge dependency of the organization on the private contractors for the implementation of its projects.

6.1.5 Networks

USAID in Afghanistan cooperates with wide network of partners that can be further divided on:

- ***Implementing partners*** (Aga Khan Foundation, Care International, GIRoA MoF, GIRoA MoPH, IOM, Mercy Corps, UNDP, UNICEF, UNOPS, etc.)⁸⁶
- ***US Government Agencies*** (US Army Corps of Engineers, US Department of Agriculture, US Department of Treasury, US Geological Survey)
- ***International Donor Partners*** (UNDP, UNOPS, UNICEF, WHO, etc.)⁸⁷
- ***Provincial Reconstruction Teams***: USAID's programs work with PRTs to deliver services in less secure or underserved areas of Afghanistan. USAID has personnel in 19 PRTs across Afghanistan. As USAID's primary representative in the provinces, field program officers monitor all U.S. reconstruction and development efforts in the area of responsibility of the PRT and implement PRT-specific programming. They work to build relationships with local leaders, identify local needs, and report on significant developments. USAID field program officers working in PRTs generally have the following responsibilities:
 - To engage key government, military, tribal, village, and religious leaders in the provinces, regarding local development priorities and USAID programs;
 - To Monitor current USAID projects and provide information about national programs to local officials as requested;

⁸⁶ Full list of implementing partners is accessible at:

http://afghanistan.usaid.gov/en/partnerships/implementing_partners

⁸⁷ Full list of international donor partners is accessible at:

http://afghanistan.usaid.gov/en/partnerships/international_donor_partners

- To identify, coordinate, implement, and monitor completion of Local Governance and Community Development projects;
- Support the visits of USAID technical and management staff from headquarters to the field setting up appropriate contacts with local officials on these visits and working with the PRT to provide logistical support as needed.

USAID is also a part of UN Education cluster in Afghanistan, as well as Food Security and Agriculture cluster and Nutrition cluster.

6.1.6 Contacts

USAID has main office in the U.S. Embassy Cafe Compound in Kabul where can it also be contacted.⁸⁸ Additional contacts can also be provided by home office in USA.⁸⁹

6.2 WHH⁹⁰ – Welthungerhilfe

6.2.1 Profile, intentions and aims

Welthungerhilfe was founded as the National Committee for the freedom from Hunger Campaign, of the Food and Agriculture Organization of the UN (FAO), in 1962. Today this organization is one of the biggest private development organizations in Germany and it is situated in Bonn. Organization is non-political, non-profit and non-denominational and works under a voluntary Board of Directors and the patronage of the German President. The association exclusively and directly pursues nonprofit-making and charitable purposes in the sense of the “Steuerbegünstigte Zwecke” (tax-privileged purposes) of the German Tax Code in the respective valid version. Private donations and grants from German Government, the European Union and UN agencies finance actions of the organization. WHH has operations in 38 countries in the world – in Asia, Africa and Latin America. Welthungerhilfe is a ‘one-stop’ source of aid: from rapid disaster relief to reconstruction, to long-term development projects. When providing this

⁸⁸ Contacts available at: <http://afghanistan.usaid.gov/en/contact>

<http://www.usaid.gov/locations/afghanistanpakistan/>

⁸⁹ Available at: <http://www.usaid.gov/contact.html>

⁹⁰ Official site: http://www.welthungerhilfe.de/home_eng.html

aid, the organization works as closely as possible with local partner organizations. WHH works at home and abroad to promote human rights, sustainable development, food security and the preservation of the environment. Since 1962 WHH has carried out more than 5,500 projects in 70 countries. One of the countries where WHH works in is also Afghanistan. Since its beginnings in Afghanistan WHH has carried out more than 120 projects. Their main activities are rehabilitation of local and rural infrastructure, food security, protection of resources and strengthening of civil society.

Their vision is that overcoming hunger goes hand in hand with overcoming poverty. From this point of view the organization supports people living in deprivation and poverty, irrespective of colour of their skin, their religious belief or their world view. In their opinion effective aid means helping people finding new ways to determine their own lives and future free of hunger and deprivation - as their motto states “we help them help themselves”.

WHH pursues the following objects, tasks and purposes:

- Increasing German people’s social joint responsibility and willingness to help people primarily in developing countries, through processing and disseminating information which improves the understanding for the social and economic interrelationships primarily in the Third World;
- Improving the living conditions for the rural population and socially weak urban groups, primarily in developing countries through promoting aid for self-help;
- Fulfilling the above-mentioned objectives on a broad basis through close cooperation with all social groups, especially young people;
- Helping children and young people through promotion programs;
- Promoting international understanding through cooperation with other aid organizations at home and abroad, especially with those in Europe,
- Using promotion programs to support institutions for orphans and social orphans, disabled children and young people as well as needy children and their families within the framework of homes and day homes, public social institutions and rehabilitation centres - primarily in developing countries;

- Using emergency help programs for providing food and production goods as well as other relief goods for people suffering deprivation and poverty (for example victims of wars, famine and natural disasters) primarily in developing countries.

WHH has been in Afghanistan since 1980 and initially the organization provided for Afghan refugees on the border to Pakistan, but in 1992 a skeleton agreement has been reached with the Afghan government. The main focal points of project work of WHH are in the north and east with the emphasis on rural infrastructural development such as drinking water supplies, irrigation projects, food security as well as environment and erosion control. In addition, Welthungerhilfe carries out projects in village development as well as the generation of alternative sources of income for opium farmers.

In 2009 WHH had 13 projects in implementation in Afghanistan in the fields of community development, protection of water catchment areas, drinking water, emergency aid for drought victims, and rose oil production. In 2010 WHH had 11 projects in implementation in Afghanistan in the same fields as the year before.

6.2.2 Interaction with the military

In 2008 the organization released a policy paper⁹¹ on the topic of cooperation with armed forces, where the organization clearly stated what its position towards armed forces is. In this policy paper the organization listed five ways of how to cooperate or interact with the military: (1) informal contacts with the military (e.g. during exercise), (2) sharing of work related information, (3) transfer of security related information, (4) use of military infrastructure and (5) joint implementation of projects.

