



Ministry of Rural Rehabilitation and Development

Strategic Plan

For The Years २०११-२०१४

Table of Contents

Table of Contents:.....	a
Preface:	c
Introduction:.....	1
Analysing the Current Situation	2
Table 1: Identified causes of poverty in rural areas by the Ministry of Rural Rehabilitation and Development.....	3
Box 1: Results and areas of strategic interest of the Ministry of Rural Rehabilitation and Development.....	4
Theoretical Framework.....	5
Strategic Areas of the MRRD	5
The basis of strategic plan:.....	5
Strategic area 1: sustainable infrastructure development (road and small irrigation systems).....	6
1.1.Goals	6
1.2.Coordinating Norms and Standards	6
1.3.Quality control of the Infrastructural Projects.....	6
1.4.Common Topics.....	7
Strategic area 2: sustainable water-supply and sanitation in rural areas	7
2.1. Goals:	7
2.2. Safe Management of Services:	8
2.3. Common Goals:.....	8
Strategic area 3: developing sustainable renewable energy:	9
3.1. Goals:	9
3.2. Producing solar energy:.....	9
3.3. Producing hydroelectric energy:	10
3.4. Producing wind energy:	10
3.5. Producing biomass energy:	10
3.6. Investments and coordination on energy and power supply for the rural areas: ...	10
3.7. Common goals:	10
Strategic area 4: developing industry, and small and medium size rural ventures:	11
4.1. Aim.....	11
4.2. Improving coordination for economic development:	12
4.3. Paving the ground for establishment of effective local institutions:	12
4.4. Paving the ground for repayable loans, including Islamic loans in rural areas:.....	13
4.5. Providing development services for business and ventures:	13
4.6. Ensuring the economic situation in coordination with other sectors:	13

4.7. Establishing local markets (district level).....	14
4.8. Technical and professional education:.....	14
4.9. Common goals:	15
Strategic area 5: strengthening local governance:	15
5.1. Goals:	16
5.2. Supporting the role of local development councils in the rural areas:	16
5.3. Enhancing the role of local development councils as development agencies:.....	16
5.4. Development plan of local council/ cluster:	17
5.5. Response to accidents and social safety:	17
5.6. Health and educational infrastructures:	17
5.7. Transferring the responsibilities of partner organizations to social workers:	17
5.8. Common Goals:.....	18
Strategic area 6: developing administration and effective delivery of services:	18
6.1. Goals:	19
6.2. Reform process	19
6.3. Monitoring and evaluation	19
6.4. Managing the information system.....	20
6.5. Research and survey.....	20
6.6. Education, professional and vocational training	20
6.7. Rural technological park	20
6.8. Raising the awareness of people	20
6.9. Strengthen policy-making and strategic activities.....	21
6.10. Reconciling the policies of stakeholders in line with the needs of rural people ...	21
6.11. Strengthening planning through a comprehensive and inclusive mechanism	21
6.12. Facilitating the process of including local plans to other administration's plans..	21
6.13. Common goals	21
Balanced development:	22
Developing the border areas:	23
Internal Audit:.....	23
Care and maintenance:	23
1. Care and maintenance of the projects through programs:	23
2. Care and maintenance in the rural areas:	24
3. Work Plan for Peace:.....	24
4. Monitoring mechanism:	24
Attachments:.....	24
1. Results framework.....	24
2. Strategic implementation plan	24

3. Implementation plan for the first and second target of the second SDGs.	24
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Preface:

Lack of sufficient economic opportunities and infrastructures, vulnerability to natural disasters, lack of job opportunities and proper statistics, weak governance and security are among the reasons for poverty in the rural areas. Studying and addressing these factors in the strategic plan for the years (2017-1400) is aiming to reduce the poverty by providing basic services and favorable environment for sustainable development. By targeting the strategic areas such as sustainable development, infrastructure, sustainable water supply and sanitation, small ventures and industries, sustainable and renewable energy, local governance, administration and efficient services; the MRRD paves the ground for self-sufficiency and prosperity. The MRRD will focus on rural people and promote inclusion to improve rural living standards. The employees and leadership of the MRRD are dedicated towards their core values, national priorities and global sustainable development goals. Development and rehabilitation of socio-economic infrastructures has been emphasized as an instrument for poverty reduction in the rural areas. I believe that promoting inclusion and dedication towards core values can help us achieve our strategic goals. I can say with confidence that the MRRD is actively present in all the rural areas, and leads all the developmental activities with the help of other partners. The Directorates and the work-programs of this Ministry is also responsible to leave no stone unturned for the realization of the five years strategic plan, and pave the ground for delivering of efficient and useful services in line with the sustainable development goals in the rural areas of the country. I am pleased to present this strategic plan for the years (2017-1400) which is prepared after several months of hard work for decreasing poverty and improving of the life standards, with the help of our partners, by the Afghan employees of this Ministry. I also want to express my deepest gratitude towards the technical team of the MRRD, Directorates, Programs and Advisors for preparing this strategic document.

Associate Professor, Mujeeb Rahman Karimi
Minister of Rural Rehabilitation and Development



Introduction:

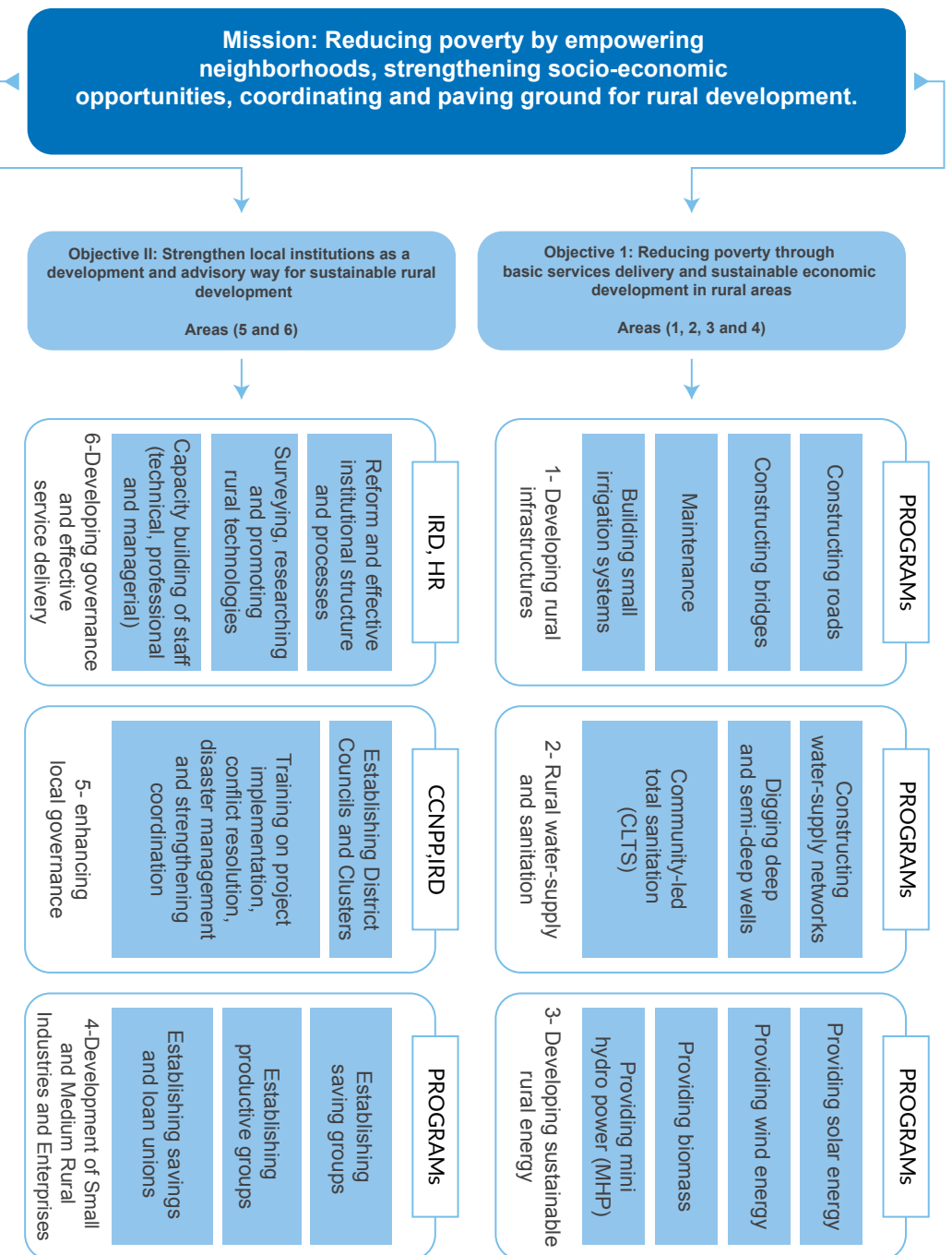
Providing basic services and strengthening local institutions as a developmental way towards sustainable economic development in the rural areas, is the requirement for poverty reduction in the perspective of the MRRD. Addressing the causes of poverty (that is specified in the table one), inclusion and mutual cooperation of people and donors, and cooperation of sectorial and rural development administrations are necessary for achieving this goal. This Ministry is dedicated and responsible for identifying economic opportunities paying attention to the principle of comparative benefits, to alleviate the life standard in the rural areas, taking into consideration the capacities and local resources available.

