

"FROM THE PEOPLE, FOR THE PEOPLE, WITH THE PEOPLE"



**Analytic Closure Report
National Solidarity Programme (NSP)**

Analytic Closure Report

National Solidarity Programme (NSP)

Copyright © United Nations Human Settlements Programme (UN-Habitat) 2017

All rights reserved

United Nations Human Settlements Programme (UN-Habitat)

P.O. Box: 05, Kabul, Afghanistan

Tel: +93 (0) 799 234 767

www.unhabitat.org - www.unhabitat.af

HS Number: HS/069/17E

Cover Photo: Mohammad Ahsan Saadat, UN-Habitat Afghanistan

Design and Layout: Mohammad Ahsan Saadat, UN-Habitat Afghanistan

Disclaimer: The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the secretariat of the United Nations concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries regarding its economic system or degree of development. Excerpts may be reproduced without authorization, on condition that the source is indicated. Views expressed in this publication do not necessarily reflect those of the United Nations Human Settlements Programme, the United Nations and its member states.

Analytic Closure Report National Solidarity Programme (NSP)



UNHABITAT
FOR A BETTER URBAN FUTURE

2016

UNHABITAT
FOR A BETTER URBAN FUTURE

TABLE OF CONTENTS

EXECUTIVE SUMMARY	01
NSP Introduction	01
NSP Outputs Summary	01
NSP Impact Summary	02
Conclusion.....	03
INTRODUCTION	05
Afghanistan Context	05
Objectives of the NSP.....	06
Beneficiaries.....	06
NSP Periods	06
Roles and Responsibilities	07
Role of UN-Habitat	08
SECTION 1: OVERVIEW OF THE NATIONAL SOLIDARITY PROGRAMME	09
Phase 1: Social Mobilisation & Elections	10
Phase 2: CDP Drafting & Sub-project Selection	12
Phase 3: Sub-project Proposals & BGDisbursement.....	12
Phase 4: Sub-project Implementation.....	14
Capacity Building (cross-phase)	14
SECTION 2: NATIONAL SOLIDARITY PROGRAMME OUTPUTS	15
Scale of Delivery	15
Coverage	16
UN-Habitat Supported Delivery	19
Outputs Summary	30
SECTION 3: NATIONAL SOLIDARITY PROGRAMME IMPACT	31
Access to Basic Service and Infrastructure	32
Economic Wellbeing	33
Local Governance	33
State building and Political Attitudes	34
Social Norms	34
Impact Summary	50
SECTION 4: LESSONS FROM THE NATIONAL SOLIDARITY PROGRAMME	53
Institutional and Programme Arrangements	53
Technical Processes and Capacities	55
Financial mechanisms	56
ANNEXES	59
Annex A: Methodology	59
Annex B: NSP Funders	61
Annex C: NSP Facilitating Partners	62
Annex D: NSP Certificate of Completion	64

ABBREVIATIONS AND ACRONYMS

AFN	Afghanis (currency)
ARTF	Afghanistan Reconstruction Trust Fund
BG	Block Grant
CDC	Community Development Council
CDP	Community Development Plan
CFHF	Community Financial History Form
DAB	Da Afghanistan Bank
FP	Facilitating Partner
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit)
NGO/INGO	Non-Governmental Organisation/ International NGO
NSP	National Solidarity Programme
M&E	Monitoring and Evaluation
MRRD	Ministry of Reconstruction and Rural Development
PMC	Project (Sub-) Management Committee – CDC level
PMU	Provincial Management Unit (NSP)
RRD	Provincial Offices of Reconstruction and Development
SFSR	Sub-project Final Status Reports

ACKNOWLEDGMENT LETTER

The National Solidarity Programme (NSP) has been one of the flagship programs of Afghan Government and it has been implemented under the leadership of the Government of the Islamic Republic of Afghanistan. It is the culmination of more than 10 years of hard work and positive cooperation between many institutions and individuals, which are gratefully acknowledged.

NSP consumed huge amount of work, research and dedication. Still, implementation would not have been possible if we did not have a support of many individuals and institutions.

UN-Habitat has played a key role in assisting the Government in the design of the programme and has been responsible for implementing a significant portion of the programme (facilitating 4,133 CDCs reached an estimated 1,338,000 families comprised of 7,715,000 family members across 9 provinces, preparation of 12,591 financed sub projects with 11,579,000,000 AFS Block grant disbursement).

First of all, we are thankful to the World Bank, in particular the International Development Assistance grants and bilateral aid for their financial and logistical support and for providing necessary guidance concerning projects implementation.