Welthungerhilfe's position towards civil-military cooperation and the relationship between armed actors and civil actors in general is based on three elements. It is based on the guiding principles of Welthungerhilfe, it is sensitive to the different roles played by armed forces in the different working contexts in which Welthungerhilfe and armed actors operate, and it takes a differentiated view of the various forms of interaction that are possible. For this reason the organization took a stand on every of the five ways of interaction with the military. But also here

⁹¹ Welthungerhilfe. 2008. *Policy paper: Cooperation with armed forces*. No.1/2008. Accessible at: http://www.welthungerhilfe.de/fileadmin/media/pdf/Englische_Seite/Policy_paper_CIMIC_neu2.pdf

it differentiates regarding to the role armed forces have in the conflict, this means, if they are directly involved in a conflict or, if they are present but not directly involved in a conflict.

(1) Organization encourages informal engagement with the military, if there is already established relationship of sharing work-related information. However they also emphasize that WHH cannot dictate how its employees behave in their leisure time. (2) Regarding the second point WHH always shares work-related information with parties involved in a conflict, because it makes it possible to carry out projects more efficiently and guarantees transparency. The effective sharing of information forms the basis of an acceptance of Welthungerhilfe among the parties involved in conflict and thereby increases the security of staff. For them it is important that information sharing occurs equally and uniformly with all conflict parties and that the measures that are communicated are acceptable to all parties involved in conflict. This is generally more common if they are impartial. Such work-related information sharing has no impact on Welthungerhilfe's proximity to the population or independence. Generally speaking, the more limited the work-related information sharing, the more strictly rules about other forms of interaction must be observed. (3) On principle, Welthungerhilfe passes on no security-related information to parties involved in conflict. The situation in terms of the use of information from military forces or armed groups is slightly different. This is on principle possible and should be aimed at. It has no negative impact on the principles; on the contrary, it promotes security and efficiency. When work-related information sharing works, military forces should not insist that the exchange of information presupposes „give and take“ – contrary to frequent claims – because the risks and implications for work resulting from the transfer of information are extremely unevenly distributed. (4) As a rule, Welthungerhilfe does not use the infrastructure of armed actors involved in conflict, even though this might increase the efficiency and effectiveness of the organization's work. Transportation of equipment and use of postal services are avoided. After a careful assessment of chances and risks, however, use of military infrastructure is possible in extreme emergencies. This applies in cases where the lives of staff and/or the population are under acute risk. In such cases, field hospitals, means of transportation and, as a last resort, armed escorts may be used. (5) Welthungerhilfe generally avoids the joint implementation of projects under a common management with armed actors. Although this could increase efficiency because optimum coordination could be achieved, it jeopardizes Welthungerhilfe's independence, in particular, and undermines the proximity to the population and the security of staff. In the eyes of the population, direct cooperation with military forces

would blur the boundaries between military and civil organization. This would also increase risks for Welthungerhilfe staff.

More specifically, if a party is involved in an armed conflict WHH will not support the informal contact, will share work-related information and will not share security-related information, use infrastructure or implement joint projects with armed forces. Infrastructure may be used only in emergencies. In case those armed forces are not involved in a conflict WHH is prepared to all forms of interaction with the exception of the implementation of joint projects.

For Afghanistan WHH also listed some demands for armed forces:

- From the point of view of Welthungerhilfe, military staff should be clearly distinguishable from representatives of NGOs. Military staff should wear uniforms and identify their vehicles visibly. The logos of humanitarian or development aid organizations should be affixed neither to the clothing nor the vehicles or equipment of military forces. Military staff should only enter NGO premises by prior appointment.
- On principle, no weapons should be brought onto NGO premises.
- As a matter of principle, the exchange of information should only take place outside military facilities.
- NGOs pursue different goals to military forces: they should not therefore be described as partners by the military. NGOs are not implementation partners that carry out the humanitarian activities of military forces.

6.2.3 Budget

In 2009 for founding the projects of the organization, WHH received 31.9 million Euro in donations and 101.1 million Euros in public grants. The most important donors were WFP with 32 million euro, The German Ministry of Economic Cooperation and Development with 17.6 million euro, The Federal Foreign Office with 16.8 million euro and European Commission with 14.6 million euro. Total value of projects in Asia was 25.2 million euro. For 13 projects in

implementation in Afghanistan the WHH spent in 2009 7.25 million euro. The biggest donors were Federal Foreign Office, GTZ, European Commission, Alliance 2015, WB and others.⁹²

In 2010 the organization received 76.2 million euro in donations and 131.7 million euro in public grants. The most important donors were WFP with 38.9 million euro and The German Ministry of Economic Cooperation and Development with 29.4 million euro. In 2010 total value for projects in Asia was 40.5 million euro. For 11 projects in Afghanistan the organization spent around 9.7 million euro with donors as WB, Federal Foreign Office, European Commission, Alliance 2015 and others⁹³

6.2.4 Influence

WHH has been present in Afghanistan from 1980 and has carried out more than 120 projects worth more than 63 million euro. WHH carries out approximately 11 to 15 projects a year and has a quite extensive budget for these projects. The organization has a strong support by national government which also funds the organization. It works especially in north and east of the country so it is not state-wide influential, whereas this cannot be said for the areas where it works. It has a good contact with local people which can be seen through the projects they carry out. Their projects are based on rural development, food aid, water and sanitation, in this sense the organization has quite narrow field of work with regard to other organizations/agencies working in Afghanistan, however this brings also some advantages. For example better organization, expertise, concentration and experience.

6.2.5 Networks

WHH is a part of Alliance2015 together with ACTED and is also committed to UN's Millennium Development Goals. WHH is also member of the NGO VOICE Network, ICVA, Bündnis Entwicklung Hilft. WHH also worked on projects with ANSO and is a facilitator for NSP.

