



Government of Afghanistan

COMPREHENSIVE AGRICULTURE DEVELOPMENT NATIONAL PRIORITY PROGRAM

Reducing Poverty, Unlocking Economic Growth, and Building Sustainable and
Resilient Livelihoods for Women and Men

INTERMINISTERIAL IMPLEMENTATION PLAN: 2019-2023

OCTOBER 11, 2018

ABBREVIATIONS AND ACRONYMS

ACGF	Afghan Credit Guarantee Facility
AFSEN-A	Afghanistan Food Security and Nutrition Agenda
ANDHO	Afghanistan Horticulture Development Association
ANNGO	Afghanistan National Nursery Growers Association
ANSA	Afghanistan National Standards Authority
ARAZI	Independent Land Authority
AUWSSC	Afghanistan Urban Water Supply and Sewerage Corporation
CAD-NPP	Comprehensive Agriculture Development National Priority Program
CCNPP	Citizens' Charter National Priority Program
CDC	Community Development Council
GDP	Gross Domestic Product
DAB	Da Afghanistan Bank
DABS	Da Afghanistan Brishna Shirkat
DBI	Doing Business Indicators
DAIL	District MAIL Office
EU	European Union
FI	Financial Institution
FLRC	Farmer Learning Resource Centre
FMA	Forest Management Association
ha	Hectare
hh	Household
IA	Irrigation Association
IARCSC	Independent Administration Reform and Civil Service Commission
IAFP	Integrated Agri-Food Park
ITC	International Trade Centre
MAIL	Ministry of Agriculture, Irrigation and Livestock
MEW	Ministry of Energy and Water
MFI	Microfinance Institution
MoCI	Ministry of Commerce and Industries
MoF	Ministry of Finance
MoJ	Ministry of Justice
MoPW	Ministry of Public Works
MRRD	Ministry of Rural Rehabilitation and Development
NBSAP	National Biodiversity Strategy and Action Plan
NEPA	National Environmental Protection Agency
NFIS	National Financial Inclusion Strategy
NGO	Non-Governmental Organisation
PAIL	Provincial MAIL Office
PHDC	Perennial Horticulture Development Centre
PMO	Producer Marketing Associations
SGR	Strategic Grain Reserve
TFA	Trade Facilitation Agreement
VFU	Veterinary Field Units
WBG	World Bank Group
WTO	World Trade Organisation
WUA	Water User Association

INTRODUCTION:

Building on the Government of Afghanistan's goals of inclusive growth, the CAD-NPP articulates a vision for an agriculture sector that will enable farmers to generate increased incomes, provide greater food and nutritional security, and contribute to economic growth and capital generation. The CAD-NPP will do this by transitioning towards more farmer-centric institutions, expanding access to innovative technologies, rationalizing and increasing production, and regulating inputs across the agriculture sector.

There is a consensus that there is a compelling case for investing in agriculture in Afghanistan. There is substantial room for growth in agriculture, but unlocking this potential requires significant and steady public investment, estimated at over \$200m per year for the next 4 years at least¹. These investments must be strategically targeted and effectively implemented in order to deliver the desired outcomes.

The challenge is mobilizing the agriculture sector to contribute to economic growth and social improvements. The hardship of increasing the share of agriculture in growth results from a failure to invest effectively in sustained agricultural development, while weather shocks, poor security and longstanding political instability are further impairing both private and public investment. Public spending needs to be more result-oriented as spending priorities are set right.

The CAD-NPP describes seven strategic priorities and ten drivers and enablers that highlight how to reach the stated goals; i) Irrigation, ii) Wheat and other cereals, iii) Horticulture Value Chains, iv) Livestock, v) Climate Sensitive Natural Resource Management, vi) Food and nutrition security, vii) Institutional Reform and Capacity Building. Drivers and enablers include research, support to private sector, generating employment, improving agribusiness, anti-corruption, organizing farmers, women in agriculture, agricultural credit, and counter-narcotics. These sectors and issues need focused investment and strategic reforms in order for agriculture to enhance growth, provide a food basket for the poor, and constitute an inclusive source of jobs and income.

In order to implement the CAD-NPP, the strategic vision needs to be translated into an inter-ministerial action plan that guides programming across the sector.

There are a number of **institutional constraints** to be lifted during the implementation of the CAD-NPP in order to achieve its goals. These are common across many other sectors too, but the specific nature of these challenges in the agriculture sector should be based on a sound technical analysis in order to prioritize effective reforms.

The first of these challenges is a **fragmented service delivery**, which leaves room for elite capture and reduces the effectiveness of spending. For example, several different projects or programs deliver similar services in the same areas, creating inefficiencies and space for undocumented overlap in project interventions, while limiting the space for private sector to engage profitably. In addition, projects working in silos limits comparative learning that could inform policy decisions about what methods should be scaled up or down. Consolidating critical reforms to improve service delivery is a top priority. This will mean **improving coordination, subnational delivery systems, moving from a focus on direct delivery to facilitation, and improving upwards and downwards accountability**. In the MAIL in particular, service delivery can be improved through stronger links with CDCs, stronger audit procedures, and performance-based management systems, all of which would help to limit corruption and patronage.

¹ World Bank 2018, Afghanistan to 2030: Priorities for Economic Development under Fragility

Secondly, **portfolio management and project coordination have been weak**. This applies to both project design and execution. Improving project preparation to ensure high-quality programs which are fully aligned with policy priorities is critical to maintaining focus and investing effectively in the building blocks for growth. However, it is also important to improve project coordination so that resources are concentrated properly in areas of high potential, and no financing gaps are left.