We are also grateful to the Ministry of Rural Rehabilitation and Development (MRRD) for provision of expertise, technical support, management and supervision in the implementation. Without their superior knowledge and experience, the Project would have not achieved quality of outcomes, and thus their support has been essential.

We would like to express our sincere appreciation and gratitude towards local communities who voluntarily devoted their time and knowledge and experiences in the project; they were responsible for the selection, design and implementation of Sub-projects.

Nevertheless, we express our thankfulness toward Provincial Governors and PMUs of Herat, Balkh, Bamyan, Kandahar, Nangarhar, Kapisa, Panjshir, Parwan, and Farah for their kind co-operation and encouragement which helped us in completion of this important project.

NSP carried out under the direction of a dedication national team and the overall guidance of international teams lead by Mrs. Samantha Reynolds. Number of internationals has contributed to its implementation as Mr. Lalith, Mr. Srinivasa Popuri, Mr. Graham lowe, Mr. Binode Shrestha, Mr. Bijay Kramcharia and others.

The national team members were consist of Mrs. Rahela Hashim, Miss Hangam Anwari, Mr. Noor Akbari, M. Akram Salam, Dr. Abdul Basir Sarwary, Abdul Baqi Popal, Najib Amiri, Sayed Zabihullah Sawayz, Engineer Habib Rahimi, Mr. Assad, Dr. Nemat, Salem Helali, Engineer Sadullah Wahab, Krimullah Afaq, Sayed Aziz Moberz, Najib Amini, Ghulam Sanyee, any many more.

Fundamental contributions came from Helena Ohlsson, Marcus Tudehope, Joe Hooper, Raf Tuts, Fabienne Perucca, Farid Omary, Mohammad Mirzaie, Najib Amini, Frozan Abdullah, Azima Roya, Ghows Amirian, Haji Mohammad Hamid, Noorullah Farajid, Michael Warren, Abdul Baqi Popal, Esa Rahman, Hiroshi Takabayashi, Wais Safi, Salem Karimzada, Syed Sadullah Wahab, Mohammad Hakim Hafizi, Said Nader Shah Zgham, Nematullah Rahimi, Sayed Abdul Aziz Mobariz, Mohammad Mirwais Saifi, Dost Mohammad Khurami and Saifurrehman Harris.

Additional guidance was provided Manuel Vega Edited the report and Ahsan Saadat provided administrative support and formatted the report. The peer reviewers were Mr. Rory Robertshaw on behalf of UN-Habitat, Mr. Ghullam Sakhi Mohebi MIS Reporting Officer, Mr. Ateela Sadid Senior reporting assistant and Abdul Qadir Shakiri core trainer of UN-Habitat NSP team.

Sincerely,

Mohammad Najib Amiri
Senior Programme Coordinator / NSP Manager

EXECUTIVE SUMMARY

NSP INTRODUCTION

The National Solidarity Programme (NSP) was a flagship programme of the Government of Afghanistan and had the goal of building peace and solidarity amongst the people and to empower them to be responsible for local level governance and development.

As part of the NSP Community Development Councils (CDC's) were formed in each village through a transparent election process. The CDC's were empowered through a process of experiential learning to plan and undertake their own development work with the goal of being responsible for local level governance.

The design of the NSP rested on four foundational elements:

Facilitation – to assist communities establish representative and inclusive community institutions able to form consensus as to their development needs and priorities.

Block Grants – transferred to support identified rehabilitation of development activities – planned and implemented by the communities.

Capacity building – ensuring the development of the skills required by community members and leaders to plan and implement projects such as financial management and technical skills.

Linkages – building ties between local communities and the different tiers of government, as well as with other stakeholders.

NSP OUTPUTS SUMMARY

Over fourteen years, the NSP financed more than 88,000 Sub-projects that were implemented nationwide - across all 34 provinces - by 35,000 newly established, village-level, representative local Community Development Councils. By the end of the programme, 98% of the country's 398 districts had received one or more Block Grants. In doing so, over \$1.6 billion was invested directly in community development, primarily in infrastructure, projects (see Table 1).

Working in nine provinces: Balkh, Bamyan, Farah, Hirat, Kandahar, Kapisa, Nangarhar, Panjsher and Parwan, UN-Habitat played an important role in the development, capacitation and design of the programme as a whole and more specifically in facilitating its delivery. As a Facilitating Partner, UN-Habitat was responsible for implementing a significant portion of the programme -reaching 4,133 CDCs of the total of 35,075 village CDCs (see Table 2) and training more than a quarter of a million community members.

For the NSP as a whole and specially for UN-Habitat as its lead Facilitating Partner, in many instances planned targets were out-performing by a considerable distance. During NSPI, for the programme as a whole, the following performance against targets were exceeded:

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_18382