⁹² Detailed financial overview for 2009:

http://www.welthungerhilfe.de/fileadmin/media/pdf/jahresbericht/Jahresbericht_2009_engl.pdf

⁹³ Detailed financial review 2010:

http://www.welthungerhilfe.de/fileadmin/media/pdf/jahresbericht/Welthungerhilfe_Jahresbericht2010.pdf

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Country Director: James Curtis

6.3 SCA⁹⁴ – Swedish Committee for Afghanistan**6.3.1 Profile, intentions and aims**

The SCA is a non-governmental organization standing neutral as to political, religious and ideological issues, working to help rebuild Afghanistan after decades of war and destruction. SCA is today active in 18 provinces in the eastern half of the country, primarily in the fields of education, health and disability. Since operations began in the early 1980s, emergency aid has gradually evolved into long-term development programs. The focus has always been on vulnerable groups, primarily in rural, underserved areas. Through its activities, SCA aims at fighting poverty, supporting economic and social development and strengthening democratic development, gender and human rights. SCA is working towards being an integrated and unified membership organization where members, elected representatives and personnel, both in Afghanistan and Sweden, work together in a spirit of respect and in a dialogue aimed at realizing the SCA policy. SCA has more than 3660 members and two management offices, one in Kabul and one in Stockholm. The organization employs over 5500 staff permanent and project-based staff, 99% of whom are Afghan.

⁹⁴ Official site: <http://www.swedishcommittee.org/>

SCA works on the following areas:

Education:

SCA has been able to influence the education sector by sharing knowledge, experiences and lessons learned with other actors, including Ministry of Education (MoE) as one of the main actors, to advocate for children's, women and men's rights. SCA's basic Education Programme includes support to model schools (including secondary level i.e. grades 10-12), Girls' Annex schools (mainly of primary level) and classes of Community Based Education. To uphold a high quality of the Education Programme, SCA is focusing on extensive teacher training, development of quality indicators, monitoring methods and tools, and school management. On the other hand the organization is working on gender in education, since Afghanistan experiences systematic gender disparities amongst girls and boys in various fields – in enrolment, achievements and completion, in teacher training and career development, in curriculum, learning practices and learning processes. To address this problem SCA's Education Programme is using a strategy to reach girls in remote rural areas, in 12 different provinces, through mobile teacher training for female teachers, through support to girls' annexes combined with boy schools and through efforts to recruit more female teachers.

Health:

SCA is one of the largest implementer of the health activities in the country started its work in 1982. In later years SCA started to establish health centres in rural areas to provide better and standard health care to the people who were in extreme needs of health care, and during 1997 SCA were running 201 health facilities (55 C1 and 146 C2) in 18 provinces of Afghanistan. These clinics provided curative and preventive services to the people. Beside that SCA provided training for thousands of staff who was involved in programme as well as the staff directly involved in service delivery. In 2003 when the policy of Ministry of health changed, SCA was the first NGO who was assigned for implementation of Basic Package of Health Services (BPHS) and started implementation of BPHS in Kunduz. SCA was able to adapt its health activities with new changes; SCA acquired implementation of BPHS in two other provinces as well Wardak, and Paktika till end of 2006. These projects are to insure quality and equity based provision of health care to all people living in the said provinces either in the cities and remote rural areas.

Rehabilitation of Afghans with disabilities (RAD):

RAD is a Community Based Rehabilitation (CBR) programme for persons with disabilities. In 1991 a disability programme was started under UN management known as the Comprehensive Disabled Afghan's Programme (CDAP), and SCA gradually became responsible for the implementation of the programme in 10 provinces of Afghanistan. In 2004 the programme was handed over to SCA completely: the north-east - Takhar, Badakshan, Kunduz, Baghlan; the north - Samangan, Balkh, Jawzjan; the south - Ghazni, Logar and Wardak. The programme was then re-named RAD. In 2006 the programme expanded to 3 more provinces in eastern Afghanistan - Nangarhar, Laghman and Kunar when it merged with the British disability NGO, Sandy Gall's Afghanistan Appeal (SGAA). The programme is now implemented in 40 districts in the four regions with over 500 national staff, 2 expatriate staff, 590 community volunteers and 116 community based support committees. RAD's regional project offices are based in Taloqan, Mazar-e-Sharif, Ghazni and Jalalabad and are responsible for daily running of the programme. In Kabul there is a Technical Support Unit at SCA's Kabul Management Office which provides support for the programme as well as advocacy on a national level with government and other stakeholders. Other project that SCA works on is also Community based rehabilitation (CBR). CBR is a strategy endorsed by WHO and the UN which seeks to promote the rights of disabled people to full participation and access to development in all sectors of society. In its CBR program RAD seeks to pay special attention to children and women with disabilities, and make sure that the rural and the poor populations are included in the program.

Agriculture program:

SCA has been involved in improving the production of basic food through multiplication and sale of improved seeds in 11 provinces in Afghanistan. Later on SCA handed over this project to the afghan NGO Coordination of Afghan Relief (CoAR).

Crosscutting Units:

The cross-cutting functions are the technical support to develop, coordinate and support the SCA organization and its sector programs are as followed:

- ***Gender and Human Rights*** – The gender unit's role is to monitor and be the operation engine for gender awareness development within the organization. The

unit works in close cooperation with program and support units and provides training, advice, assistance, input, analysis and follow-ups and evaluations.

- **Information & Public Relations** – SCA has got one unified information unit based at two different locations: one in Kabul and one in Stockholm. These two units cooperate closely to provide information on ongoing activities in Afghanistan and Sweden towards the general public, media, members, donors and authorities.
- **Planning** – The current planning unit was established in 2000 with the overall purpose to assist the Country Director with internal planning and reporting, as well as on matters related to donor applications contracts and reports.

Emergency preparedness:

SCA programs are strongly focused on long-term development and rehabilitation. However, due to its size and strong presence in rural, disaster prone areas of Afghanistan, SCA maintains a level of preparedness for emergency interventions in its fields of expertise, such as health, construction and logistics. SCA can in case of an emergency, mobilize human, organizational and financial resources with short notice. Over the past years, SCA has carried out a substantial number of emergency operations related to earthquakes, drought, infectious diseases, displacements or other types of natural or man-made disasters. Usually such emergency interventions have taken place in situations where SCA is already working in the concerned geographical area.