Thirdly, **performance management has been weak with too little accountability on results**. This has exacerbated the issues described above and led to a culture of impunity and weak systems for results-oriented delivery. Ensuring timely budget execution and strong financial management is critical to assuring better quality of investments. Currently the focus is on activities, rather than outcomes. This highlights the need to strengthen M&E systems and accountability frameworks to measure and adjust performance.

PLAN OUTLINE – FOCUSING ON RESULTS

In order to address these issues and ensure targeted and results-orientated investments, **the Implementation Plan identifies the top priority policy goals² which will contribute to higher growth rates, poverty reduction, and sustainable increases in income and job creation**. There are four priorities, with outcomes and activities structured under each one. Line Ministries will be accountable for delivering towards these goals. **The four key priorities are:**

1. **Improving Irrigation Systems**
2. **Enhancing Food Security and Livelihoods for the Most Vulnerable**
3. **Accelerating Agribusiness**
4. **Sustainable Management of Natural Resources**

Each priority is broken down into key deliverables and sub-activities with clear responsibilities for each ministry, targeted towards making an impact on economic growth, poverty reduction, and job creation.

Impact	Economic Growth		Poverty Reduction		Jobs Created
Intermediate Outcomes:	Increased value of agricultural exports	Increased incomes	Improved food security	Increased private investment	Improved trade balance
Outcomes:	Improved productivity	Increased value addition	Increased and diversified food consumption	Diversified household incomes	Improved enabling environment for commercial agriculture
Outputs:	Improved irrigation infrastructure and practices	Increased access to nutritious food and more resilient livelihoods	More competitive agribusiness value chains	Sustainable and climate smart management of forests, rangeland, and protected areas	
Priorities:	1. Improving Irrigation Systems	2. Enhancing Food Security & Livelihoods for the Most Vulnerable	3. Accelerating Agribusiness	4. Sustainable Management of Natural Resources	
Overview:	Expanding irrigated land, improving on-farm water management, and ensuring equitable water usage.	Improving subsistence agriculture, diversifying livelihoods, and	Supporting the emergence of an efficient, market-orientated, and competitive	Rehabilitation and preservation of natural resources and improving resilience to climate	

² These goals contribute to the ANPDF and Growth Strategy.

Implementing Government agencies:	MAIL, MEW, MRRD	ensuring adequate safety nets. MAIL, MRRD	agribusiness sub-sector MAIL, MoCI, MoPW, ARAZI, MoF	change and natural disasters MAIL, NEPA, MRRD
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Irrigation is vital to improving agricultural productivity. ‘Improving irrigation systems’ is not a policy goal in itself, but a necessary stepping stone towards improving agricultural production. Improving irrigation systems will be one of the most important investments GIRoA to reduce poverty and boost economic growth. Thus, the scale of investments required and the interministerial links between MAIL, MEW and MRRD in the development of irrigation infrastructure justifies labelling it as its own priority. The other three policy priorities (food security, sustainable resource management, and agribusiness development), are all contingent upon success in improving irrigation systems. Sustainable improvements to irrigation systems will increase coverage of irrigated land and improving water conveyance efficiency. Rationalizing the legal and policy framework for the water sector and improving interministerial coordination and oversight are critical pre-requisites to effective investment in this sector, and will continue to constrain progress if not addressed. ***Priority 1 includes development of social and physical irrigation systems by MAIL, MRRD and MEW³.***

Food insecurity in Afghanistan undermines the economy and causes extremely high levels of human suffering. Since hunger is a multi-dimensional problem, it requires a coordinated, multi-sectoral response. As outlined in the Afghanistan Food Security and Nutrition Agenda (AFSeN-A), improving food security requires broad based, gendered interventions to improve access to food, availability of food, affordability of food, utilization of food, and dietary diversity. This means improving incomes, nutrition awareness, market access, dietary diversity, food price regulation, domestic food production, and food safety and quality control. This plan focuses on food production, while also touching upon programming to mitigate seasonal hunger and reduce the impact of shocks on vulnerable households. Other interventions in public health, social protection and market access are complementary to the actions below. Implementing the Dryland Farming Policy, the main goal of which is to improve food security, will be an important step towards strengthening the ability of the government to understand and mitigate hunger, and improve subsistence livelihoods. Implementation will require detailed attention to systems and programs design, including reforms to research and extension, improving service delivery to nomadic populations, and improving sub-national outreach in poorer and more remote areas. ***Priority 2 includes pro-poor interventions in the cereals, livestock and crop sectors, as well as systems development to better target the most vulnerable to mitigate seasonal hunger and the impact of shocks.***

Poverty Reduction is important as an end in itself, and as a vehicle for peace and economic development. A balanced agricultural development strategy that ensures the poor are not left behind, that climate change does not exacerbate the suffering of the already marginalized, and to bring about a more prosperous and hopeful future for Afghanistan’s next generation is vital. Service delivery and targeted, context appropriate, evidence-driven methods of bringing people out of poverty have not been a predominant part of agricultural strategies in the past, despite large sections of the population relying on subsistence agriculture to survive. Evidence shows that even existing ‘pro-poor’ programs often do not reach the most vulnerable. ***Addressing these systemic challenges to ensure the poor are included in Afghanistan’s growth and protected from the worst economic and climatic shocks is a priority of Component 2.***

Agribusiness development is a top priority of the NUG due to its potential for job creation and increasing economic growth. The Agribusiness Charter is the sector strategy for Afghanistan

³ Large water infrastructure including dams and secondary canals are excluded as they are covered in the Infrastructure NPP.