The MRRD is implementing its developmental plans for rehabilitation and development of rural areas through the national and sub-national programs such as Citizens Charter National Program, National Rural Road Development Program, National Rural Industrial program, Rural Sustainable and Renewable Energy Program, National Rural Water-supply and Sanitation Program, Rural Development Institute, Office of Regional Coherence program, Integrated Agriculture and Rural Development Program, Improving Afghan-Tajik livelihoods in the Border Areas and National Vulnerability Monitoring Program. The MRRD has compiled its strategic plan in coordination with all related agencies and promotes good governance and active participation of women in the election process by providing balanced Social Justice Services. The rural people have better access to local markets, job opportunities, education centers, social services, clean water and energy, owing to the services provided by this Ministry during the previous years. This has strengthened hope for a better future and life in the minds of people.

The MRRD needs to review and unify its structures and developmental plans for achieving the policies of Islamic Republic of Afghanistan and International Communities to be able to provide efficient and effective services for the welfare of rural people. In order to institutionalize the systems and structures, regulate service delivery and cost reduction, the MRRD plans to adapt its formation structure to national and strategic goals and priorities by implementing reform processes.

Analysing the Current Situation

Opportunities	Challenges
<ul style="list-style-type: none"> • Rural people's requirement for basic services • Government's support for the developmental projects • Donors' interest for rural development • Active presence of the MRRD in all the country • Directorates and work-plans with professional and experienced staff • Presence of secondary units in the provinces • Presence of local developmental councils • Support of international community • Global sustainable development goals • National priority programs • Having a Rural Development Institute to raise the technical capacity of staff and research in the field of rural development • Public participation in the implementation of development projects • GIS and MIS information banks • The Department of Monitoring, Evaluation and Material Quality Control • Internal Audit department for enhancing transparency and accountability • Offices and infrastructures in the center and provinces • Materials testing laboratories • Design and Engineering departments 	<ul style="list-style-type: none"> • Lack of security in some areas • Insufficient developmental budget • Donor restrictions on their spending in the areas that affect balanced development. • The lack of coordination between ministries, and governmental and non-governmental agencies • Social problems and disputes in some areas • Natural accidents • Climate change and drought • Time-consuming administrative processes in various activities • Insufficient hydro-geological information • Absence of baselines and insufficient information • Insufficient electronic instruments and infrastructures • Lack of coordination between directorates and programs • Parallel systems and structures • Low salaries for junior civil service employees. • Low technical capacity and shortage of personnel at provincial and district level • Low quality construction materials • Task interference



Development

Box 1: Results and areas of strategic interest of the Ministry of Rural Rehabilitation and Development

Table 1: Identified causes of poverty in rural areas by the Ministry of Rural Rehabilitation and Development

Identified causes of poverty by MRRD	
<p>Lack of sufficient economic opportunities</p> <ul style="list-style-type: none"> Limited access to markets Lack of related skills Not using modern systems in the skills Limited access to loans Lack of economic support institutions 	<p>The Ministry of Rural Rehabilitation and Development (MRRD): Provides skills for potential investors, contributes to building infrastructure, access to energy and the creation of VSLEs / SMEs, in coordination with the Small Capital Investment Support Office to design and set small products and loans.</p>
<p>Lack of sufficient infrastructures</p> <ul style="list-style-type: none"> Lack of roads in remote and impassable areas Lack of health and educational centers Lack of access to potable water and sanitation Lack of energy producing infrastructures Lack of agricultural infrastructures 	<p>(MRRD): Build schools and clinics, roads and bridges, provides sustainable and renewable energy, constructs irrigation networks, and provides access to drinking water and sanitation.</p>
<p>Vulnerability to natural disasters</p> <ul style="list-style-type: none"> Weak social solidarity Inadequate coordination between organizations and institutions Weak disaster management Inadequate knowledge and skills Lack of awareness systems 	<p>Ministry of Rural Rehabilitation and Development (MRRD): Helps in the realization of environmental decisions, increasing social harmony, taking measures to protect the environment and educating people to fight disasters</p>
<p>Lack of local governance</p> <ul style="list-style-type: none"> Distance between local people and government Inadequate programs and skills for local governance People are not aware of their basic rights 	<p>Ministry of Rural Rehabilitation and Development (MRRD): Delivers collective and balanced development, provides education for people-led development, and holds local elections.</p>
<p>Lack of research, effective survey and low awareness level</p> <ul style="list-style-type: none"> Incomplete survey to identify the real needs of rural people Weakness in comprehensive research to achieve balanced development across the country No baseline 	<p>The MRRD launches surveys, evaluations and in-depth investigations through a series of relevant departments to identify rural needs and promote social justice and balanced development, to effectively implement projects and programs.</p>

Theoretical Framework

Vision:

Powerful and prosperous rural areas with a moving economy

Mission:

Reducing poverty through empowering rural people, strengthening socio-economic opportunity, and coordinating and paving the ground for development in rural areas

General goals:

- Reducing poverty through providing basic services and developing sustainable economic in rural areas
- Strengthening local institutions as implementing agencies for advising and sustainable developing.

Core values:

- Rural communities are the centre of attention for MRRD.
- The MRRD is committed to preserving the past, present and future investments to ensure sustainable and balanced development.
- The MRRD is committed to balanced, fair and sustainable development.
- The MRRD carries out their activities considering the norms and values of the society, with utmost honesty, transparency and accountability.
- The MRRD believes in collaboration and coordination in order to reduce the difference between the urban and rural areas.
- Protection of the environment and effective use of natural resources are the vital values of the MRRD.
- The MRRD believes in peace and conflict resolution through providing basic services.
- The MRRD believes in strengthening trust between people and government through providing basic services in the rural areas.
- The MRRD values the role and active presence of women in rural development.