Rural development:

In the initial stage of the existence of the Rural Development Programme the main goal was to provide technical backstopping to SCA's project involvement in the NSP, Water and Sanitation (WatSan), rural infrastructure and capacity building in participatory rural appraisal. SCA has been a facilitating partner in Wardak province of the Afghan Government's NSP since 2003 when NSP was launched. NSP is now active in all 34 provinces of the country, and SCA is one of 24 implementing partners. Through NSP SCA has over the past three and a half years supported the establishment of 544 Community Development Councils (CDCs) with a total of 93,430 families in the communities. By working with these democratically elected village committees called shuras the capacity of the local community strengthens. Women were previously not included in these local decision-making bodies, but now women are actively

participating through mixed or separate shuras. Technical support is provided from SCA staff and financial support in the form of block grants from the Ministry of Rural Rehabilitation and Development. Capacity development support is a crucial part of NSP, and to date SCA/NSP has trained 23,670 community members. Of the 377 community sub-projects that have been completed, 95% were infrastructure projects and the rest human capital development projects. With a total amount of US\$ 18.8 millions of funds that the communities are eligible to receive, 22% have until now been used for projects that meet prioritized community needs, for example construction of roads, water and electricity supply, irrigation channels, bridges, culverts, canals and schools. Other main focus in rural development is also rural construction. The Rural Construction Unit was established in mid 1992 with limited projects (school rehabilitation, wells and road construction) in Logar and Nangarhar provinces. In 1993 it started with full capacity to construct schools, clinics, wells and minor irrigation projects.

6.3.2 Interaction with the military

Regarding the interaction with the military SCA never takes a stand, although it has in different points criticized work of international and other armed forces present in Afghanistan with the inclusion of PRTs and their CIMIC approach. However, this is not enough to draw any conclusions, since such approach is present in other NGOs' statements in Afghanistan and they nevertheless cooperate with the military in some way.

6.3.3 Budget

SCA programs are mainly funded by the Swedish government through Sida, Forum Syd, UN Agencies, EU, World Bank and the Swedish public. Based in Sweden, it relies upon the interest, activity and financial support of 22,000 members, sponsors and regular contributors to the Swedish Afghanistan Aid. By disseminating information and raising awareness about the situation in Afghanistan among decision-makers, media and the general public, SCA seeks to secure funds and long-term support for its development programs in the country.

In 2008 SCA had a total of 162 733 MSEK⁹⁵ and in 2009 the organization received 167 611 of total revenues.

⁹⁵ In million Swedish kroner.

6.3.4 Influence

SCA is present in Afghanistan since 1980, where the main purpose was to support Afghan people's struggle for national independence and, by effort to affect opinion, to act for Soviet withdrawal from Afghanistan. Later with the right funders such as Sida (governmental agency) the organization expanded its mission. So far SCA has been present in Afghanistan for about 30 years and with all the projects they have done so far they have achieved to include a lot of local people. Their project-based stuff is almost entirely Afghan (99%). They are present in 17 provinces. SCA cooperates with many Afghan NGOs, which is important for the contact and efficient help to local people. SCA is also a facilitator of NSP.

6.3.5 Networks

SCA is one of the main donors for CBR Network in Afghanistan, which main activity is helping persons with disabilities. SCA also works with the afghan network Coordination for Afghan Relief (CoAR) AND it is member of ACBAR and ENNA. SCA also works with other NGOs and UN agencies, such as: AWEC, Afghan Connection, UNESCO, UNICEF, European Commission, ACSFo and AIHRC.

SCA is part of UN's WASH cluster.

6.3.6 Contacts

SCA has two management offices one in Stockholm and one in Kabul. The Stockholm office is responsible for coordination of the membership activities, runs information and fundraising campaigns. On the other hand Kabul office supports and monitors the implementation of the projects. The development programs are implemented through project offices in South East, North, East and Kabul.⁹⁶

⁹⁶ Map of project offices: <http://www.swedishcommittee.org/sca/documents/Afghanistan/>

Management offices:

Kabul Management Office, KMO – emails from staff accessible at:

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7 LOCALLY-OWNED ORGANIZATIONS

7.1 TLO⁹⁷ – Tribal Liaison Office

7.1.1 Profile, intentions and aims

TLO is an Afghan non-governmental organization that seeks to improve local governance, stability and security in South, East and Southeast of Afghanistan through systematic and institutionalized engagement with customary structures, local communities, and civil society groups. TLO has worked on brokering linkages and cooperation between traditional civil society, grass roots organizations, modern state institutions and different representatives of the international community in Afghanistan. This institutional setting forms the base for providing assistance to traditional civil society aiming at giving them a voice/role in the peace and reconstruction process of Afghanistan, especially the country's new governance framework.

According to TLO, their mission is to facilitate the formal integration of communities and their traditional governance structures within Afghanistan's newly emerging peace, governance and reconstruction framework. TLO's three main areas of activity are: Research and Analysis, Peace building and Mediation, and Natural Resource Management.

Core objectives:

- Improve knowledge and understanding of Afghanistan and its communities through targeted research;

⁹⁷ Official site: <http://www.tlo-afghanistan.org/about-tlo>
<http://www.tlo-afghanistan.org/sites/default/files/About-TLO/TLO-Overview.pdf>
Additional useful information about the organization's profile accessible at:
http://www.boell.de/downloads/worldwide/Scratching_surface_section3_informal_structures_Karokhail_2007.pdf

- Provide a platform for dialogue among communities and between communities and the Afghan government and international stakeholders;
- Support the Afghan government's ability to carry out its *responsibility to protect* (R2P) its citizens from violence, by promoting peace and improving human security.

TLO emphasizes:

- A participatory approach to *peace- and state-building*;
- Forms of engagement that take into account local realities, so as to make a contribution to an inclusive state building process where change can progress at a pace and direction which suits the stakeholders involved;
- A *do-no-harm* and *reflecting on peace practice* approach that leads to informed programming;
- Contribution to conflict resolution through research, dialogue/mediation and livelihoods projects.

Operational capacity:

Though TLO is currently focused on the Southeast, East and South, but has begun to expand to northern and central provinces as well. The long-term vision is to expand activities across all of Afghanistan. Regional and provincial offices are mostly staffed with individuals from the area. TLO has a staff of 150.