which guides programming and investments in agribusiness to ensure concentrated support to highest potential geographies and value chains to improve productivity and competitiveness of Afghan products domestically and abroad. It is an industry development program which focuses on commercial development of value chains, from production through to processing and marketing. ***Priority 3 includes interventions spanning policy and regulatory changes, access to finance, infrastructure development, service delivery, improving market-oriented productivity, agricultural research, and institutional strengthening in the agribusiness sector.***

Sustainable Natural Resource Management is another cross-cutting principle which should underpin all programming in the agriculture sector. However, as a priority in this plan, sustainable NRM focuses on the intersection between productive agriculture, biodiversity conservation, and human development, with the specific goals of ensuring Afghanistan's pastureland, forests, and rangeland are sustainably managed and will support the prosperity of future generations in a time of social and climatic change. ***Priority 4 includes programs to sustainably manage rangeland, forests and protected areas across the country.***

Women are at the heart of the agriculture sector, and of every household, farm, and business in Afghanistan. Agricultural development, food security and poverty reduction are inextricably inter-related and women have a central role in this linkage. Women are a core source of labour on the farm, play a central role in preparing food for the family, and undertake a lot of the primary processing of livestock, and horticulture products. However, women's work is largely unpaid and underrecognized, and women and girls experience higher rates of poverty, food insecurity, and social marginalization. Women are also some of Afghanistan's leading entrepreneurs, engineers, and political leaders, with a role to play in Afghanistan's social, economic and political development, as equals in society. Promoting gender equality through implementation of this plan requires taking steps towards expanding the focus on women as beneficiaries and agents, as farmers and farm-workers as well in management roles and policy and decision-making within Ministries. Female extension agents must be recruited where possible. ***All four priorities will ensure gendered programming and budgeting in their implementation, with a view to ensuring the do no harm principle is applied, and women's empowerment is steadily advanced.***

This Plan guides implementation in the agriculture sector by offering a time-bound and prioritized list actions to which all sectors and projects should contribute. It is a living document which will evolve over time. While the policy goals are likely to stay the same, targets, activities, and implementers may shift based on performance and lessons learned about how best to achieve results.

The implementation and monitoring of this plan will be coordinated and supported by the Policy Department in the Ministry of Finance.

IMPLEMENTATION GUIDELINES

All activities detailed will be appraised and implemented in accordance with the following principles and guidelines:

a) **Transparency, accountability and predictability.** All investments will follow the government's rules on incorporating accurate forward cost estimates for operations and maintenance. Civil servants, managers and directors of the different ministries involved in its implementation have the obligation to act visibly, predictably and be accountable for agreed objectives.

- b) **Assessment of results and review.** Appropriate systems of monitoring and assessing results are required. Where evaluation shows that intended objectives have not been reached, immediate remedial measures will be undertaken.
- c) **Strengthened coordination and partnership.** Within line ministries, and with development partners and relevant organizations and NGOs. These partnerships will be used to implement strategies to promote broad-based agriculture development, reducing fragmentation and parallel delivery mechanisms.
- d) **Community engagement and accountability.** CDCs are the Government of Afghanistan's platform for cooperation and development at the village level. All community involvement in decision making will use CDCs as the entry point, and where possible, funding will be channeled through CDCs for implementation rather than third parties. All service delivery at the village level will be accountable to CDCs and their Agriculture Sub-Committees (where established), who will support implementation. Necessary adjustments to existing delivery mechanisms are a top priority. New submissions which do not adhere will not be accepted.
- e) **Private Sector Orientated.** Afghanistan's self-reliance strategy relies on boosting private sector productivity and crowding in investment. The role of Government will stay as streamlined as possible while an emphasis is placed on incentivizing and supporting market-driven growth, improving the enabling environment for business, and ensuring solutions are demand-driven.
- f) **Building a Culture of Performance.** NPPs are a promise to the Afghan people to build a country they can live in safely and prosperously. Delivery on this promise requires the best efforts of high-performing institutions and officials, from the top leadership down to the farm level extension worker.

CRITICAL POLICY REFORMS

There are a number of issues in the Plan which require high-level guidance and attention in order to be resolved in the interests of a stronger agriculture sector. These issues span from coordination to legal issues and reforms and will be critical to implementation, thus are highlighted in this section:

1. Irrigation sector reforms:

- ✓ An effective coordination structure between MAIL, MEW and MRRD will be established to remove planning overlaps, and gaps or duplication
- ✓ Approval of the Irrigation Law by Cabinet
- ✓ Review and revision of the Water Law. Included in the revision should be clarity on the responsibilities of the engaged ministries, codification of Irrigations Associations into law, and synergy with the Irrigation Law, which will include sustainable systems for funding the operations and maintenance costs of small and medium irrigation infrastructure

2. Industrial Parks management

- ✓ Clarify the role of private parks management authorities within the existing law
- ✓ Establish strong oversight mechanism for the Agribusiness Charter to ensure effective and transparent agri-industrial parks financing and management
- ✓ Revise the Industrial Parks Procedure to increase the attractiveness of investing in agri-industrial parks.

3. Mitigate natural disasters and climate change

- ✓ Establish effective early warning and response systems to mitigate the effects of natural disasters and climate change, including droughts and flooding.
- ✓ Expand access to emergency animal health services and farm inputs for the poor during lean seasons
- ✓ Implement sub-national reforms to service delivery to improve rural outreach to poor and marginalized areas.

4. Land tenure and grazing rights

- ✓ Address conflict over pasture land and grazing rights of Kuchis within the framework of climate resilience and conflict resolution
- ✓ Complete land titling project on time to improve access to finance and security of tenure.