Strategic areas:

1. Sustainable development of infrastructure (road and irrigation)
2. Sustainable water-supply and sanitation in rural areas
3. Renewable energy and sustainable rural development
4. Developing small and medium size investments in rural areas
5. Strengthening local governance
6. Developing governance and effective service delivery

Common topics:

1. Empowering women
2. Protection of environment
3. Fighting against disasters
4. Fighting corruption
5. Counter narcotics

Strategic Areas of the MRRD

The basis of strategic plan:

The MRRD has developed its strategic plan based on the 6th, 10th and 13th article of the constitution and the related rules and regulations. The global sustainable development goals and the national priority programs are also considered through an advisory process taking into consideration the government and international policies, central and provincial directorates, and other programs. The MRRD struggles to coordinate its affairs in the light of this strategy, and provide better and effective services in the coming years.rs.

Strategic area 1: sustainable infrastructure development (road and small irrigation systems)

1.1. Goals:

- Access to basic services centers through building transportation infrastructures
- Increasing agricultural products through constructing small irrigation structures

The MRRD has built and reconstructed various infrastructures to improve the socio-economic situation in the rural areas. Building such infrastructure are still needed for the rural areas. The farmers are negatively affected by the lack of communication, and limited access to basic services and markets. The lack of proper irrigation infrastructures, irrigation canals, natural disasters and the lack of other necessary welfare investments also adversely affect the farmers.

Although the infrastructures built by the MRRD has decreased the level of poverty and vulnerability in the rural areas, but paying attention to the needs and requirements in these areas, the infrastructures and services are not sufficient. Thus, there is need for further investments in larger infrastructures in district and province level. This is achieved by creating councils and clusters through citizen's charter national program.

The MRRD will continue to build roads, bridges, supportive walls, irrigation canals, education, health and many other similar infrastructures. The MRRD will also try to consider balance in providing infrastructures that cover larger number of people in districts and provinces.

1.2. Coordinating Norms and Standards:

The MRRD is considering to establish a standard norm for all the infrastructural projects such as roads, bridges, small dams, water supply and energy projects. This is done in a close collaboration with the MOEW, MOPU, and MOI to provide better stability against natural and environmental disasters.

1.3. Quality control of the Infrastructural Projects:

The projects of MRRD are regulated by the public and private sector in all the phases of survey, design, and implementation. The monitoring of the projects is carried out by the developmental councils, employees of the MRRD and, public and private sector in case there was any need. The MRRD will also develop and build a laboratory for testing construction material as per the environmental and construction rules and regulations.

1.4. Crosscutting issues:

Empowering women:

Men and women are the equal users of the rural infrastructures. Equal access to service centers and infrastructures, increase in the number of female employees, maintenance, monitoring and women's opinion about rural development are the examples of women empowerment and equal rights. This will help to strengthen the gender commitments in the context of global sustainable development goals.

Protection of Environment:

Constructing rural infrastructures and planting trees in roadsides will reduce pollution and protect the environment, and it is a part of the primary plans of MRRD. In addition, the social problems are also solved through environmental sectors. In this sector the current focus is on the existing roads with the same path which have low quality (the roads that are already built but are in a very bad conditions), this will have minimum effect on social and environmental situation. The activities of this section will also be according to the environmental laws, regulations and the (environmental and social) safety policy of the World Bank.

Counter narcotics:

Creating job opportunities and employment through reconstruction, maintenance and building small irrigation systems indirectly help to reduce the illegal cultivation of opium in the rural areas by creating opportunity for cultivation of other agricultural products.

Strategic area 2: sustainable water-supply and sanitation in rural areas

2.1. Goals:

Increasing access to water-supply services, sanitation and education for the betterment of life standards in the rural areas

The MRRD has constructed infrastructures such as water-supply networks, digging deep and semi-deep wells, that ensures socio-economic development in the villages and prevents child mortality specially infants of below age five. And still people in the rural areas face problems such as lack of potable water and sanitation, where drought, environmental and natural disasters contribute to this cause.

Considering the continuous requirement for water-supply infrastructures, the access to these ser-

vices especially drinking water in the rural areas is limited and insufficient. The MRRD will try to attract investments on construction of sanitation, and small and medium water supply infrastructures in the rural areas as it is also mentioned in the CCNPP.

The studies conducted by the Joint Monitoring Program (JMP), WHO, UNICEF that was carried out on the coverage of water supply and sanitation services; including the (NRVA), (ALCS), (AM-ICS) and (DNHS) surveys in the rural areas, imply that in the year 1395, 53% of rural people had access to drinking water and only 39% of them had access to basic sanitation services.

In the next five years the MRRD plans to increase access from 53% to 86% for potable water and from 39% to 56% for sanitation services. Also the level of open defecation is estimated to decrease from 18% to 10%.

By launching the people-led sanitation process about ten thousand rural communities will be cleaned off from human waste by the help of CCNPP, partner organizations and the organizations that are funded by UNICEF. Following this process, about six hundred thousand toilets (about 10% of this number is newly installed toilets, and the rest is modified toilets) will be installed through the CLTS program.

2.2. Safe Management of Services:

The 2013 DACAAR survey is used for determination of safety level in drinking water. In the mentioned survey about 4000 drinking water resources in the city and rural areas were tested for the level of (E.Coli) bacteria. The results of this survey indicates that only 40% of the overall water resources in Afghanistan is in line with the bacteriological standards (CFU/100ml <1) for drinking water. Therefore, the water supply directorate is proposing a test method for water supply immunity which will be implemented on Bamyan and Parwan provinces. This method will be applied to all the projects implemented by this sector if the test results are satisfactory.

The implementation plan for target number one and two of the sixth global sustainable goal is a part of this strategic area.

2.3. Crosscutting issues:

Empowering women:

One of the principles of water-supply and sanitation policy in rural areas is the inclusion of women in water management affairs, decision making and implementation of it.

Considering the global sustainable goals, sanitation services and education, complete annihilation of open defecation, special attention is paid to meet the requirements of girls and women.

Transparent policies and procedures are developed to strengthen and ensure the role of women in maintenance and implementation of water-supply and sanitation projects.

Protection of Environment:

- The WASH program focuses on the following programs for protection of environment:
- • The effects of all the water-supply, sanitation and education projects on environment will be identified, monitored and supported.

- A new mechanism for reducing the environmental dangers will be developed and in case if any environmental danger is identified, proper cautionary steps will be taken to protect the environment.
- Technical skills will be developed in district councils for proper management of solid and liquid waste to prevent the drinking water from getting infected
- Water resource management with practical mechanism for (Watershed Management), mechanism for collecting rain water, artificial nourishment of underground water, and maintaining water-supply and sanitation systems will be coordinated with the sectorial Ministries.
- The human waste recycling is considered to be implemented for reducing health and environmental dangers
- Using solar pumps in the water systems. It is seriously considered to replace Diesel with solar energy in the pumping systems that results in the reduction of fossil energy as it is also in the interest of climate change and environment.

In addition, the environmental awareness programs, water quality control regulation and other national and international laws for protection of environment will be considered.

Fighting corruption:

Participation of the district development council members in the affairs such as planning, contracts, implementation, monitoring and maintenance of water-supply and sanitations projects decreases corruption, and will help to implement the projects transparently.

Counter narcotics:

Implementing water-supply, sanitation and health-education projects, in addition to ensuring health and promoting life standards, will pave the ground for job finding and work that will attract people towards public projects.

Strategic area 3: developing sustainable renewable energy:

This program is developed with the help of MRRD and UNDP to create renewable energy from solar, wind, water, biomass and biogas resources for the rural people that do not have access to the grid power.