- Headquarter in Kabul – 74 staff
- Southeast regional office Gardez, Paktia – 18 staff
 - Provincial Office Khost-city, Khost – 14 staff
 - Provincial Office Sharana City, Paktika – 11 staff
- Regional office East Jalalabad, Nangarhar – 10 staff
- Regional office South, Kandahar-City, Kandahar – 21 staff
 - Provincial Office Uruzgan – 21 staff

Research and analysis:

TLO's research and analysis section aims to fill the fundamental knowledge gap in Afghanistan. Adhering to the *do-no-harm* philosophy, TLO undertakes thorough research of the ground context in given areas in order to understand community structures, decision-making and conflict resolution mechanisms, stakeholders and their sources of power (actor mapping), conflict-generating factors between individuals and groups (conflict mapping), local capacities for peace, existing service provision, economic realities, and the impact of Afghan government and international development and stability initiatives.

Additionally, TLO specializes in topic-specific research, including targeted conflict assessments (e.g., land and resource disputes, Kuchi migration and settlement issues), studies of informal and formal justice systems, policy analysis and exploratory assessments of areas of strategic importance such as the Afghan districts bordering Pakistan.

They combine village-level surveys and Geographic Information Systems (GIS) to map tribal and ethnic composition, identify physical areas of conflict (e.g., contested streams, forests), chart migration routes for nomadic populations, zones of economic activity, and areas of relative security and insecurity.

They produce:

- ***Provincial and District Assessments***

Working within the "Do-no-Harm" framework, TLO's provincial assessments aim to increase the understanding among development actors of social, political, economic, security, and conflict dynamics. The Do-No-Harm methodology recognizes that, regardless of intent, assistance in conflict or post-conflict environments is not neutral in its impact. Aid projects and development gains that do not benefit the community as a whole can hinder reconciliation efforts, embolden spoilers, and re-ignite conflict. According to TLO, understanding the local situation is a necessary first step to ensure that aid does not make a fragile situation worse. Therefore their provincial/district assessments generally include information and analysis on

- The provincial/district context and community needs, especially in relation to the economy and service delivery;

- Social structures (ethnic, religious, tribal), inter-group relations and power dynamics on a provincial- and district-level basis;
- Governance, rule of law and security from the perspective of provincial/district residents;
- Key actors (local, national and international) operating in the province/district, and the potential for ‘spoilers’ as well as ‘peace builders’;
- The structural causes of violent conflict, conflict dynamics, and factors that could accelerate or decelerate conflict; and
- Detailed recommendations on engagement for internal and external stakeholders.

- ***Topic-specific research***

According to TLO these are thematic studies and field assessments that provide external actors with an understanding of the local context so they can better craft engagement strategies. Topic-specific research has included reports on the following issues:

- Land/resource conflicts and their impact on the local political economy and security environment;
- The reach of state and non-state justices systems, and the linkages that exist between the two;
- Internal displacement in southern Afghanistan and the prospects for durable solutions (conflict-induced IDPs; return policies);
- Patronage systems and their influence on local politics in rural Afghanistan;
- Local security arrangements and the dynamics of the traditional tribal policing body known as arbakai;
- The reach and efficacy of various forms of media throughout the south and east and how external actors can craft effective communication strategies;
- Context-specific conflict assessments;
- The Afghan-Pakistan border districts, a baseline study of their political economy and security environment

- ***Project and program evaluations***

Using community-level connections TLO conducts focus groups discussions and individual interviews with local stakeholders (beneficiaries *and* implementers) in order to evaluate reconstruction and development programs, and assess the overall civil-military engagement strategies of international actors from the perspective of local communities, even in some of the most remote and volatile areas of Afghanistan.

Peacebuilding and migration⁹⁸:

Drawing on contextual information obtained during their research and analysis, TLO's Peacebuilding and Mediation program aims to strengthen community coping systems by providing support for traditional, non-violent means of conflict resolution. To this end, TLO is working with communities to establish a set of grass-roots mechanisms that can be used by other stakeholders (e.g., government and non-government development actors) for dialogue, consultation and conflict-resolution purposes. The immediate goal is to link community-based conflict resolution and security mechanisms to those offered by the state in a manner that strengthens both. The long-term goal is to give communities a direct role in, and responsibility for, peace and stability in their areas. Areas of focus include:

- ***Workshops and trainings***

- Workshop on Kuchi Conflict Mitigation, Khost (November 2008)
- Conflict Mediation Training, Khost Province (2007-2008)
- Training for religious authorities in Gardez (Paktia) and Pul Alam (Logar) (2005)
- The Governors' Workshop: Coordinating development and security between the provincial governments of Loya Paktia (Khost, Paktika, Paktia) (September 2005)

- ***Dialogue between government, community, and international actors***

- Peace Jirga for Stability and Reconciliation, Kabul (February 2007)
- Workshops on Peace, Stability and Reconciliation in the East and Southeast, Kabul and Nangarhar (September - October 2007)

⁹⁸ Specific publications accessible at: <http://www.tlo-afghanistan.org/peace-building-and-mediation>

- Zurmat Stabilization Initiative: Dialogue between state and community leaders regarding security, reconciliation and development in Zurmat District, Paktia (2006)
- Security in the Southeast: The Role of Community Participation (August 2005)
- ***Support for local governance and community development (LGCD)***
 - Initiative to Promote Good Governance: Training Civil Servants in Khost and Paktika
 - Capacity building for the Jaji Maidan Community Development Council
 - Training and Capacity building for Civil Society Actors in Logar, Paktia, Paktika and Khost (2006-2008)
 - Civic Education for Voter Registration: Parliamentary Elections (2005)
 - Civic Education for Voter Registration: Presidential Elections (2004)
- ***Development and support for hybrid conflict resolution mechanisms between formal and informal structures:***
 - Commission on Conflict Mediation, Khost Province
 - Program Update: *Between the Jirga and the Judge*: Alternative dispute Resolution in southeastern Afghanistan (July 2008)
 - Commission on Conflict Mediation, Paktia Province
 - Linking informal/ formal justice mechanisms in *Paktia and Nangarhar*

Natural resource management⁹⁹:

By using targeted projects in the area of natural resource management (NRM) TLO seeks to reduce resource competition and promote peace through sustainable livelihoods. With their ongoing community research as a baseline, TLO's NRM program concentrates on four key areas:

- ***Socio-economic analysis***, including market and value chain development
- ***Identifying community development projects*** for donors and implementing agencies

⁹⁹ Specific publications accessible at: <http://www.tlo-afghanistan.org/natural-resource-management>

- *Assisting in project implementation*, e.g., the construction of nurseries, the procurement and distribution of improved seeds
- *Training and technical assistance*

7.1.2 Interaction with the military

The nature of TLO's working environment forced the NGO to take a pragmatic step and cooperate with military. The instability of South-eastern part of Afghanistan brought the PRTs into the necessary discussions, especially as the traditional structures wanted to understand the nature of PRT's engagement. This resulted in a somehow unique position of TLO in Afghanistan, which will be discussed later on.