5. Civil service reforms to improve performance

- ✓ Stronger government systems through meritocratic appointments and core public financial management reforms

6. Baseline Studies and Reforms to Data Management and Collection

- ✓ Develop and implement MIS and mapping systems to ensure accurate baseline data for all departments.
- ✓ Strengthen use of GIS technology to map crop coverage and monitor progress.

7. Conservation and Protected Areas

- ✓ Review and revise management of protected areas, including clarifying the role of MAIL, NEPA, Provincial Authorities, and communities.
- ✓ Implement community-based spatial planning for conservation management

IMPLEMENTATION PLAN:

PRIORITY 1: IMPROVING IRRIGATION SYSTEMS						
PRIORITY 1 OUTCOMES: Average Irrigation efficiency increased from 35% to 45 % Increased crop production						
PRIORITY 1.1: INCREASE IRRIGATED LAND						
Key performance indicators: Expanded irrigated land area						
Key Targets: 2.8m ha land under irrigation - Conveyance efficiency 45%				Baseline: 2.45m ha land under irrigation - Conveyance efficiency 25%		
Other reference strategy document(s): - Implementation Plan for the Irrigation Policy - Irrigation Policy (draft) - Water Law - Growth Strategy						
Actions	2019-2020	2020-2021	2021-2022	2022-2024	Responsibility	
					Lead	Partner
Feasibility studies for new irrigation schemes	✓	✓	✓		MAIL	MEW
Construction of new irrigation schemes	✓	✓	✓	✓	MAIL	MEW
Rehabilitation of 1200 existing irrigation schemes	✓	✓	✓	✓	MAIL	MEW, MRRD
Construction of 300 intake canals	✓	✓	✓	✓	MAIL	MEW, MRRD, MoCN
Establishment of 500 water storage reservoirs (for rain-fed and irrigated agriculture)	✓	✓	✓	✓	MAIL	MEW, MRRD
PRIORITY 1.2: ENHANCE IRRIGATED AGRICULTURE						
Key performance indicators: - Improved productivity of field crops - Reduction in non-beneficial water losses - Increased use of irrigation technologies and best practices						
Key Targets:				Baseline:		

• Wheat yield in irrigated agriculture 3.0t/ha⁴ • Wheat yield in rain-fed agriculture 1.3t/ha • Average non-beneficial water losses 30%	• Wheat yield in irrigated agriculture 2.5/ha • Wheat yield in rain-fed agriculture 1.03t/ha • Average non-beneficial water losses 40%					
Other reference strategy document(s): • Implementation Plan for the Irrigation Policy • Irrigation Policy • Water Law						
Actions	2019-2020	2020-2021	2021-2022	2022-2024	Responsibility	
					Lead	Partner
Demonstration of improved on-farm water management and technology (with engagement of the private sector), including laser land levelling (5000ha)	✓	✓	✓	✓	MAIL	Private Sector, CDCs, IAs, WUAs
Demonstration of high efficiency irrigation systems (drip and sprinkler, 1000ha)	✓	✓	✓	✓	MAIL	Private Sector, CDCs, IAs, WUAs
Sustainable management and operation of canal systems through establishment and strengthening of 1200 IAs	✓	✓	✓	✓	MAIL	CDCs
Community-level infrastructure to improve water efficiency	✓	✓	✓	✓	MRRD	CDCs
PRIORITY 1.3: STRENGTHENING THE LEGAL AND INSTITUTIONAL FRAMEWORK						
Key performance indicators: • <i>Strong and sustainable institutions effectively delivering training and infrastructural improvements to improve irrigation systems</i> • <i>Functioning coordination mechanism to support policy-level decision-making and accountability</i>						
Key Targets: • Coordinated sectoral planning for irrigation development established • Guidelines and other training materials for operationalizing irrigation associations implemented	Baseline: • Irrigation Working Groups established • Supreme Council of Land and Water established					
Other reference strategy document(s): • Implementation Plan for the Irrigation Policy • Irrigation Policy (draft) • Water Law • Dryland Farming Strategy						
Actions	2019	2020	2020	2021-2022	2022-2024	Responsibility

⁴ Wheat yields are used as wheat is the most common crop, but is intended to be representative of increased yields across all field crops.

					Lead	Partner
Review and revise interministerial planning and coordination in the irrigation sector	✓				AoP	MEW, MAIL, MRRD
Establish watershed management and planning procedures	✓	✓			MEW	MAIL, MRRD
Build capacity in personnel and systems based on institutional capacity needs assessments. Includes digital mapping, SARANA (M&E and mapping system), etc.	✓	✓	✓	✓	MAIL, MEW	MRRD, IARCSC
Review and revise legal and policy framework in Irrigation sector, including revision and approval of the irrigation policy	✓	✓			MAIL, MEW	SCoLW, MRRD
Establish clear procedures and training materials for IAs, once codified in law.	✓				MAIL	MRRD

PRIORITY 2: ENHANCING FOOD SECURITY & LIVELIHOODS FOR THE MOST VULNERABLE

PRIORITY 2 OUTCOMES:

Increased access to nutritious food

Increase resilience of producers to weather shocks

More resilient and diversified subsistence livelihoods

PRIORITY 2.1 INCREASE AVAILABILITY OF WHEAT AND CEREALS FOR CONSUMPTION

Key performance indicators:

- Crop yields increased on irrigated and rain-fed land
- Increased drought resilience and diversity of cereals under rain-fed farming systems
- Wheat seed production increased
- Wheat stocks available for distribution in case of emergency

Key Targets:

- Wheat yields 3.1 MT/ha on irrigated land and 1.5 MT on rain-fed land
- Rice paddy yield of 5.5 MT/ha
- Rice paddy seed: 8,500 MT of Breeder Seed
- 195, 000 mt SGR capacity
- 2m people with access to wheat in case of emergency
- 50,000 MT of milled rice stored in SGR by 2021

Baseline:

- Wheat yields 2.5 MT/ha under irrigated and 1 MT under rain-fed conditions
- Rice paddy yield of 4.5 MT/ha
- Rice paddy seed: 4 MT of Breeder Seed

Other reference strategy document(s):

- Afghanistan Food Security and Nutrition Agenda (AFSeN-A)
- National Wheat Program
- National Rice Promotion Strategy (NRPS): 2017-2021
- Dry Land Farming Strategy (2016)
- Drylands Agriculture Policy (2018)

Actions	2013	2014	2015	2016	2017	Responsibility
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					Lead	Partner
Increase and improve wheat seed production through crop improvement, breeding, and genetic resource management	✓	✓	✓	✓	MAIL ARIA, DGE	Private Sector, ANDHO
Improve wheat yields through implementation of research-to-extension systems, through community-based approaches targeting the most vulnerable, and training on cereal cropping systems	✓	✓	✓	✓	MAIL GDE	ICARDA, FAO, CIMMYT
Control wheat prices through import regulation	✓	✓	✓	✓	MoCI	MAIL
Certified wheat seed distribution through market-based systems	✓	✓	✓	✓	MAIL GDE, MAIL SCD, ISE and PSEs	Private sector
Establish and operate strategic grain reserves to mitigate seasonal wheat shortages - Establishing/rehabilitating silos - Establish a semi-autonomous body to manage grain reserves, fortify wheat, and coordination distribution	✓	✓	✓	✓	MAIL	Semi-private grain silos
Mitigate seasonal hunger through community grain banks	✓	✓	✓	✓	CDCs	MRRD
PRIORITY 2.1: INCREASED AVAILABILITY OF LIVESTOCK FOR CONSUMPTION						
Key performance indicators: - Improved animal health - Improved resilience of livestock to climatic shifts - Increased production of livestock products for household consumption and sale						
Key Targets: 64,400 mt chicken produced annually 360m eggs produced annually 700 VFUs established and operational - Vaccine production 1,000,000 annually, 6 varieties 30,000mt feed/fodder available in drought prone provinces				Baseline: 300m eggs produced annually 54,000 MT chicken meat is produced annually		
Other reference strategy document(s): - Afghanistan Food Security and Nutrition Agenda (AFSEN-A) - Livestock and Animal Health Strategy - National Poultry Value Chain 2016 - Dryland Farming Strategy						
Actions	2019-2020	2020-2021	2021-2022	2022-2024	Responsibility	
					Lead	Partner

Provision of animal health services – vaccine production, epidemic surveillance programs, disease control programs, animal health services, etc.	✓	✓	✓	✓	MAIL Animal Health Directorate	VFUs, animal health clinics, private service providers, NGOs
Improve livestock productivity through implementation of research-to-extension systems, through community-based approaches targeted to the most vulnerable. Includes integrated crop-livestock production systems.	✓	✓	✓	✓	MAIL Livestock Directorate/ARIA	CDCs
Promote access to animal feed and fodder (animal feed production plant)	✓	✓	✓	✓	MAIL Livestock Directorate	CDCs
Small-scale and backyard poultry value chain development through growth in semi-commercial and commercial value-chain	✓	✓	✓	✓	MAIL Livestock Directorate	CDCs
Establish bull semen processing laboratory (with equipment and liquid nitrogen plant)	✓	✓	✓		MAIL Livestock Directorate	Private sector
Establish feed banks, drinking water reservoirs and animal shelters, to improve resilience to inclement weather	✓	✓	✓	✓	MAIL Livestock Directorate, ANDMA	
PRIORITY 2.3: INCREASED AVAILABILITY OF HORTICULTURE PRODUCTS, VEGETABLES AND LEGUMES						
Key performance indicators: Increased and diversified household production of horticulture products, vegetables and legumes						
Key Targets: - Establishment of 50,000 small-scale vegetable gardening plots for vulnerable households 4000ha dryland orchard established	Baseline: ?					
Other reference strategy document(s): - National Horticulture Policy, MAIL, 2013 - National Horticulture Strategy, MAIL, 2017 - ARIA Strategy and Policy - Dryland Farming Strategy						
Actions	2019-2020	2020-2021	2021-2022	2022-2024	Responsibility	
					Lead	Partner
Increase horticulture, vegetable and legume production through implementation of research-to-extension system	✓	✓	✓	✓	MAIL Horticulture Directorate/ARIA	CDCs, FAO
Introduction of Good Agricultural Practices	✓	✓	✓	✓	MAIL Horticulture Directorate/ARIA	Private sector
Conventional orchard establishment	✓	✓	✓	✓	MAIL Horticulture Directorate	ANNGO, CDCs, private sector