The MRRD is determined to provide renewable energy in the form of heat or electricity for 200 regions. As a result of these efforts about 19500 families will be benefitted from the health, economic and social benefits of renewable energy in the rural areas.

In addition it will provide energy for productive goals and economic activities (small and medium ventures) that will help improve the level of welfare in the rural areas.

3.1. Goals:

Access to sustainable renewable energy for the rural social and economic development

For better movement of this process, public and private sectors will also be included in this process, and the governmental agencies, civil society institutions and public and private sector will

be supported for capacity development through specific capacity building guidelines. In addition, capacity building for the national teacher training institutes and human resource development for renewable energy is considered. It is worth mentioning that the MRRD will create a specific legal framework through Afghanistan renewable energy program for monitoring, quality control and protection of environment to ensure sustainable development of renewable energy in the rural areas. This program will be focused on solar, wind, water, biomass and biogas energies.

3.2. Producing solar energy:

By having (300) sunny days in a year, Afghanistan has a capacity for (222000) MW (NREP) energy per year. Persuading and supporting the use of solar energy for power production, irrigation and heating water will help achieve long-term strategic goals. The government should consider a strategy that will be economically viable in contrast to use of other technologies. The MRRD will design and implement a plan that will improve the use of solar energy for heating water and irrigation. The government will also make sure that quality products are distributed to people by explaining the required standards for cooking and heating water.

3.3. Producing Microhydroelectric energy:

Considering the master plan, Afghanistan has an estimated capacity for producing 23000 MW of hydroelectric energy. In addition, small and big hydroelectric energy systems will be installed in potential areas, in line with the policies of the government, and norms and standards of the MoEW.

3.4. Producing wind energy:

Afghanistan has a capacity for producing 67000 MW (NREP) electricity through wind turbines. Supporting the production of wind energy, the aim of this strategy is identifying, studying and using the resources from MoEW for finding the wind regions and implementing projects in the rural areas.

3.5. Producing biomass energy:

The energy sector in Afghanistan mostly relies to mass energy (burning wood, coal, fodder plants, and animal wastes) and a part of the rural energy needs will be supplied by it.

The goal of this system is to maintain a sustainable mass energy supply and its use, this will have an appreciable impact on the income of people in rural areas.

3.6. Investments and coordination on energy and power supply for the rural areas:

Access to energy and power is vital for economic development in the rural areas, because the lack of it will hinder the economic growth and create obstacles on the way of small and medium size ventures. The MRRD focuses on investment and planning regarding the use of renewable energy and will achieve this goal with the help of the private sector. The MRRD will collaborate with the MoEW to jointly identify the priorities and work to compensate the unimplemented activities in the rural areas.

3.7. Crosscutting Issues:

Empowering women:

The sustainable energy is a factor for promoting gender equality that will create remarkable changes in the life of human beings (men and women). Supporting the role of women in the use of energy and improving their health condition, this strategic area will focus on the following issues:

- The socio-economic effects of this program will support economic activities such as production, education, health and other services for women through providing sustainable energy.
- The women will be supported by the new heat energy systems such as Tandors (local instruments for cooking bread), heaters and modified stoves that are more efficient.
- Renewable energy will be supplied for the productive economic activities in the rural areas such as livestock, chicken farms and household crafts that women have a remarkable role in them.
- The energy supply methods that could support women in their economic activities in the rural areas will be selected
- The MRRD will increase the share of women up to 30% in the programs and capacity building programs will be implemented for sustainable leadership of women in the developmental programs.

Protection of environment:

- The rural sustainable energy program will comply with the norms and national standards of protection of environment in producing renewable energy.
- A complete list of requirements will be created for all the energy instruments in coordination with the national norm and standard authority. A monitoring system will also be developed for checking local systems in the laboratory of the Kabul University.
- A guideline for protection of environment and operation of energy providing services will be developed by the MRRD in close coordination with the environment protection authority.

Strategic area 4: developing industry, and small and medium size rural ventures:

4.1. Aim:

Increasing sustainable employment and long-term welfare opportunities through providing and using existing economic facilities

According to the article 10 (The government will persuade, support and ensure the safety of investments and private ventures according to the open market economy system and rule of the law) and 13 (The government will develop and implement effective plans for developing industries, production growth, increasing the life standards and supporting the crafters) of the constitution, national priority and sustainable development programs, the government should pave the ground for a strong private sector for supporting the industry and ventures in all Afghanistan including the rural areas.

The MRRD as the leading authority for rural development plays a central role in the betterment of

rural welfare, sustainable employment, increasing income and decreasing poverty.

The general impression is that agriculture and livestock represents a major economic sector for employment in rural areas, but the current achieved employment cannot guarantee a steady and sufficient income to meet all the requirements of people in the rural areas. In addition, a number of necessary commodities that can be easily produced in the country are imported from outside the country; this has hindered the development of all the related industrial activities in the country. The survey that was conducted to study all the small and medium size ventures, indicates that two reasons are hindering the development of private sector in the industry, such as: lack of developmental and technical services for income generating employment, and lack of financial resources in the rural areas of the country.

In addition, the lack of technical assistance, financial resource and lack of access to market, low capacity of Business production marketing, lack of access to day technology, lack of expert workers, production standardization, low capacity in Businesses management are factor which prevent Businesses growth in country.

Considering these requirements, the MRRD will increase its services for development of rural investments and creating opportunities for economic development (e.g. connecting districts to the markets) in the rural areas.

These services should be balanced and synchronized with other developmental and agricultural programs so that the effects of them will be sensible and satisfactory. For example, the MRRD will support the agricultural and non-agricultural ventures, so that beside the land owner the people who do not own land will also be benefitted. Providing these services will completely support the activities of the Ministry of agriculture, irrigation and livestock that is focusing on the quality of agricultural products and its output.

4.2. Improving coordination for economic development:

The MRRD has coordinated in its work area for development of infrastructure and investments in various fields such as (energy, connectivity, water-supply and irrigation), and will support any practical innovation for development of entrepreneurship. In addition to coordinating between the infrastructure development and industry, the MRRD will also develop mechanisms and frameworks for facilitating mutual understanding between financial and technical service providers (government and non-government). The MRRD will also strengthen the relationship between the programs and ventures that can improve the effect of these measures such as, national skill development program, innovation for ensuring financial credit of the rural areas and coordinated facilities for small and medium size ventures.

4.3. Paving the path for establishment of effective local institutions:

The experience of village development councils implemented by (NSP), has proved the importance of creating focused local economic development institutions and expanding them, besides planning and implementing infrastructural projects. The aim of such institutions is identifying employment opportunities, creating education opportunities, supporting services, sharing capital and

responsibilities, collecting savings, addressing the problems and the use of potential existing facilities in the area for providing access to financial support. The saving groups, production groups, loan and savings unions are among the service groups which provide technical and financial services and are supported by the MRRD.

For example, the Economic Empowerment Program for rural women will create institutions to create non-farm employment opportunities for the poorest people in rural areas. Through the creation of producer groups, the unions of producers, and the creation of an interface or link between small and medium enterprises in urban areas and small and medium enterprises in rural areas, the problem of unemployment will be eliminated. This will provide stable sources of income for rural people and make them more productive.

4.4. Paving the ground for repayable loans, including Islamic loans in rural areas:

The MRRD will coordinate with the Small Investments for the Rural of Afghanistan Authority (SIRA) for increasing the capacity of the Ministry employees and partners regarding small loans and Islamic loans. Therefore, the (SIRA) and loan granting authorities can count on the presence and experience of MRRD in the rural areas, and launch and develop their products that match the requirements in the rural areas.