7.1.3 Budget

Apart from the list of donors and partners¹⁰⁰ no information about TLO's budget could be found by the authors.

7.1.4 Influence¹⁰¹

TLO is an organization of 150 staff working with the international community, the Afghan Government and local stakeholders. According to TLO, this process has contributed to progress on a number of fronts in the Southeast, simultaneously involving a variety of stakeholders (GIRoA, UNAMA, PRTs and the community elders) at the local level. TLO also holds a great deal of knowledge about traditional and newer Pashtun structures, networks and alliances, and how to engage with them. Moreover, TLO has links with tribal elders and other actors who are interested in facilitating developmental work. One of the main TLO staff, who belongs to a very influential traditional family that is held in high esteem among the South-eastern elders, helped to gain entrée into the otherwise inaccessible structure of traditional elders.

¹⁰⁰ Accessible at: <http://www.tlo-afghanistan.org/partners-donors>

¹⁰¹ Accessible at: <http://www.tlo-afghanistan.org/sites/default/files/About-TLO/TLO-Overview.pdf>

Due to its close engagement with traditional and other structures in the Southeast (and more recently also East and South), and past and ongoing research, TLO has in-depth knowledge about the political, social and economic situation and is well positioned to provide groundwork for new projects in the areas and facilitate their development. TLO is therefore able to complement the roles and activities of various local and international actors, in order to achieve good governance. TLO can bring community, donors, military, UN agencies, Afghan government and local civil society representatives together.

TLO's biggest asset stands in the established access to a network of individuals and consultants working in specific key areas, especially one long-standing senior advisor who helped co-found TLO in 2003. They are able to assist in project development, capacity building and monitoring. The merging of their experience with local knowledge has been one of the TLO's strengths in the past, according to TLO.

Last but not the least, TLO's ability to not shy away from bringing a military actor - the local PRTs on board, also helped in gaining acceptance at various levels. Even though, it is usually considered more than odd (often even a no-no) for NGOs to work closely with the military, the situation in the Southeast, where the military presence is a part of the local political picture, brought the PRTs into the necessary discussions, especially as the traditional structures wanted to understand the nature of PRTs' engagement. Thus, TLO's ability to bring them on board, and into a dialogue with local structures, also helped cement its position as a facilitator in the area.¹⁰²

7.1.5 Networks

TLO's official partners and donors are Heinrich Böll Foundation, Counter Part, USAID, OXFAM Novib, GTZ, etc.¹⁰³

7.1.6 Contacts

TLO has a staff of 150, with offices in the following locations:

- **Headquarters: Kabul**

¹⁰² Accessible at:

http://www.boell.de/downloads/worldwide/Scratching_surface_section3_informal_structures_Karokhail_2007.pdf

¹⁰³ Complete list accessible at: <http://www.tlo-afghanistan.org/partners-donors>

- **Southeast Regional Office:** Gardez, Paktia
 - Provincial Office: Khost-city, Khost
 - Provincial Office: Sharana, Paktika
 - Provincial Office: Ghazni-city, Ghazni
- **Regional Office East:** Jalalabad, Nangarhar
- **Regional Office South:** Kandahar City, Kandahar
 - Provincial Office: Tirin Kot, Uruzgan
 - District offices
 - Kandahar: Spin Boldak
 - Uruzgan: Deh Rawud; Chora
- **Regional Office North:** Kunduz-city, Kunduz

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7.2 ACSFo¹⁰⁴ – Afghan Civil Society-organization

7.2.1 Profile, intentions and aims

ACSFo was developed as a partnership between Afghan civil society actors and Swiss-peace at the request of 76 participants of the first Afghan Civil Society Conference in Bad Honnef, Germany (29 November - 2 December 2001). In December 2004 the process of ‘Afghanization’ (completely Afghan management and employment) started in ACSFo and completed in October 2005. During this process ACSFo became independent from its parent Swiss-peace and since then has been carrying out its activities independently in accordance to the national interests of Afghanistan. ACSFo’s main thematic areas cover coordination and networking, civic education through media, capacity building, good governance, advocacy and research. ACSFo so far has implemented the following major projects:

- USAID/Local Governance and Community Developments;
- Civic Education through Media;
- Promoting Women’s Rights under Islam;
- Initiative to Promote Civil Society (I-PACS);
- Community Policing and Democratic Policing and
- Support to the electoral process (STEP).

ASFO’s goal is to develop civil society in order to empower Afghan men and women to lead the process of improving their lives. Its goals are to coordinate, expand and foster civil society networks in Afghanistan and abroad; to promote the sense of active citizenry among Afghan men and women; to build institutional capacities of public and civil society entities; to collect, analyze, raise and incorporate civil society’s views and concerns in political, social and economic development processes of Afghanistan.

¹⁰⁴ Official site: <http://www.acsf.af/English/>

Advocacy¹⁰⁵:

ACSFo is involved in Advocacy from the day of its establishment. It is worth mentioning that Advocacy Section of ACSFo is involved in two types of activities: The first one is project based activities and the last one is routine activities. Within this reporting period Advocacy Section has been running “Advocacy Methodology Training Manual” and “Girls Access to Education” as its core activities but the rest of activities constitute the regular activities.

Capacity building:

- ***Initiative to Promote Afghan Civil Society (I-PACS)¹⁰⁶***

With the intention of supporting overarching goal of I-PACS program “to increase the role and viability of civil society in Afghanistan”, Afghanistan Civil Society Forum-organization (ACSFo) is actively involved as the Intermediary Service Organization (ISO) under the partnership with Counterpart International since 2005. This initiative has had a role in the organization development and capacity building of Afghanistan Civil Society Forum-organization (ACSFo) during the last four years (first Phase and two years of second phase of I-PACS).