Dryland Orchard establishment (pistachio, olive, almond, date, walnut, grape)	✓	✓	✓	✓	MAIL Horticulture Directorate	Private Sector, CDCs`
Dryland orchard water and natural resource management	✓	✓	✓	✓	MAIL Horticulture Directorate	Private sector
Promotion of food diversification at hh level for the most vulnerable households	✓	✓	✓	✓	MAIL Home Economics Department	CDCs
PRIORITY 2.4: INSTITUTIONAL STRENGTHENING						
Key performance indicators: - Improved systems for data collection and analysis informing beneficiary targeting and program planning - CDCs being used as a platform for service delivery in line with the Citizens’ Charter - Project staff and private sector delivering coordinated services and programs through district FLRCs						
Key Targets: 200 FLRCs established and operational - Operationalise scorecards for agriculture through Citizens’ Charter - MAIL’s MIS system linked with MRRDs to use CC data and systematically informing program planning				Baseline: 6 FLRCs established		
Other reference strategy document(s): - Citizens’ Charter NPP - National Extension Policy - FLRC Strategy						
Actions	2019-2020	2020-2021	2022-2023	2023-2024	Responsibility	
					Lead	Partner
Improve agricultural data collection, management, and use to inform policy and programming, with a focus on poverty reduction and food security	✓	✓	✓	✓	MAIL ASMID	MRRD, CSO
Institutionalise community-driven planning and service delivery through CDCs, in line with CCNPP, to address the needs of the most vulnerable	✓				MAIL Policy and Planning GD	MAIL GD Extension, MRRD
Strengthen sub-national outreach, coordination and service delivery through implementation of FLRC strategy	✓	✓			MAIL	Private service providers, CDCs, PAILS, DAILS

PRIORITY 3: AGRIBUSINESS DEVELOPMENT

PRIORITY 3 OUTCOMES:

Increased exports

Improved trade balance						
Increased employment						
PRIORITY 3.1 ENABLING POLICIES AND REGULATIONS						
Key performance indicators:						
- Improved enabling environment for agribusiness - Improved food safety and quality systems - Increased private sector investment in agri-processing and value addition.						
Key Targets:				Baseline:		
- Reduction in customs processing times - Improved DBI ranking - Reductions in rejections of export consignments based on food safety certification - Recruitment completed and training conducted on WTO/TFA - NFIS finalized and adopted - National single window implemented 6 food safety laboratories operational - Updated food safety law - Independent agri-industrial parks management established - Asset classification regulations implemented, and moveable asset registry functioning properly. - FIs and private sector trained on financial product development - Moveable assets regulation adopted				- DBI ranking 183/190 countries - Cost of compliance with border procedures average US\$453 - Time taken for exports is on average 276 hours (11.5 days) - Time taken to import goods on average is 420 hours (17.5 days)		
Other reference strategy document(s):						
- Agribusiness Charter - National Financial Inclusion Strategy - PriSEC Workplan - National Export Strategy - WTO TFA						
Actions	2019-2020	2020-2021	2021-2022	2022-2024	Responsibility	
					Lead	Partner
Rationalize policies and regulations to foster agribusiness growth. Includes cooperatives law, tax regulations customs procedures, tariffs on agricultural imports, etc.	✓	✓	✓	✓	MoCI, MoF, MAIL	EU-ITC, MoJ,

Addressing food safety, sanitary, and phytosanitary issues. Includes institutional, legal and capacity building sub activities and clarify mandates and privatize quality certification services	✓	✓	✓	✓	MAIL, MoF, ANSA, MoCI	MoPH, EU/ITC, ACCI
Promote and facilitate the establishment of agri-food parks through strengthening of the legal and management framework for establishment and operation of parks.	✓	✓	✓		MoCI	ARAZI, MoF, MAIL, MUDA, DABS, MoPW
Implement policy and regulatory initiatives that facilitate agriculture finance, including finalising the National Financial Inclusion Strategy, developing regulations to foster greater outreach to agricultural borrowers, and development of risk-sharing facilities for agriculture.	✓	✓	✓	✓	DAB	ARAZI, MoCI, WBG
Capacity development and regulatory actions to support Afghanistan to benefit from the WTO agreement, in order to support industry development in the agribusiness sub-sector	✓	✓	✓	✓	MoCI, MAIL, ANSA, MoF,	EU/ITC
Map out and title all land, prioritizing Agri-Industrial Park regions first	✓	✓	✓	✓	ARAZI	WBG
PRIORITY 3.2: AGRI-INDUSTRIAL DEVELOPMENT						
Key performance indicators: - Increased production of agricultural products - Increased private investment in processing and value addition - Increased exports of agricultural commodities, and decline in imports - Jobs created in processing and value addition						
Key Targets: 5 IAFPs established and completed 300 FCCs and RTHs rehabilitated/established \$30m in sub projects financing 2000 producer associations formed and functioning - Number of VFUs established and function 3 hatchery units established. - Establishment of 4 UHT milk plants - Establishment of 200 milk collection centres - Processing of 360 MT/daily and Production of 182 million of liters of milk/annually - Collection of 400 MT of milk /daily and decline in import of 400 MT of milk - Two functioning horticulture research facilities 2-3 million certified saplings of fruit tree crops released to the private sector each year 5 functioning soil laboratories				Baseline:		

• 39,000ha new commercial orchards established • 25,000 ha trellised vineyards estblished • 5000 greenhouses established						
Other reference strategy document(s): • Agribusiness Charter • National Poultry Value Chain • Dairy Strategy 2016 • Livestock and Animal Health Strategy • National Export Strategy						
Actions	2019-2020	2020-2021	2021-2022	2022-2024	Responsibility	
					Lead	Partner
Promoting Integrated Agri-Food Parks (IAFPs) and Productive Alliances						
Establish IAFPs (feasibility, land transfers, infrastructure construction, etc.)	✓	✓			MoCI	MAIL/ARAZI/Private sector/Provincial Authorities, MoPW, DABS, AUWSSC
Develop and launch an investment promotion campaign for the IAFP sites	✓	✓			MoCI	Consulting firm
Establish management structure to transparently and efficiently govern land allocation, park operations, etc.	✓	✓	✓	✓	MoCI	Construction/Engineering firm
Productive Alliance value chain financing. Establish a matching grant facility to support industry leading firms, producers associations, and other value chain actors to investments in processing infrastructure, and service delivery to producers.	✓	✓	✓	✓	Specialised service provider/financial institution	Agribusinesses, Donors
Productivity Enhancement – Horticulture						
Strengthen crop extension services and technology transfer in priority areas - Implement research-to-extension system, including Conservation, maintenance, rehabilitation and utilization of the National Collection of varieties of fruits and Nuts of Afghanistan at 6 PHDCs, establishment of gene banks, etc.	✓	✓	✓	✓	MAIL Horticulture Directorate/ARIA	Specialised service provider, CDCs, PHDCs
Establish and strengthen crop-specific PMOs/Associations/cooperatives	✓	✓	✓	✓	MAIL, Horticulture Directorate	Specialised service provider/NGO