In order to increase loan grants in the rural areas and achieve the (SIRA) goals, MRRD struggles to maintain a stable access to loans in the rural areas through facilitating and supporting the local administrations, providing financial education and connecting the loan and saving unions (that are considered to perform as village banks in the long-run) with loan granting authorities. The MRRD supports the Islamic loans and will improve the performance of loan granting unions in the rural areas by using the Islamic loan models. The MRRD will also collaborate with its partners and (SIRA) for increasing small investments in order to increase products and income in rural areas. In addition to small-scale investment in Afghanistan, programs such as the Women's Economic Empowerment Program will mobilize institutions at the level of villages and districts as small groups of savings, including an average of ten members, so these groups can save money based on Weekly savings and use it to meet the urgent needs of group members or to invest in generating productive activities.

The loan and savings unions of the village will be built to act as a village bank, and will generate loans from savings groups for business activities based on Islamic principles, it will be not only an option or a financial source for small and modest businesses., but will help non-farm activities and job creation in the villages.

4.5. Providing development services for business and ventures:

As the access to loan services are important, providing development services for ventures and businesses are also really important. These services include useful information about market based on analyzing the values, market study, work-plan for the venture, financial management, book keeping and developing the products and supplying it to national, regional and international markets. The MRRD will provide appropriate services and marketing support for small and medium industries that have the capacity for direct or indirect employment and completes all the prior requirements of the market for production and raw

materials. For starting this task, development services and education should be offered free of cost. The MRRD plans to gradually create and support private sectors for providing development services. In addition, the MRRD will create support authorities for addressing the needs of local entrepreneurs all over the country and invest on the capacity of them.

4.6. Ensuring the economic situation in coordination with other sectors:

As an example, considering the peace and development framework of Afghanistan for the next five years (600) MW of solar, wind and gas energy will be produced, the MRRD will provide renewable energy and transportation infrastructure for economic and productive goals, that will create the economic situation for improvement and income generation.

4.7. Establishing local markets (district level)

The MRRD in coordination with relative administrations will establish markets in the rural or district areas after analyzing and precise study. This will provide timely access for producers, and small and medium ventures that will result in the commodities to reach the market on time, packed and shipped to other national and international destinations.

4.8. Technical and professional education:

The MRRD considers to launch and institutionalize technical and professional education for effective social and economic development. In this regard, the Rural Development Institute of Afghanistan in coordination with relative organizations will develop the curriculum, norms and standards of technical and professional education, policies and educational modules. The (RDI) will create educational curriculum administration in its structure for this purpose; in addition, for the better implementation of educative modules in the provinces, an administration for technical and professional education will also be created. The RDI is responsible to institutionalize the educational policies and manage its procedures.

4.9. Our village our pride

Empowering women:

Creating employment and persuading women to take part in productive activities, in addition to strengthen the role of women in the family and community, will contribute to changing the mindset of women through working together in the productive chain and meeting other rural women. This will empower them to have an active role in the community and improve their economic activities. This will lead to independence and empowering of women in the community.

This program focuses more on the economic empowerment of women in the rural areas, and in line with the goals of the national program priority, it means economic empowerment of women, will be cover in all provinces throughout the country. This program will provide women with the facilities they need to enhance their economic security through contributions in savings groups, business development, savings unions, and community-based lending. In this program, more emphasis has been placed on working with nongovernmental organizations, the private sector,

service delivery agencies and civil society to implement their projects and access to technical and financial resources.

It will also provide village access to the market in accordance with local, provincial and national levels. And the focus of this program is on knowing and supporting the female-dominated sectors and businesses that women have been leading.

Protection of environment:

A specific guideline for protection of environment and reducing the destructive effects of small and medium size industrial activities will be created, meanwhile the environmental framework of the World Bank and the enacted rules and regulations of Afghanistan will also be considered.

Counter narcotics:

Employment and income generating opportunities are created through legal investments and ventures in the rural areas. Increase in the value of agricultural and non-agricultural products will increase the economic benefit of the products and provide enough income in legal ways. Obviously, this will be implemented by creating mechanisms and supporting potential facilities that are not dependent to narcotics, and eventually cause indirect reduction of narcotics in the related areas

Strategic area 5: strengthening local governance:

In perspective of the MRRD, local governance is strengthening people and local institutions for participating in economic and social decisions in the rural areas.

The MRRD has developed and planned the CCNPP that is an innovative, inter-ministerial and multi-sectorial program by the government of Afghanistan that provides socio-economic infra-structural services for the covered areas. This program is created owing to the fourteen years of experience in NSP and other developmental programs to provide services through supporting local development councils for the next ten years.

The MRRD is determined to support the solidarity of people through providing basic services considering developmental priorities.

According to the program manual, development councils are responsible for planning, budgeting, implementing, monitoring, and reporting in the covered areas. This process will remarkably increase the sense of ownership in the people.

The CCNPP promotes widespread development in all the levels, and raises the voice of the vulnerable parts of the society like women, refugees, displaced and poor.

5.1. Goals:

- Empowering the localities for providing socio-economic infrastructural services in all the nation
- Realizing nationwide democracy and providing development services and institutionalizing local development councils across the country

- Reducing poverty and strengthening relationship between people and government through implementing developmental activities led by local councils

Local development councils are national mechanism for providing long-term services for the partners of the Ministry. This will facilitate development processes and increase the efficiency of expenditure by active participation and help the coordination process.

The presence of representatives and their capacity building for addressing the needs of people increases their reputation among people and pushes the local institutions to discuss their problems and disputes with the local authorities. Therefore, the development councils are the basis for answering and decision making mechanisms and policies that holds the relationship between people and government. The MRRD is looking forward to the elected representatives of people to be directly accountable to their electoral constituencies and help change the formation of local power to a more accountable regime for protection of public property.

5.2. Supporting the role of local development councils in the rural areas:

The MRRD is working with other partners with the experience of holding elections in the rural areas, to make sure that the district and village development councils are in line with the pre-defined norms in the constitution.

In addition, the MRRD will increase the role of development councils by educating them in the area of governance, conflict resolution, investments, mobilization of rural people and the role of the councils as accountable leaders. This process will help the people to understand their legal and social responsibilities in the long-run. This program is effective in building trust and stability, and is designed for accountability and transparency in the CCNPP.

5.3. Enhancing the role of local development councils as development agencies:

The MRRD is determined to create and mobilize 14200 village development councils and divide them into different clusters in order to select and implement bigger projects. The MRRD will increase the capacity of District Councils (DCs) through educating them about join planning and implementation. The DCs are encouraged and mobilized to be supported by local institutions, and if possible, to run even without a budget allocation within the Ministry and continue to address the needs of people whom they represent.

5.4. Development plan of local council/ cluster:

The main goal of creating a plan is to agree on a shared vision in long-term and create strategies and activities within a specified time frame for achieving the specified goals. The development plan for councils/ clusters will be developed by the local people with the help of social workers and engineers, after completing a series of tasks like, social and economic analysis, determining the resources, mapping, participation of women in the activities and selecting the projects. These practices will help us consider the requirements of women and problems of the vulnerable and marginalized people.

5.5. Response to accidents and social safety:

The continuous occurrence of natural and unnatural accidents have always lead to casualties and financial losses. This has caused a lot of people to get displaced, caused poverty and instability in the villages. The MRRD approaches the natural disasters as a major part of its operation and struggles to provide necessary services in coordination with national anti-disaster committee by surveying, researching and identifying the vulnerable areas in the country. In addition, the Ministry will address the marginalized people such as refugees and displaced, disabled, women who are responsible for a family, elders and Nomads through CCNPP by providing effective services to meet their urgent needs.