- ***STEP***

ACSFo seeks to raise public awareness and create discussions around all aspects of electoral process by supporting initiatives developed by Afghan communities and civil society nationwide, so that voters are better prepared for, and participate more actively in the upcoming electoral events.

Civic education¹⁰⁷:

In 2003, the Afghanistan Civil Society Forum-organization (ACSFo) began its Civic Education work by supporting the Afghan Constitution Commission in their public outreach for the constitution-making process.

¹⁰⁵ Accessible at: http://www.acsf.af/English/index.php?option=com_content&view=article&id=70&Itemid=142

¹⁰⁶ Accessible at: http://www.acsf.af/English/index.php?option=com_content&view=article&id=71&Itemid=98

¹⁰⁷ Accessible at: http://www.acsf.af/English/index.php?option=com_content&view=article&id=74&Itemid=164

Monitoring and evaluation¹⁰⁸:

Monitoring and Evaluation (M&E) as a controlling medium for the first time in ACSFo was established on February 6, 2006 to monitor all on-going projects of ACSFo. Since then every single project of ACSFo has a monitoring component and requirement included in the project. The necessity of M&E activity was observed when SDC, the ACSFo core donor, perfected its evaluation on what the organization did in the past three years for civil society in general.

Peacebuilding¹⁰⁹:

The ACSFO Peace Building Department was established in February 2006 based on the dire need for conflict transformation and Peace Building in Afghanistan.

The Peace Building section aims to contribute to the Peace Building process in Afghanistan. The specific objectives are as follows:

1. To establish and maintain a Peace Building Department in ACSFo.
2. To build up capacity of ACSFo staff in Peace Building & Conflict Transformation.
3. To build up capacity of ACSFo partner organizations and enable them to conduct Peace Building workshops in the field.
4. To strengthen the coordination mechanisms among the organizations in the field of Peace Building and to mainstream the Peace Building process.
5. To raise awareness with and among ACSFo partner Organizations through joint countrywide Peace Building activities.
6. To promote culture of peace through celebration of national peace day with ACSONP leading organization.

¹⁰⁸ Accessible at: http://www.acsf.af/English/index.php?option=com_content&view=article&id=76&Itemid=176

¹⁰⁹ Accessible at: http://www.acsf.af/English/index.php?option=com_content&view=article&id=79&Itemid=177

Research:

Realizing the need of social research activities, ACSFo established its Research Section in the year 2002. The section collaborated with the organizations which have the same vision and mission as that of ACSFo.

It provides research and information to foundations and organizations planning programs for the empowerment of civil society by acquiring, developing, archiving, disseminating data, documentation and obtaining the resources necessary for accomplishment of the activities. One of the core activities of ACSFo Research Section for the coming five years is to focus on the following issues namely:

- Poverty
- Security
- Family violence
- Education
- Youth issues
- Citizenship
- Government policy and effectiveness
- Demography and census.
- Civic education
- Afghanistan development strategies

The Research Section has kept an eye on the mentioned activities and has prepared reports in the context of civil society of Afghanistan. The reports have formed the policies of ACSFo towards its mission of “To boost Afghan citizens’ informed participation in political and social development of Afghanistan”. In practice the research activities includes planning programs for the empowerment of not only civil society but the whole Afghan society.

Rule of law:

- ***Community Policing***

To improve the cooperation between public and police in the country ACSFo runs the community policing project .This project has two components i.e. community trust building for public and police, and capacity building components for the law enforcement agencies, particularly the police personnel.

- ***USAID-LGCD***

The local Governance and community Development (LGCD) follow –up section was established at ACSFo in December 2007. The local Governance and community Development (LGCD) project, which was funded by USAID through DAI, assisted the government of Afghanistan (GOA) to extend its writ in provinces and districts by implementing institution building and community development projects, the ultimate goal of this project was to strengthening stability in the provinces.

7.2.2 Interaction with the military

Information regarding the interaction with the military of ACSFo could not be found by the authors.

7.2.3 Budget

Donors of the organization are: USAID, UNIFEM, UNDP, OXFAM International, SCA, World Bank, IOM, Heinrich Boell Foundation (HBF), etc.¹¹⁰ Information about the amount was unavailable.

7.2.4 Influence

Since 2002 ACSFo has published 55 editions of Jamea-e-Madani (civil society) monthly. In intellectual circles, Jamea-e-Madani is considered as one of the most acclaimed magazine in

¹¹⁰ Full list of donors available at:
http://www.acsf.af/English/index.php?option=com_content&view=article&id=81&Itemid=180

issues pertaining to civil society. In addition, the civic education section has published booklets and training manuals on democracy, Afghan parliament, women's rights, citizen rights and Afghanistan constitution.

It has an extensive and influential network of partners and member organization, which gives this organization a unique status. It also acts as a local organization which confirms its ties with the local communities. As stated before the budgetary numbers are inaccessible, however authors can still conclude that this organization definitely represents one of the most influential actors in the sphere of Afghan civil society.

7.2.5 Networks

ACSFo has the widest network of civil society actors in Afghanistan, having 314 partner organizations and 137 members (47 individuals and 90 organizational members). In its coordination and networking ACSFo as an umbrella organization has extensive membership system composed of Civil Society Organizations, Donors, Partners and Individual membership in order to promote and convene the unified voice of civil society.

It cooperates with TLO, ACBAR, Coordination of Humanitarian Assistance (CHA), AWN, GIRoA, UN Agencies, AI-HRC etc.¹¹¹ ACSFo is also heavily connected with Afghan NGO Coordination Bureau (ANCB).

7.2.6 Contacts

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¹¹¹ Full list of partners available at: <http://www.acsf.af/English/ACSFPartners.html>

8 CONCLUSION AND MAIN FINDINGS

It would be hard to produce a full list of findings regarding the conducted study in a thorough but somehow transparent way. Therefore only a short list of main general findings will be made in the following section.

First and most apparent finding that one can come across is the fact that so many different organizations are present in Afghanistan, ranging from NGOs, IOs, governmental agencies, etc. This giant ‘spaghetti bowl’ of different organizations makes a comprehensive study somehow impossible and also creates a problem of determining who are the important actors in the researching field.