Training of crop farmers and input suppliers	✓	✓	✓	✓	MAIL, Horticulture Directorate	Specialised service provider/NGO
Productivity Enhancement - Dairy						
Enhance dairy cow husbandry systems, including forming cooperatives, improving animal nutrition, and establishing VFUs	✓	✓	✓	✓	MAIL Livestock and Animal Health Directorate	Specialised service provider/NGO
Train dairy farmers, VFUs, and cooperatives in milk production basins and consumptions centres	✓	✓	✓	✓	MAIL Livestock and Animal Health Directorate	Specialised service provider/NGO
Productivity Enhancement - Poultry						
Support to produce feed crops	✓	✓	✓	✓	MAIL Livestock and Animal Health Directorate	Specialised service provider/NGO
Technical assistance to modernise existing commercial poultry farms and promote new ones	✓	✓	✓	✓	MAIL Livestock and Animal Health Directorate	Specialised service provider/NGO
PRIORITY 3.3: FACILITATING ACCESS TO FINANCE						
Key performance indicators: - Increased loans taken out by agricultural sector borrowers - Lower default rates on agricultural loans - Expansion of banking branch networks to rural areas						
Key Targets: - Percentage of all bank loans to agriculture and livestock % # financial products developed - Increased number of agriculture finance-related products. - Increased volume of funding for agriculture finance. - Completion of feasibility study for agriculture insurance. - Increased volume of guarantees issued in support of agriculture Increased number of Digital Financial Service (DFS) users. - Increased number of institutions deploying digital platforms				Baseline: - Percentage of all bank loans to agriculture and livestock 4.1% # agricultural products		
Other reference strategy document(s): - Agribusiness Charter - National Financial Inclusion Strategy						
Actions	2019	2020	2021-2022	2023-2024	Responsibility	

					Lead	Partner				
Financial products development & non-financial services and delivery channels										
Analyse, develop and roll-out innovative financial products to address the needs of value-chain actors, including capacity building for financial institutions on agriculture finance and expanding the operations of the ACGF	✓	✓			ABA/AMA/MISFAMoF/AIBF	Financial institutions, donors, EU-ITC, WB				
Enhancing the outreach of financial services										
Technical assistance and training to develop digital platforms	✓				MISFA, ABA, AMA	Financial institutions, donors				
Operationalize the Afghan Payments System		✓	✓	✓	DAB	WBG, Financial Institutions				
Improve outreach through financial literacy training, deployment of loan officers, and training on Islamic credit	✓	✓	✓	✓	ABA, AMA	Financial institutions, MISFA,				
PRIORITY 3.4: INSTITUTIONAL STRENGTHENING FOR AGRIBUSINESS DEVELOPMENT										
Key performance indicators: - Improved service delivery by MAIL and MoCI - Improved service satisfaction - Strong capacity for adaptive agricultural research - Research-to-extension system implemented and improving agricultural yields - Improved return on investments in horticulture and livestock as research and service are better targeted to productive investments - Improved budget execution in MAIL and MoCI										
Key Targets: - Capacity assessments completed - Completed Adaptive Agricultural Research Sector Reform - Completed institutional reforms in selected directorates (ARIA, Agricultural extension, AHD, SPCD, ASMID, PPD, PSD) - Skill development and professional trainings provided to at least 50 percent of staff. - Number of MoCI accredited BDS established per province. - MoCI tashkeel approved - Research-to-extension system implemented					Baseline:					
Other reference strategy document(s): Agribusiness Charter										
Actions					2019-2020	2020-2021	2021-2022	2022-2024	Responsibility	
									Lead	Partner

Sustainable Strengthening of MAIL, including:						
Reviews of key departments and meritocratic appointment of critical positions	✓				MAIL	EU, IARCSC
Rationalisation of policies and procedures, especially the National Agriculture Extension Policy, Seed certification, animal health, etc.	✓	✓			MAIL	EU
Capacity Development - Implementation of recommendations to build capacity based on functional reviews, for eight core teams. - Will include improving capacity for data management, policy development, private sector development, management of the national collections, extension service delivery, research, management of plant health and planting material and seed certification, disease identification and prevention, management of quarantine and testing facilities, and management of pomology laboratories	✓	✓	✓	✓	MAIL	EU, MRRD, MoF, CDCs, ANNGO, ANDHO, DAILs, PAILs, FAO
Sustainable Strengthening of MoCI						
Reviews of key departments, approval of revised tashkeel, and meritocratic appointment of critical positions	✓				MoCI	Donors, IARCSC
Rationalisation of policies and procedures, especially related to management of agri-industrial parks, export promotion, and investment promotion.	✓	✓			MoCI	Donors
Capacity Development - Improve capacity for data management, policy development, private sector development, management of industrial parks, trade facilitation, investment promotion, and export promotion	✓	✓	✓	✓	MoCI	EU/ITC, service providers, MoF, ACCI