5.6. Health and educational infrastructures:

This priority includes schools, clinics, social centers and etc. that are built in coordination with related authorities (MoE, MoPH and IDLG). As we all know, a large number of children and teenagers of our country are studying under the direct rays of sun and without a shelter¹. The MRRD is focusing to build relatively cheaper structures, so at least the children and youth could continue their education inside a shelter, and be protected from heat and cold.

5.7. Transferring the responsibilities of partner organizations to social workers:

In the past one decade, the Afghanistan's government has relied on the non-governmental organizations for providing services and building capacity in the villages. This method is expensive and the chances of its continuation is low due to the lack of financial opportunities. In addition, the services provided by the non-governmental organizations in the rural areas, has questioned the reputation of government in the villages and most people think the government is incapable of providing services to its people.

The responsibility of providing services by the government, increase the capacity of the government and will result in continuation and stability in the long-run. In addition to this, the cost associated with the services being provided by the private sector is much higher than the government. The social workers (men and women) that are currently operating under the Development Directorate of this Ministry will take the responsibility of the partner organization in the next three years, and the partner organizations will take the responsibility for capacity building of the mentioned social workers. Currently 128 social worker are jointly working with the partner organizations.

The MRRD is planning to increase the number of social workers and they will be merged with the Directorate of Development under the social safety sector in the CCNPP.

5.8. Crosscutting Issues:

Empowering Women:

The experiences have taught us to consider the specifications of the areas and find innovative solutions in case we are facing security or cultural issues. The MRRD is determined to show such flexibility and develop such policies that will not sacrifice the long-term goals and minimum requirements for quality.

The MRRD will work on the capacity of women for influencing the decision making process through advocating and including them in the local development committees. Such that maximum 50% and at least two women should be included in the created councils in the CCNPP, and presence of at least one woman or in case if it is not possible, the signature of women members of the council is needed for any bank related issues.

The MRRD is committed to use the "Do not harm" principle and ensure that none its activities are contributing to inequality and aggravates the conflicts. The MRRD will hold continuous discussions with the locals to identify the major causes of disputes and solve any problem by mediating and education people.

The complaints section is established in the framework of CCNPP in order to address all the problems related to elections, projects implementation or any other social, technical or legal problems.

Counter narcotics:

Counter narcotics is one of the principles of CCNPP led by the MRRD and all the partners are determined to prevent the cultivation, trading and other uses of narcotics. This program will educate people about the disadvantages of narcotics, persuades them for cultivating other alternative crops and if necessary, provides the water resources.

Protection of environment:

The major role of environment and social protection department in CCNPP is preventing or minimizing the harmful effects of the developmental projects and maximizing its positive social and environmental effects. This will also make sure that the activities are in line with the environment protection polices of the World Bank, UN environment agency, and environment laws and regulations. This will have long-term impacts on adopting the climate change. In addition, necessary education about the benefits of environment and the harms of polluting the environment will be given to people through village councils.

Strategic area 6: developing administration and effective delivery of services:

The MRRD needs to bring some necessary changes to administration for improving the quality of services and its continuous delivery, to prepare it as an effective administration in the long-run. Institutionalizing and effective structural reforms are some of the steps that can improve the operations and capabilities of the MRRD towards achieving its strategic goals. The MRRD is planning to strengthen the technical, legal and service sectors such as Rural Development Institute, Policy and Plan, Finance, Audit, Procurement, Engineering services, monitoring and evaluation, HR and other support departments, in order to provide effective and efficient services such as surveying, researches, management trainings, professional trainings, planning, technical surveys and design.

The Ministry is trying to study the implemented activities and identify the urgent needs of people in the rural areas, as this will ensure balance and equality in the process of implementing the projects.

6.1. Goals:

Goal 1:

strengthening and institutionalizing structural formations by creating and enhancing systems, effective work procedures and building capacity and technical support

The MRRD is planning to modify some of its activities and synchronize it with new strategic areas.

6.2. Reform process:

Goals:

- Reducing administrative costs
- Eliminating parallel units and work interference
- Stabilizing and preserving the cadres
- Ensuring social justice through balanced development

For the better implementation of the strategic plans, and better implementation of international and governmental policies the MRRD needs to unify the parallel programs, and reform and unify all its developmental projects in one or two major programs. This ministry has started the reform process for all of its central and provincial departments to create and enhance systems, build capacity and technical support, for effective and continuous delivery of services. The reform process is complimentary to CBR and other capacity building processes.

The office of reform acts under the leadership of the MRRD based on a verified plan through senior technical committees in collaboration with the directorates and programs.

6.3. Monitoring and evaluation:

The monitoring and evaluation system in this Ministry operates both through monitoring sections of the concerning programs and the directorate of monitoring and evaluation in a dispersed manner. The MRRD plans to create a single monitoring and evaluation mechanism based on the modern systems, to ensure the better quality of work and provide on-time reports of quality and quantity of the projects.

6.4. Managing the information system:

The MRRD is considering to develop a single information bank to be used by all the departments, in addition, the MRRD will implement the following:

- Enhancing a single and integrated (MIS) system
- Improving (MIS) to a (Knowledgebase)
- Strengthening the reporting process through the development of (MIS)
- Institutionalizing the MIS/GIS systems for decision making, planning, monitoring and evaluation

Goal 2:

Effective service delivery standards through surveys, professional and vocational training, promoting technology in rural areas and disseminating information.

The MRRD is responsible to conduct a survey about effective service delivery and research about the requirements and priorities of people in the villages through the Rural Development Institute as an academic, research and educational institution.

6.5. Research and survey:

The Rural Development Institute will take necessary statistics, analyze the data and provide new and specific suggestions for the implementation of plans and sectorial policies. In addition, it develops a baseline for analyzing and calculating the achievements, results and the effects of developmental projects and other activities of the MRRD.

6.6. Education, professional and vocational training:

Strengthening the human capital with respect to the strategic areas and activities of the MRRD can pave the ground for the betterment of life standards in the rural areas and enhance their participation. This Ministry provides long and short-term vocational and professional training, fellowships and scholarships in order to build the capacity of employees and council members. The Rural Development Institute is responsible for managing and organizing vocational and professional trainings (inside or outside the country) and the HR Directorate is responsible for conducting managerial trainings.

Rural technological park:

The MRRD will take necessary action for promoting the life standards in the rural areas through promoting the use of technology, considering the local and social situation in the next five years.

6.8. Raising the Awareness:

The MRRD has used different methods for raising the awareness of people and concerning authorities. This will lead to maximum participation of people in the implementation of projects, as a result of which the plans and programs can be easily implemented in the rural areas

Goal 3:

Creating and supporting responsive and comprehensive policies to reduce poverty in rural areas As the existing statistics show that the major number of population comprises of rural people, thus, it is really important to develop comprehensive rural development policies for supporting the rural people.

Considering the fact that the MRRD must expand its area of services, the MRRD will try to shift its focus from short-term projects to good governance, sustainable economic development and sustainable administrations. This shift will provide a chance to develop comprehensive policies and strategies for addressing the complex phenomenon of poverty in the rural areas.

The MRRD, in coordination with the partner agencies, will take the leadership of national rural development policy that will provide a framework for all the developmental activities in the rural areas.

6.9. Strengthen policy-making and strategic activities:

The MRRD is planning to create a department that will be responsible for managing the process of policy-making and strategic activities. This department will be evaluated by the committee for policy and strategy review, which reviews the relevance and quality of the policies and strategies with respect to the national goals.