This vivid fellowship of different organizations also comes along with a vast range of agendas of the different actors. This is widely reflected in the links between donors ranging from countries, foundations as well as several multinational corporations. One important finding regarding the mentioned fact is that the same donors reoccur in conjunction to several different NGO or agencies even if those have somehow different visions, codes of conduct, aims and intentions. These donors mostly consist of countries that are directly interested in their presence in Afghanistan (such as USA, Canada, UK, Germany and other big European countries), as well as countries that are traditionally involved in humanitarian actions (e.g. Sweden, Norway, Switzerland, etc.).¹¹² The other important finding is that the principles of ‘neutrality’, ‘impartiality’, etc. that most NGOs so fondly proclaim are somehow put into question, based on the aforementioned links between donors and NGOs. Another problem deriving from the wide array of different actors is the fact that some proclaimed NGOs are actually private enterprises or are directly connected with ones. Blurring the lines of impartiality is also typical for USAID, which is actually a governmental agency that acts in very similar way as all other major NGOs.¹¹³ However, this organization has a proclaimed aim of helping US to achieve its foreign policy goals. At the same time USAID is an organization that has one of the biggest budgets and stand as one of the most influential organizations in Afghanistan. Therefore the line between ‘really’ impartial and neutral actors becomes even further blurred. A question of legitimacy of perceiving humanitarian NGOs as neutral and impartial is something that authors really see as important. At the same time the authors think that this is a field that should receive more

¹¹² Non-Western countries were somehow not included enough in this study, which is a result of the bigger focus on the ‘Western’ NGO’s in Afghanistan.

¹¹³ Something similar could be stated also for WHH. However, this is a self-proclaimed NGO that is heavily influenced by German foreign policy goals.

attention in the future. For example, if military wants to cooperate with a specific organization it should be aware of this organization's agenda, links and aims in order to achieve its intent. It is also important to note whether this image of impartiality and neutrality has actually reached the local population. If the organization regardless of its actual intents is perceived as a part of occupying forces, then it cannot effectively operate in this specific environment.

Regarding the organizations/agencies' cooperation or interaction with the military authors came to following conclusions. Firstly, authors concluded that more or less all of the researched organizations/agencies are in some kind of interaction with the military.¹¹⁴ There is however a huge difference between the operational and the declarative level of interaction. While almost all of the studied actors interact with the military only few of them openly declare that this is their standard operating procedure. In other words, while most of the actors openly condemn the interaction with the military and especially with the PRTs, at the same time they are cooperating (with different intensity) with the military and (or) with PRTs. However, this cooperation is more or less consequence of an insecure environment and not a preferred option of conduct for these actors.¹¹⁵ Approaches that actors perform regarding the interaction with the military can therefore be divided in 4 different sections:

- **Institutionalized approach** (this means that interaction is somehow institutionalized, which is best seen at UN with its UNCMCoord).
- **Official policy approach** (this means that an organization publishes its official policy paper that describes its approach towards interaction with the military and sets the criteria under which it will perform the aforementioned interaction; this is best seen at WHH)¹¹⁶.
- **Operational approach** (this means that an organization is interacting with the military on the operational level, even though that it proclaims to have no interaction with the military whatsoever (or prefers none); this is typical for most of the analyzed actors).
- **'Clean conscience' approach** (this means that an organization does not want to have any interaction with the military whatsoever and actually has none even on the operational level; this is typical for organizations such as Amnesty International and Human Rights Watch, which as a result of their code of conduct cannot be stationed in the environment that is as unstable as Afghanistan).

¹¹⁴ Exception would be the SCA, since the authors could not collect sufficient data to reach a conclusion regarding their interaction with the military.

¹¹⁵ The exception would however be the USAID, IOM and TLO.

¹¹⁶ The example of WHH policy paper is accessible at:
http://www.welthungerhilfe.de/fileadmin/media/pdf/Englische_Seite/Policy_paper_CIMIC_neu2.pdf

Regardless of the organizations'/agencies' aims, intentions and their position regarding the interaction with the military, one common feature applies to all the actors in Afghanistan. They are all, at least on declaratory level, present in Afghanistan with the intent to help the Afghan people achieve long lost peace and prosperity. With the aim of achieving the afore set goal most of the analyzed actors are intensively incorporating local people into their staff. This is made to include the Afghans themselves in the process of re-building their state and society and to portray themselves (organizations/agencies) as legitimate, impartial and neutral actors. This therefore serves to improve those actors' effectiveness in the field as well as to enhance the prospects of carrying out their agenda. Several actors are also trying to handover the ownership as well as the leadership of several projects and initiatives to the local organizations and agencies. Local organizations/agencies are also becoming more and more apparent. However this process of localization of the projects and initiatives (sometimes referred to as afghanisation) is in its initial phase and cannot be compared with other post-conflict areas such as former Yugoslavia, which is also a consequence of the difference between the magnitude of tensions and security threats in aforementioned areas.

Another important finding is related to the locations of the organizations/agencies and the areas in which they operate. Only a few of the analyzed organizations/agencies is actually present throughout the country.¹¹⁷ Therefore the influence of the specific actors is very often limited to the areas in which they operate, which can be very important information for actors in Afghanistan. As a continuation of this study another comprehensive research regarding the locations and operating areas of the actors could be made. This could contribute to the available information regarding the point of contact for different organizations etc. that could be used to enhance the actual interaction between different actors in Afghanistan.

To stress out once again, this is only a small proportion of important and useful findings that can be derived from this study. The authors would like to state that this assignment provides a small but important portion to the puzzle of understanding the interactions between different actors in Afghanistan. What authors are also proposing is that a continuation of this study should be made with emphasis on the gathering the 'from the field' information while using this large amount of information that was already gathered. Additional analysis could also be made, however this time in less rigid timeline, in order to derive other findings that could also be used for different intentions than the present one. All of the stated could later result in a more realistic picture of the vast array of actors as well as enhance the applicability of this study on an operational level.

¹¹⁷ UNDP is present in all provinces, while DACAAR in 27 out of 34 provinces.

9 APENDIX

Civil Military interaction_afghanistan.pdf