PRIORITY 4: SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES AND PROTECTED AREAS

PRIORITY 4 OUTCOMES:

Sustainable and climate smart management of forests, rangeland, and protected areas

Improved livelihoods of rangeland dependent communities

Sustainable protection and conservation of Afghanistan's biodiversity

PRIORITY 4.1 COMMUNITY-BASED FOREST MANAGEMENT

KEY OUTCOMES:

Key performance indicators:

- *Planning and management of forest resources is done based on baselines and scientific research*
- *Local communities and FMAs are actively engaged in conservation, expansion, improvement and sustainable harvesting of forests*

Key Targets:

- 1,854,045 ha forests, 2.879% by the country land area
- 800 Forest management associations established, management plans developed.
- 50,000 Ha of Areas of Forest Improved, conserved and sustainability harvested
- 34,500 Ha of Forest areas reforested

Baseline:

- 1,781,045 ha total forests, 2.766% by the country land area (2017)
- *No other baselines*

Evidence and research-based planning and management of forest resources established						
Other reference strategy document(s): - Natural Resource Management Strategy 2017-21 - National Biodiversity Strategy and Action Plan (NBSAP) - Dryland Agriculture Policy (2018)						
Actions	2019-2020	2020-2021	2021-2022	2022-2024	Responsibility	
					Lead	Partner
Establish 800 forest management associations to engage communities in sustainable conservation, expansion, improvement and utilisation of natural forests, and facilitate development of management plans for sustainable use of forest resources	√	√	√	√		CDCs, NEPA
Establish a GIS-based and ground survey-based information management system for forest resources in 11 provinces	√				NRM directorate, GIS office of MAIL	WB, FAO, NEPA, ARAZI, CSO, local communities, Academic and research institutions
Improve, conserve and sustainability harvest 50,000 Ha of Forest	√	√	√	√	MAIL	NEPA, CDCs
PRIORITY 4.2 COMMUNITY-BASED MANAGEMENT OF RANGELAND AND MEDICINAL PLANTS						
Key performance indicators: - Increased resilience and productivity of rain-fed farming systems and livestock management - Increased and diversified livelihoods for communities benefiting from sustainable utilisation of medicinal plants and spices - Reduced land degradation and soil erosion through more sustainable rangeland management practices - Improved water capture and water management systems across one hundred critical dry land watersheds						
Key Targets: 210,000 ha rangelands conserved 205,000 ha rangelands restored 100 water catchment/harvesting structures built				Baseline: n/a		
Other reference strategy document(s): - Natural Resource Management Strategy 2017-21 - Dryland Agriculture Policy (2018)						
Actions	2019-2020	2020-2021	2021-2022	2022-2024	Responsibility	
					Lead	Partner

Establish national information system on rangeland and medicinal plant resources	✓	✓			MAIL NRM	NEPA, DAILS, NGOs, Academia
Establish Rangeland Management Associations to advance conservation of 210,000ha rangeland	✓	✓	✓	✓	MAIL NRM	NEPA, DAILS, NGOs, Academia, RMAs
Restore 205,000 ha rangelands through implementation of grazing principles and public awareness	✓	✓	✓	✓	MAIL NRM	NEPA, DAILS, NGOs, RMAs
Establish community-based forage seed multiplication centers (hub of extension services for local communities)	✓	✓			MAIL NRM	NEPA, DAILS, NGOs, Academia, RMAs
Establish community-based drought/grazing resistant plant production centers (hub of extension services for local communities)	✓	✓	✓		MAIL NRM	NEPA, DAILS, NGOs, Academia, RMAs
Restore and rehabilitate 2,500ha of medicinal plants through RMAs	✓	✓	✓	✓	MAIL NRM	NEPA, DAILS, NGOs, Academia, RMAs
Train 5000 people on sustainable conservation and harvesting of medicinal plants	✓	✓	✓	✓	MAIL NRM	NEPA, CDCs
Watershed characterization and monitoring	✓	✓	✓	✓	MAIL NRM	NEPA
Watershed management improved through research-driven interventions, including consolidation of the Badam Bagh Research Station on watershed management and demonstration and training.	✓	✓	✓	✓	MAIL NRM	NEPA
Water catchment and harvesting infrastructure development	✓	✓	✓	✓	MAIL NRM	DAILS, NEPA, RMAs
PRIORITY 4.3 MANAGEMENT OF PROTECTED AREAS						
Key performance indicators: - Planning and management of protected areas and national parks is done based on baselines and scientific data. - Establishment and development of community-based conservation management in accordance with National Protected Area System Plan (NPASP). - Biodiversity in protected Areas is conserved and local economy has improved.						
Key Targets: - Protected areas are expanded from 1.858 % of the total geographical area of the country to 2.07% till 2023 7 protected areas established - Decrease in biodiversity losses	Baseline:					
Other reference strategy document(s): - Natural Resource Management Strategy 2017-21 - National Protected Area System Plan (NPASP)						
Actions	2019	2020	2021	2022	Responsibility	

					Lead	Partner
Review and revise management of protected areas, including clarifying the role of MAIL, NEPA, Provincial Authorities, and communities	√	√			MAIL NRM	NEPA, Provincial authorities, MoF
Establish protected areas management associations and facilitate training and planning on conservation and biodiversity	√	√	√	√	MAIL, NEPA	CDCs
Established shared information and cooperation systems with neighboring countries on protected areas and wildlife conservation		√	√		MAIL, NEPA	Pakistan, Iran, Tajikistan