6.10. Reconciling the policies of stakeholders in line with the needs of rural people:

Most of the achievements of the MRRD depend on the quality of the policies in the various organizations operating under the jurisdictions of MRRD. Thus, the MRRD is planning to identify the shortcomings in the policies and help the organizations in creation, and reform of their new policies. This Ministry is an active partner of other Ministries in the rural development issues. The MRRD will try to create coordination between local development councils and partner organizations to deliver effective services in the village level.

6.11. Strengthening planning through a comprehensive and inclusive mechanism:

The MRRD will create a comprehensive and inclusive plan which will reflect the basic priorities of rural people and farmers. This process will be organized through rehabilitation and development directorates in collaboration with district development councils, sectorial departments and provincial development councils, using bottom-up planning method.

6.12. Facilitating the process of including local plans to other administration's plans:

The MRRD helps other partner organizations and ministries in identifying and including the priorities of rural people into the developmental plans of other organizations, and implementing them.

6.13. Crosscutting Issues:

Empowering Women:

The MRRD is committed to achieving and supporting the gender policy considering the national practical plan for the women of Afghanistan, national priorities and sustainable development goals.

The MRRD has enhanced its recruiting process in the programs and central directorates and provides better chances for women to work in the managerial posts through capacity building framework, providing education opportunities inside and outside the country (bachelors, masters and if possible doctorate), providing safe work environment, launching professional and vocational trainings and promoting technology.

Protection of environment:

Most of people in the rural areas are directly dependent on environment and natural resources for their source of income. The MRRD struggles to consider the sustainable protection of environment and the global sustainable development goals in all of its activities.

The MRRD will create and enhance the environment protection framework through its working programs; in addition, the MRRD will consider all the environmental issues in planning and implementing its activities.

The MRRD will implement all the guidelines, procedures and laws of the protection of environment, and also promote the adaptive technologies.

Fighting against accidents:

The continuous occurrences of natural and unnatural accidents have always led to casualties and financial losses. This has caused a lot of people to get displaced, caused poverty and instability in the villages. The MRRD approaches the natural disasters as a major part of its operation and struggles to provide necessary services in coordination with national anti-disaster committee by surveying, researching and identifying the vulnerable areas in the country. In addition, the Ministry will invest to alleviate the condition of people in the accident prone areas.

This ministry will include environmental issues in its national programs and reduce the disastrous effects by innovation and necessary action in national and provincial level.

Fighting corruption:

This Ministry is determined to use the planning system, project management, and use electronic governance in procurement, finance and HR sectors, to minimize corruption and institutionalize transparency and accountability. By implementing the reform process, all the procedures, policies and methods will be simplified according to the national priorities. In addition, the enhancement and support for standardizing the internal control process for both projects and support department will continue as per the needs. Trainings and capacity building programs will be conducted regularly during the job and a constant coordination will be maintained with judicial organs.

Balanced development:

As per the 6th article of the national constitution (the government is responsible for providing the welfare of community based on the social justice, respecting human dignity, supporting human rights, realization of democracy, ensuring national unity, equality between people and tribes, and balanced development in all the areas of the country). Balanced development in the rural areas is a factor in the growth and prosperity of the country's economy and enhances the trust between people and government. Unequal distribution of national capital in the past has widened the gap between the citizens and increased distrust for government among people. By considering the previous investments through implementing projects in the rural areas, basic priorities of people in the villages and budgetary capabilities; the MRRD struggles to ensure access to basic services for all people and social justice through institutionalizing balanced development.

Developing the border areas:

The frontiers of our beloved country Afghanistan have always been the object of hostile policies and foreign interventions, and our dear fellow citizens have always been deprived of the basic services such as schools and hospitals. This has always paved the ground for illegal use by the neighboring countries.

The MRRD believes that by providing basic services such as schools, clinics, roads, bridges, energy and infrastructure, the government can build trust and prevent the interventions of the neighboring countries.

Internal Audit:

The MRRD is committed to transparency and accountability in the use of resources. This will minimize the miss-use of resources and build trust between government and people. For this, it is needed to enhance the internal audit through skills development and reforms in structural formations.

Care and maintenance:

1. Care and maintenance of the projects through programs:

Investments for care and maintenance of the infrastructural projects as national capital, will result in long life, cost saving, resource saving, increase in the quality of the services and welfare in the rural areas. The MRRD will consider the following activities for care and maintenance of the projects:

- The MRRD will create infrastructural care and maintenance procedures and expand the maintenance departments in the districts.
- Practical maintenance standards will be created in a coordination with the national norm and standards authority
- Professional and technical people will be selected in a coordination with local government and people for the care and maintenance in the province level. And technical support (education, providing necessary equipment as per the policies and strategies) will be provided.
- A specific maintenance department will be created in the structural formation of the MRRD.
- Precautionary plans for tackling natural disasters, weather change, climate and landslide will be developed as per the standard norms.
- Care and maintenance for infrastructural projects will be implemented in three phases, periodic, seasonal and emergency.

2. Care and maintenance in the rural areas:

The MRRD will consider separate programs for care and maintenance of the projects, and will launch a volunteering program for maintenance of rural infrastructures in a coordination with the local institutions and council members.

- Educational programs will be conducted for promoting the culture of care and maintenance in the rural areas. Usually this will be included in the activity plans of the development councils.

- The MRRD will try to persuade and support the participation of local people in the care and maintenance of infrastructures which is an economic and sustainable solution.

3. Work Plan for Peace:

The MRRD is determined to launch specific programs under the name of public development which provides short-term work opportunities in the districts where most of the refugees, disabled and Nomads are living. Also, efficient infrastructures such as supporting walls, bridges, schools, clinics and etc. will also be built and reconstructed.

4. Monitoring mechanism:

Monitoring from the implementation of this strategic plan is the responsibility of the monitoring and evaluation directorate and policy and plan directorate. For accurate and continuous monitoring the following measures should be observed:

- • All the directorates or programs that are mentioned in this document, should prepare an action plan in one month.
- • Outcomes and effects resulted from this strategic action plan should be identified and calculated by the monitoring and evaluation directorate.
- • Each program or directorate mentioned in this document should report to policy and plan directorate in quarterly basis.
- • The directorate of policy and plan submits a report on the implementation of this strategy and its progress to the leadership of the MRRD every six months.

Attachments:

1. Results framework
2. Strategic implementation plan

Annex 1 : Logical Framework

MRRD's Results Framework/ Logical Framework for Strategic Plan

Strategic Areas	Achievement / Outcome	Achievement / Outcome Indicators	Outputs	Output Indicators	Dangers / Hypotheses						
First goal: Poverty reduction through basic services delivery and sustainable development in rural areas											
Strategic Area (1): Infrastructure Development	Achievement / Outcome (1): Rural living standards have improved through access to basic services	The percentage of rural people living in two kilometers of rural roads (roads open in four seasons	Increased travel times to the nearest primary service centers Acreage of land that is under irrigation Access to educational and health infra-structures Number of rural health centers are implemented (clinic	Output (1): Rural roads are being built and rebuilt Output (2): bridges built in the villages Output (3): Rural roads are maintained	Kilometers of rural roads implemented- Meters of rural bridges implemented. Kilometers of the roads are maintained	Risk: The deterioration of the security situation, the lack of adequate funds Hypothesis: The Ministry's access to underdeveloped projects has been not changed, the flexibility of the ministry's plans for the adoption of norms and standards, the improvement of the capacity (capability) of engineering services over the next five years					
							The number of displaced, returnees and vulnerable families has benefited from the MCCG project The number of displaced and returnee families benefiting from the MCCG project Percentage of satisfaction of people (men and women) from the provision of infrastructure services	Output (4): irrigated land Increasing Output (5): Educational and health facilities provided Output (6): Delivered services through the MCCG project	Number of small irrigation systems has been implemented Number of rural educational center implemented (schools, community centers) The number of vulnerable families benefited from the MCCG project No product index		
										Output (7) Water supply and sanitation services provide	Number of drinking water implemented
Rural water supply and sanitation	Achievement / Outcome (2) Rural population access to water supply and sanitation services has increased The number of hygiene services applied The number of rural residents who have benefited from hygiene education	Rural access to drinking water and sanitation services	Water supply and sanitation services provide	Risk, Security Challenges, Inadequate Available Funds, Reduced Water Level							
					Achievement / Outcome (3): Rural population access to sustainable energy services The number of rural inhabitants benefited from solar energy The number of rural inhabitants who have benefited from the energy of Hydro Power The number of rural inhabitants who benefited from the energy of bio-gas	Percentage of rural population to sustainable energy services	Sustainable Energy Services Delivered	Risk: Political influence on the selection of beneficiaries for energy projects, security challenges, access to adequate resources, commitment by private sector and financial and banking institutions in the provision of energy services			
Achievement / Outcome (4) Creating employment and increasing the incomes of rural women and men The number of capacity building programs in financial management, marketing, and technical skills for businesses The number of local businesses (manufacturing groups) and small and medium enterprises are strengthened, capacity-building and grown The number of sustainable and seasonal jobs created directly and indirectly The number of returnees who have stable job The number of women which economically empowered	Number of providers of financial services in rural areas	Output (9) Development services for the development of work and businesses and rural development provided	The number of financial service providers (savings groups and loan unions and community savings), formation, capacity building and growth	Risk: Severity of security and lack of insufficient funds Hypothesis: Collaborating partners in economic development are collaborating in rural areas							
					(Strategic area 3) Sustainable and renewable energy	Achievement / Outcome (3): Rural population access to sustainable energy services The number of rural inhabitants benefited from solar energy The number of rural inhabitants who have benefited from the energy of Hydro Power The number of rural inhabitants who benefited from the energy of bio-gas	Percentage of rural population to sustainable energy services	Sustainable Energy Services Delivered	Risk: Political influence on the selection of beneficiaries for energy projects, security challenges, access to adequate resources, commitment by private sector and financial and banking institutions in the provision of energy services		
(Strategic area 4) Development of Small and Medium-Sized Enterprises and Industries	Achievement / Outcome (4) Creating employment and increasing the incomes of rural women and men The number of capacity building programs in financial management, marketing, and technical skills for businesses The number of local businesses (manufacturing groups) and small and medium enterprises are strengthened, capacity-building and grown The number of sustainable and seasonal jobs created directly and indirectly The number of returnees who have stable job The number of women which economically empowered	Number of providers of financial services in rural areas	Output (9) Development services for the development of work and businesses and rural development provided	The number of financial service providers (savings groups and loan unions and community savings), formation, capacity building and growth						Risk: Severity of security and lack of insufficient funds Hypothesis: Collaborating partners in economic development are collaborating in rural areas	

Objective II: Strengthen local institutions as a development and advisory duct for sustainable rural development

(Strategic area 5 Local governance)	Improving the provision of essential infrastructure, emergency and social services through the strengthening of local development councils The number of development councils that benefited from management training Output (11): Projects built and maintained by local councils The number of conservation and maintained projects by the CDC :Output (12) Providing emergency services to displaced persons Output (13): Local Development Council that has benefited from emergency services Output (13): The initiatives of local CDCs are vulnerable and marginalized Output (14): People Satisfaction With the Role of Local Development Councils (Sampling Output (15): Complaints that have been processed	The number of development councils that are able to plan and manage local development projects Number of projects implemented by local development councils Number of displaced persons who have been used the emergency services The number of local development councils that benefit from emergency services The percentage of local development councils supported by the innovative activities of vulnerable and marginalized populations Percentage of people's consent on the role of local development councils (sampling The percentage of complaints that have been processed	Output (10): Local development councils that are able to plan	The number of development councils that have provided development plans	Risks: Insecurity situation, and other limitations Hypothesis: Continued donations from donors and effective partnership and cooperation by the Office of the IDLG of Citizen Charter is a government-backed national priority

(Strategic area 6 Management Development Achievement / Outcome :(17) The ministry's service delivery to rural people has improved	The structures and institutions of the Ministry were institutionalized :Output (17) The process of work in the departments was accelerated Percentage of capacities created Number of work processes simplified	:Achievement / Outcome (6)	Percentage improvement in service delivery	Output (18): Surveys conducted	Output (16): The structures and departments of the ministry's departments were reformed	The number of structures and departments that have been reformed						
			Output (19): Research done						Number of re-search done	The number of presidencies is institutionalized Number of working systems are re-formed	Risks: Financial and technical constraints Hypothesis: Continue assistance from donors and effective partnerships	The number of surveys carried out
			Output (20): Technologies are promoted						Number of technologies promoted			
			Output (21): Professional and professional training programs taught						Number of professional and specialized training programs taught			
			Output (22): Policies created and revised Number of policies renewed						The number of policies created			

Crosscutting Issues	Improvement of Women's Contribution to Development Activities of the Ministry Product (24): The share of women in the structure of local development councils Product (25): Improving women's participation in local development council decisions	: (Achievement / Outcome (8) Improvement of Women's Contribution to Development Activities of the Ministry Product (24): The share of women in the structure of local development councils Product (25): Improving women's participation in local development council decisions	Percentage of women's contribution to decision making and provision of services in the Ministry and local development councils Percentage of women's share in the structure of local development councils Percentage of local development councils covered by at least one of their priorities in their development plan are women	Product (23): The share of women in the organizational structure of the Ministry	Percentage of women's share in the organizational structure of the Ministry		

Annex 2: MRRD's Five Year Strategy Implementation Plan (1396 - 1400 Solar) (budget fingers in million US dollars)

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Number	Strategic focus Area	Sector	Major activities	Sub activities	Indicators	Total rural requirements by sector NO:	Outcomes of program till 1395 budget	Total Targets for 1396-1400	Targets for 1396 Year		Targets for 1396 Year		Targets for 1396 Year		Targets for 1396 Year		Responsible for execution Sector / Program	considerations
									NO:	budget	NO:	budget	NO:	budget	NO:	budget		
1	Development of infrastructure	transport	Construction of rural road grade third	Road construction 40,500	Km 12,756 3,990	78,000 1,037 5,271	40,500	4,274 1,700 3,600	427 700 3,960	70 1,870 3,960	77 2,057 4,356	85 2,263 4,792	93 2,489 5,271	932 2,489 5,271	160 20 200	160 20 200	National Road Access Program	In the last 1400, 5271 km of rural roads will be under maintenance
2	Development of Infrastructure	Irrigation	Construction of small irrigation systems	Construction and strengthening of canals 6,720 1,293,096 9,370 10,000	Number 158 693,096 0 10,000	23,000 800 600,000 1,667 10,000	342 26 30 44 45	800 192,000 3	101 100 10 1	96 100 0 200	144 150 180,000 500 2,000	20 11 6 15 20	20 250 100,000 464 3,000	932 2,489 5,271	160 20 200	160 20 200	Regional Coherence Program	According to the Council of Ministers, a plan rehabilitation of canals

